

Global Programmes

Policy priorities

Promoting equality between **refugee women** and men and ensuring that refugee women's rights are recognised and implemented as an integral part of human rights is at the heart of UNHCR's policy to provide better protection and assistance to refugee women. This policy is also rooted in international agreements and standards, such as the Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Platform for Action, ExCom conclusions, ECOSOC resolutions and Security Council Resolution 1325.

UNHCR's approach to empowering refugee women is based on mainstreaming gender equality by placing it at the centre of policy decisions. Empowering refugee women through multi-sectoral activities will enhance the

protection of their rights, their capacity to participate in decision-making processes and their contribution to the well-being of their families and communities. It will also help to ensure that they participate actively in the design of durable solutions for their communities, including peace-building through reconciliation and peace negotiation processes. To this end, UNHCR will provide support to country operations to build teams and networks that will ensure adequate protection and assistance to women and girls (*Global Objectives, Goal 4*). UNHCR will build on lessons learned to give visibility to refugee women's capacities and needs, integrating these elements into all stages of the programming cycle (*Global Objectives 6 and 7.2*). In 2004, UNHCR will promote a broadening of responsibility and accountability for the protection and empowerment of refugee women. Leadership by senior management in headquarters and the field offices will also be emphasised.



Liberia: In recent years, although a lot has been done to improve the lives of refugee women – from national laws, guidelines on sexual violence to the High Commissioner's five commitments, much more needs to be done. Sierra Leonean refugees in Monrovia. UNHCR / B. Heger

To facilitate the mainstreaming of gender equality in protection and assistance activities, ongoing implementation of the High Commissioner's Five Commitments to Refugee Women and the recommendations of the three recent assessments on the protection of refugee women and refugee children as well as community services functions in UNHCR, will be supported (*Global Objective 4.3*). Similarly, activities outlined in the Agenda for Protection will be encouraged (*Global Objectives 4.6, 4.9, 7.2*) and supported. Efforts made by field offices to prevent sexual and gender-based violence (SGBV) and contribute to remedial measures will also be supported. This effort will include the implementation of a clear strategy to facilitate dissemination and practical use of the recently published *SGBV Guidelines* (*Global Objective 4.3; Agenda for Protection, Goal 4.4*). In order to enhance the economic and social empowerment of women and girls, a pilot initiative will be used to develop and strengthen partnerships with NGOs and UN agencies selected for their special expertise (*Global Objective 7.6; Agenda for Protection, Goal 3.3*). Ongoing collaboration with non-traditional partners will be strengthened to design and implement gender-responsive economic empowerment activities, and to support targeted initiatives on leadership, legal literacy and men's promotion of women's rights and gender equality. As highlighted during the 2001 Dialogue with Refugee Women, the importance of consulting and involving refugee women in decisions affecting them will be stressed.

A range of concrete activities to attain these objectives will include:

- training and capacity development of UNHCR staff, implementing partners, government officials, and refugee communities in four targeted locations, with the focus on gender equality mainstreaming and SGBV issues (*Global Objective 2.1*);
- the publication of two brochures on best practices, including one on the implementation of the High Commissioner's five commitments to refugee women (*Global Objectives 3.1, 3.2, 3.3, 4.6*);
- documenting lessons learned for information-sharing among country operations (*Global Objective 7.4*);
- the strengthening, through three regional meetings, of gender equality networks and gender and children teams in the regions covered by the regional women, gender equality and refugee children advisors (*Global Objective 7.3*);
- providing support to continue and expand the pilot initiatives on economic empowerment of women (*Global Objectives 4.3, 4.4*);
- evaluating the implementation of the High Commissioner's five commitments in selected operations (*Global Objectives 3.2, 3.3, 4.3*);
- revising the UNHCR Policy on Refugee Women to emphasise a focus on Gender Equality and SGBV prevention and response (*Global Objective 4.3; Agenda for Protection, Goal 6.1*);
- supporting grass-roots women's associations to link refugee women and their concerns into women's rights processes (*Global Objective 7.2*);
- supporting the development of men's associations promoting gender mainstreaming and combating SGBV, using the model of the Men's Association for Gender Equality in Guinea (*Global Objective 4.3; Agenda for Protection, Goal 6.2*);
- technical support missions to selected operations to review programme activities on SGBV; dialogue with partners and refugee beneficiaries; training field staff and partners using SGBV guidelines; and briefing senior managers on their overall roles and responsibilities to ensure effective implementation of SGBV programme activities (*Global Objectives 4.2, 4.3; Agenda for Protection, Goal 6*).

As at 1 January 2003, an estimated 9.1 million (46 per cent) of persons of concern to UNHCR, were **refugee children** under the age of 18 years. Based on the 1989 Convention on the Rights of the Child, UNHCR's 1993 *Policy on Refugee Children* and the 1994 *Guidelines on Protection and Care of Refugee Children*, the Office will promote a rights-based approach to meet the protection and assistance needs of refugee children (*Agenda for Protection, Goal 6.2*).

In 2004, the newly created Women, Children and Community Development Section will adopt a multi-sectoral approach in its support to country operations. The section will co-ordinate the provision of policy and technical advice through the Senior Regional Advisors (SRAs) on Refugee Women, Gender Equality and Refugee Children. The ongoing partnership with UNICEF will be strengthened through consultations on global and regional collaboration (*Global Objective 7.3*). The existing collaboration with the Women's Commission for Refugee Women and Children will be maintained through support to the final phase of the participatory study on refugee adolescents. The partnership with the Jane Goodall Institute will be consolidated and expanded by introducing the "Roots and Shoots" Programme to refugee settings. The Senior Advisor for Refugee Children will participate in the Geneva-based NGO Sub-Group on Children in Armed Conflict and Displacement, which is a forum for advocacy and policy formulation on child protection and care (*Global Objective 6.3, Agenda for Protection, Goal 3.3*). UNHCR will provide support to Save the Children stand-by personnel in preparation for, and during their deployment to emergencies in order to strengthen protection and assistance to refugee children (*Global Objective 2.3*).



Sri Lanka: An IDP child in a welfare centre in Vavuniya. UNHCR / L. Taylor

The SRA based in the Bureau for Europe at Headquarters will continue to provide advice on refugee children including on the follow-up activities to the Separated Children in Europe Programme (SCEP). In Africa, the posts of SRA for Refugee Women, Gender Equality and for Refugee Children in Abidjan and Nairobi will be merged into one and will, together with the already combined post in Pretoria, cover operations in West Africa (from Abidjan), in the East and Horn of Africa and, Central Africa and the Great Lakes Regions (from Nairobi), and in Southern Africa (from Pretoria). Separated children, specific aspects of education (non-formal and self-help initiatives) and protection from sexual exploitation, abuse and violence will continue to be priority issues in 2004 (*Global Objective 4.3*). The implementation of findings of recent studies on adolescents and the access of girls to education will be supported by the SRA's who will also play a key role in promoting the application of the situation analysis tool being developed by DOS (*Global Objective 3.2*).

The Section will contribute to the follow-up process related to the implementation of the three recent

evaluations on refugee children, refugee women and community services (*Global Objectives, Indicator 4.3.1*), and the Agenda for Protection. Support will be provided to the implementation and monitoring of the Plan of Action of the Inter-Agency Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises. A revision of the 1994 Guidelines on Protection and Care of Refugee Children will be initiated in 2004, and a field manual on the "Rights of Women and Children: Awareness Training for Refugees" will be developed together with the Department of International Protection (*Agenda for Protection, Goal 3.4*).

The outreach strategy for Action for the Rights of Children (ARC), an inter-agency, rights-based training and capacity building initiative was evaluated and reviewed in 2003. The revised approach focuses on linkages to national child protection networks, involvement of senior management, increased participation of children, in particular, adolescents, and mobilisation of the communities. Regional ARC Steering Committees have been established in Abidjan, Nairobi and Pretoria. In the East and Horn of Africa,

Save the Children and UNICEF have taken the lead in recruiting a Regional Coordinator for a limited time-span to roll out a systematic training and capacity-building plan that targets a cross-section of staff from the ARC partner agencies and other stakeholders, including government counterparts. Operations that are not covered by SRAs such as in Afghanistan, Colombia, Nepal, Pakistan, Thailand and Yemen will receive individual attention and support.

In 2004, efforts will be intensified to address not only the special needs of **older refugees**, in particular, the chronically ill and those without family support, but also to recognise the capacity of older refugees to make a meaningful contribution to their families and communities (*Global Objective 4.6*). The new community services manuals, prepared in the second half of 2003 reflect these aspects in sections devoted to “community participation and development” and “working with groups with special needs”. Training of community services and partner staff will focus on those two aspects.

The brochure on UNHCR’s policy on older refugees will be widely distributed in 2004. A survey on the implementation of this policy will measure the extent to which the policy has been mainstreamed into UNHCR’s operations since its endorsement in 2000.

Country offices will be encouraged to ensure that the distinct needs and resources of older refugees are reflected in UNHCR’s protection and assistance work. The key role of older refugees as care-givers for AIDS orphans and for AIDS sufferers requiring home-based care will also be stressed. Similarly, teachers and programme managers will be encouraged to consider older refugees as a resource in both formal and non-formal learning activities.

In March 2001, the Standing Committee called on UNHCR to integrate its **community development** policy into UNHCR activities, and to ensure its promotion amongst implementing partners. This requires UNHCR and implementing partners to engage refugees as active partners in all phases of programme implementation and to empower refugee communities by finding ways to protect and support them.

In March 2003, an independent evaluation of the community services functions presented a series of recommendations. Two proposals, in particular will enhance the community development approach in 2004:

- development of a core unified assessment process, using situation analysis as a tool, to be used by programme, emergency, protection and community services staff to jointly address the needs of all refugees including individuals and groups with special (protection) needs (*Global Objective 3.2*); and
- revision of the community services manuals to include practical guidance on ensuring and promoting refugee participation, community mobilisation and community empowerment (*Global Objectives 4.2, 4.9, 7.2*).

During 2004, UNHCR will ensure:

- dissemination of community services manuals to UNHCR staff and implementing partners in country offices and at headquarters;
- development of the community services training materials, for training of regional community services staff and partners in the use of the manuals;
- pilot testing of the situation analysis tool in five field sites;



Russian Federation: Among refugee populations, there are many older refugees, like the refugee woman shown here from Georgia who receives humanitarian assistance. UNHCR / T. Makeeva

- the mainstreaming of the situation analysis approach into instructions related to the UNHCR planning and programming cycle;
- conducting field training with inter-agency and multi-sectoral teams (programme, protection, community services, field, management) to apply a team approach to promoting gender equality, child rights and a community development approach (*Global Objectives 4.3, 4.6, 4.9, 8.3, 9.1*).

In 2004, the collaboration with partner institutions, including Save the Children (Sweden and Norway) and Care Netherlands, will continue to enable the deployment of community services officers to emergencies and emergency-like situations (*Global Objective 7.3*). The stand-by emergency team members will also receive training on this new tool.

UNHCR's *1996 Environmental Guidelines* serve as a basis for conceptualising, developing and implementing an integrated policy on the **environment** and natural resource management in its programmes for refugees and returnees. The policy provides for measures that ensure the physical protection of refugees from the onset of an emergency, as well as longer-term management initiatives. It avoids costly and time-consuming restoration work, by safeguarding the environment at a time when heavy demands are placed on natural resources. Management of the environment also makes a positive contribution to the protection of the institution of asylum.

In 2004, UNHCR will ensure that its policies and practices remain timely and appropriate and ultimately, help to reduce the potential for environmental degradation and avoid conflicts over the use of limited available resources.



Eritrea: Enhanced awareness of environment issues has resulted in returnees, like this returnee woman from Sudan, preparing food on fuel-saving stoves. UNHCR / S. Boness

The main objectives for UNHCR's work in this area are to (*Global Objectives 4.5, 4.6, 7.2, 9.1*):

- ensure sound environmental management policies and practices in all phases of operations;
- provide technical support to field operations in environmental matters;
- enhance awareness of environmental issues during refugee operations;
- ensure policy compliance;
- strengthen capacity to deliver and support environmental education and awareness raising activities;
- provide training to implementing partners, government agencies/institutions and UNHCR staff;
- establish effective partnerships in key sectoral activities.

The following activities will be undertaken to help realise the above stated objectives:

- promote new environmental practices in field operations;
- continue the implementation of demonstration projects, and document lessons learned to encourage the replication of good practices;
- identify operations in need of technical assistance in the field of environmental management and provide relevant support;
- revise the Environmental Guidelines, and other sectoral guidelines, such as those on forestry;
- provide support to ongoing environmental education activities in Djibouti, Ethiopia, Kenya and Sudan; and to review and harmonise approaches being promoted in Guinea, Tanzania, Thailand and Uganda;
- sustain support for environmental assessments and monitoring, and integrate the emerging lessons from the FRAME project into a revised Environmental Management Training Programme;
- hold co-ordination meetings with environmental co-ordinators and focal points to ensure that common practices and standards are being used systematically by all partners and beneficiaries;
- enlist competent and experienced partners to assist with key elements of overall programme management and specific project monitoring.



HIV/AIDS programmes will be pursued through UNHCR's *Strategic Plan for 2002-2004 on HIV/AIDS and Refugees* which is based on a human rights framework. It is divided into three major areas: 1) Prevention, with emphasis on behavioural change and communication; 2) Care and treatment, including programmes to reduce discrimination against, and to improve the quality of life among people living with HIV/AIDS; and 3) Surveillance, monitoring and evaluation. This plan has been implemented since 2002 by a technical officer and a programme officer at headquarters and

three HIV/AIDS Regional Co-ordinators in Central Africa and the Great Lakes regions of Africa, the East and Horn, and Southern Africa. So far, HIV/AIDS programmes in these regions have been standardised and expanded by taking into consideration lessons learned since 2002. The results have been used to make improvements to the implementation of activities in the sub-regions and will be again used in West Africa and Asia in 2004.

Refugees are already stigmatised by virtue of their status and this is exacerbated by the misperception that they bring HIV/AIDS into host countries or that they bring it back to their home countries when they repatriate from higher HIV-prevalence asylum countries. It can therefore be said that, providing international protection to refugees is inextricably linked to providing care to persons living with HIV/AIDS. For this purpose, in 2004, UNHCR will develop an HIV/AIDS training module for protection officers. A study will be commissioned to examine the links between protection and HIV/AIDS, and the corresponding programme implications.

In countries where UNHCR operates, continued functioning of essential HIV/AIDS programmes will be ensured. These will include safe blood supplies, universal precautions in health centres; reproductive health initiatives including programmes for the prevention of sexual violence; promotion of the use of condoms; and Information-Education-Communication (IEC) programmes for the prevention of HIV/AIDS. Experiences gained from pilot prevention programmes on voluntary counselling and testing services, and prevention of mother-to-child-transmission will be used to implement similar programmes in other refugee settlements, in conjunction with host governments. Work on youth-friendly projects emphasising education, peer-counselling and novel approaches to communicating HIV/AIDS messages will continue. Services of the centralised IEC material clearing house in Southern Africa will be expanded and similar regional centres will be established to ensure that culturally appropriate materials are distributed.

Home-based care and treatment will be a major focus for UNHCR and its partners as the pandemic matures in Africa. Training and refresher courses for health and community services personnel will be undertaken to ensure that they are up-to-date on the effects of, and treatments for, HIV/AIDS and related diseases. In response to the increasing use of anti-retroviral medications (ARVs) in Africa, UNHCR will develop a policy on the use of ARVs in 2004. Nutrition and food aid policies will be examined to ensure that the required quality and quantity of food is provided to those suffering from HIV/AIDS in order to slow down the progression of the illness. In anticipation of the increased number of orphans, interventions for their care will also have to be developed in 2004.



Somalia: At Bossaso's main hospital, blood donors are screened for the HIV virus. Roughly 4.6 per cent of them, test positive. UNHCR / K. McKinsey

A standardised behavioural surveillance survey will be developed with specific focus on migration and refugees. Baseline HIV prevalence data will continue to help in the evaluation of UNHCR programmes and to understand the relationship between migration and HIV/AIDS. Documentation and dissemination of experiences and lessons-learned, such as UNHCR's field guide, *Assessment of HIV/AIDS Behaviour Change and Communication Strategies of Kakuma Refugee Camp, Kenya, 2002*, will continue.

The fight against HIV/AIDS will be undertaken in partnership with other UN agencies, NGOs, host governments, and donors. In 2004, UNHCR will chair the Inter-Agency HIV/AIDS Advisory Group on the theme – HIV/AIDS and Mobility. In order to improve co-ordination with other agencies working on HIV/AIDS, UNHCR will also seek to become a co-sponsor of UNAIDS in 2004.

Through its **emergency-related projects**, UNHCR will continue to maintain, in Copenhagen, a Central Emergency Stockpile of non-food items (blankets, plastic sheeting, jerry-cans, cooking stoves, kitchen sets, etc.) designed to meet the initial needs of 250,000 beneficiaries. In addition, a minimum stock of four-wheel-drive vehicles, trucks and pre-fabricated warehouses will be maintained for deployment to emergency operations.

Regional emergency preparedness will be reinforced through six sessions of adapted situational emergency training for UNHCR and its partners in the countries/regions concerned.

Three emergency response team (ERT) rosters will be established. The Emergency Preparedness and Response Section (EPRS) will hold training workshops for emergency managers for people on the rosters: some 75 UNHCR staff and over 40 staff of partners and other UN agencies. The ERT, combined with the staff available for deployment within ESS, is the primary emergency response mechanism in the organisation.

ESS will also continue its work on: 1) the development of its enhanced analytical capacity, information management and tools for early warning to improve monitoring of potential refugee situations (including refugee/staff safety); 2) policy research and development of guidance/tools to address insecurity

in refugee/returnee situations; and 3) policy research and development in the areas of mine action, small arms disarmament, and co-operation with the military.

Other activities

Promotion of refugee law and advocacy: In 2004, UNHCR will support national capacity-building efforts for the promotion and advocacy of refugee protection, this will include promoting legal research on, and publication of refugee-related matters. Documentation and protection tool kits will be made available to all UNHCR offices and partners. The intention is to share publications that reflect policy trends with field offices on a regular basis. UNHCR will also continue to support the publication of three refugee law journals.

In the coming year, UNHCR will provide technical assistance to a number of refugee law courses at universities and other institutions, as well as to the *Reach Out* initiative. It will undertake an overview of all stakeholders involved in the promotion of refugee law – in order to define priorities that adequately reflect financial and human constraints. Similarly, it will review its relationship with universities in an attempt to strengthen and work with them in a more systematic manner. A feasibility assessment will be carried out to develop and introduce a distance learning refugee law course in partnership with universities to target a wide audience, especially in developing countries. UNHCR also plans to develop an extensive training module based on the Protection Learning

Programme for NGOs and other partners. Other activities will include providing Convention Travel Documents (CTDs) and explore the possibility of upgrading them to meet security concerns expressed by some States.

Resettlement projects: The ongoing partnership with the International Catholic Migration Commission (ICMC) to implement the deployment scheme to reinforce resettlement operations in the field, and with the International Organisation for Migration (IOM) to facilitate the travel of resettled refugees will continue. The training programmes will be maintained, including the specialised RSD-RS Learning Programme which includes sections on management of resettlement operations, fraud awareness and accountability in Refugee Status Determination and resettlement procedures.

Refugee Status Determination Projects (RSD): The RSD Project will deliver operational support to UNHCR offices that undertake RSD and use the newly-issued *Procedural Standards for Refugee Status Determination under UNHCR's Mandate*. These will provide greater harmonisation in UNHCR's RSD procedures and will improve the quality of due process and oversight in its protection work. The deployment of experienced RSD consultants will be an important part of the Office's support strategy to field offices.

RSD Project deployments in 2004 will include a 2-4 week evaluation, as well as implementation support missions for the RSD Procedural Standards in a number of UNHCR offices. In addition, the RSD Project will deploy RSD consultants to provide assistance to UNHCR offices that are responding to emergency situations, or are experiencing exceptional challenges in RSD processing. The consultants will work closely with protection staff in field operations to assist individual offices to develop standard operating procedures, recruit national staff, and identify and respond to the specific training needs of staff who are responsible for RSD. Through the RSD Project, UNHCR will also provide advice and technical assistance to governments in building and strengthening their own national RSD procedures and capacities.

The **Surge Capacity Project** is a well-functioning deployment scheme that, in the past two years, has provided a considerable number of protection officers on temporary deployment to field locations. The Department of International Protection (DIP) intends to ensure that this project – which has, so far, used non-UNHCR staff supplied by the International Rescue Committee (IRC) – will use UNHCR staff in 2004. In the spirit of increasing partnerships with NGOs, this will be the first example of a joint funding exercise between UNHCR and IRC.

In order to improve the management of UNHCR's protection functions, the Office will continue implementing a programme of regional protection management workshops throughout 2004. The objective of these is to strengthen the accountability of senior managers for the management of protection in their respective offices. The Protection Operations Support Section (POS) will work together with the Protection Policy and Legal Advice Section (PPLA) to assist in operationalising the issue of preservation of the civilian character of asylum. The challenge will be to transform the standards set out in ExCom Conclusion 94 into guidelines based on the result of best practices related to the concrete exercise of separation of armed elements from the civilian refugee populations. POS intends to complete a camp management toolkit that will focus on protection aspects of camp management.

Protection-related projects

The **Protection Learning Programme (PLP)** is a core training activity designed to equip all UNHCR staff to carry out UNHCR's mandate effectively. In 2004, UNHCR will offer a revised and updated PLP and by the end of the year, more than 700 staff members will have completed the course. UNHCR will begin translating some of the PLP documents and training material into French. The Office will build on two Thematic Protection Learning Programmes (TPLPs) for senior UNHCR colleagues – one on *Protection Strategies in Areas Affected by Armed Conflict*, and another on *Protection Strategies in the Context of Broader Migration Movements*. UNHCR plans to develop another TPLP on *protection management or returnee monitoring* and will develop additional training materials for the TPLPs.

In accordance with its **evaluation** policy, UNHCR will undertake or commission evaluations of new major emergency and repatriation programmes in 2004. An inter-agency evaluation of reproductive health services for refugees will be completed, as will a review of UNHCR's role in the promotion of refugee livelihoods and self-reliance. UNHCR's work programme in evaluation will be regularly updated throughout the year in accordance with organisational needs and priorities.

Refugee **registration** is a key tool of international protection in UNHCR's operations (*Global Objective 3.1*). However, registration has often fallen short of making available the kind of comprehensive information about persons of concern needed to guarantee their protection. This has been especially true in the case of populations with *prima facie* status residing in camps. The *Registration Handbook*, (September 2003), advocates a "unified approach" for registration designed to improve

registration and documentation for all persons of concern through the collection and continuous maintenance of individual registration records. The Handbook reflects all of the standards for data collection established in Ex-Com Conclusion 91 on Registration, and highlights the importance of adequately registering and documenting all children as well as adults.

The structured implementation of these new standards and procedures will begin in 2003, co-ordinated between the Department of International Protection, the Division of Operational Support, and UNHCR country offices. Regional and country-specific training will be conducted in selected field locations for all staff involved in registration efforts. Training modules will address the range of registration-related issues, and use a mix of training methodologies.

During the first half of 2004, the **Project Profile** team will develop a new registration software database for all UNHCR offices involved in registration. In the second half of the year, this software will be disseminated to field offices in 20 to 30 countries.

The demand to support ongoing registration activities has grown with Project Profile. Over 40 country operations are now benefiting from direct support to registration efforts. In 2004, the Population and Geographic Data section, in collaboration with Project Profile and the Information Technology and Telecommunications Service, will continue to focus on improving the quality of registration, documentation and population data management strategies as well as providing direct field assistance to operations. As one example, the design of distribution systems and ration card formats will continue to be improved in co-operation with WFP, in order to ensure that refugee women have equal access to assistance.

In 2004, **public information and media projects** will focus on increasing UNHCR's visibility worldwide. The activities will further UNHCR's efforts to find durable solutions for refugees in a rapidly changing international environment. UNHCR's main public website **www.unhcr.org** will be further improved and expanded to disseminate constantly updated news and information about UNHCR and its work through more audio/video clips and graphics, as well as new pages on issues such as management within UNHCR or the harmonisation of the asylum systems in the European Union. The number of national UNHCR websites, currently one dozen, will be expanded, each in the national language, but mirroring the "look and feel" of the main UNHCR website. Electronic publishing will be reinforced by a variety of print publications materials, such as the quarterly *Refugees* magazine, brochures and pamphlets; information bulletins; photo feature packages;

press releases; and posters, like the annual three-poster set highlighting annual global refugee and funding statistics. A print publications board is being created to oversee the development of uniform global standards for UNHCR publications worldwide. The Audio/Video Unit will undertake training on the use of video cameras for PI officers at headquarters and in field offices in order to expand the video coverage of various UNHCR field operations and emergencies. This footage will then be transmitted to the video studio for rapid editing and dissemination to international broadcasters via the European Broadcasting Union and other channels. Additional, functional field visibility items will be developed and distributed to offices worldwide by the Visibility/Distribution Unit, to enhance the profile and security of UNHCR field staff.

In 2004, the Private Sector and Public Affairs Service (PSPA) will aim to raise USD 20 to 25 million from private funding sources. This will be achieved through the following **private sector and public affairs activities**:

- focusing on a limited number of countries in which to raise funds to ensure the most efficient use of UNHCR's limited investment resources;
- concentrating on encouraging existing donors to give a monthly sum, and identifying other potential sources of donations;
- developing marketing materials, such as press releases and TV "spots," for national associations and branch offices to use for their fund raising appeals for emergencies;
- strengthening the co-ordination of activities between the national associations and PSPA, in order to further improve the monitoring and evaluation of the annual private sector strategic plan, and PSFR methodology; and
- increasing resources coming from corporations and foundations, as well as groups such as scouts or municipalities.

In support of the 2004 UNHCR theme of "Returning Home," the Public Affairs Unit will undertake the following activities:

- World Refugee Day will be celebrated for the fourth year on 20 June. Participating countries (well over a hundred in 2003), will conduct a range of public awareness activities from drawing contests and exhibitions, seminars and round tables, to high profile events engaging Goodwill Ambassadors such as film star Angelina Jolie, fashion designer Giorgio Armani, Arabic-speaking comedian Adel Imam, and French singer Julien Clerc.
- The Nansen Refugee Award will be presented on 20 June, in the context of World Refugee Day, to a person or persons who have rendered exceptional service to the cause of refugees. The award ceremony will be



France: UNHCR worked closely with the Governments of France and the UK to find durable solutions for the asylum-seekers housed at Sangatte. Here, Iraqi and Afghan asylum-seekers are departing from Sangatte for the UK. UNHCR / H.J. Davies

held in Spain, during the Universal Forum of Cultures, Barcelona 2004. This award has become a significant visibility programme for UNHCR.

- The Goodwill Ambassador programme continues to be one of Public Affairs' main visibility programmes – in view of the effectiveness of celebrity advocates reaching out to the public with messages of support for refugees and UNHCR's work. International Goodwill Ambassadors, Angelina Jolie, Barbara Hendricks, Giorgio Armani, Adel Imam and Julien Clerc, as well as regional Goodwill Ambassadors, will engage in a number of high profile public events, media interviews, field missions, public awareness and fund-raising campaigns.
- In its efforts to sensitise young audiences to refugee issues, the Public Affairs Unit will continue its co-operation with schools and teaching associations to disseminate educational material on refugees. Some of the material will be updated and produced on a CD-Rom. The educational kit developed in 2003 entitled "Young African Refugees: Building the Future," which was initially launched in France and Germany, will be distributed in other European countries.

In 2004, the UNHCR Library will further develop its bibliographic databases (REFLIT), provide access to new electronic services and ensure a wide dissemination of information through the UNHCR internal and external websites. The Library will issue volume 23 of UNHCR's academic journal "Refugee Survey Quarterly" published by Oxford University Press (OUP). It also foresees the publication of the third English edition of the *International Thesaurus of Refugee Terminology*. The Visitors' Centre, in collaboration with UN agencies and other partners will continue to organise group visits and exhibitions, participate in the international book fair in Geneva, and other events.

Training-related projects: In August 2003, UNHCR's Senior Management Committee approved the Office's Learning Policy and Guidelines. This is complemented by the United Nations Organisational Learning Framework (OLF) which was approved by agencies in the UN system in June 2003. These two documents provide a clear strategy for staff development, learning and training in UNHCR for the foreseeable future. They also set the standards for the way staff development should be developed,

managed, resourced, and assessed. In 2004, in its training-related projects, UNHCR will benchmark existing learning activities against these standards. The objective will be to continue to implement existing activities and develop new activities that provide staff with easy access to learning opportunities which reflect organisational priorities. A comprehensive learning needs assessment will be undertaken to help prioritise the choices of learning activities. Learning methodologies suited to UNHCR, such as blending face-to-face learning with self study, e-learning and other forms of distance learning will be promoted, and at the same time, efforts will be made to continue to decentralise training budgets. Existing programmes will be evaluated, some discontinued, and new ones developed with appropriate content and methodology.

The Performance Appraisal Report (PAR) will be promoted as an important tool for planning personal learning. The PAR encourages supervisors to act as role models and facilitators of learning. UNHCR recognises that participation alone is insufficient and that learning must be assessed not only for the acquisition of knowledge and skills, but also for actual changes to behaviour and impact on the workplace. A comprehensive assessment framework will be developed, and systematically introduced in a phased manner.

The Staff Development Section will need additional funding to enable it to achieve all the objectives it has identified for 2004. In line with the recommendations of the Office's Learning Policy and Guidelines, the OLF and



Colombia: Education is one of UNHCR's priorities. Here, a UNHCR-sponsored cultural centre is being constructed for youths. UNHCR / B. Heger

External Auditors, a minimum amount of two per cent of staff costs should be provided for staff development.

Education Projects: Education is a key component in the protection of refugees in all phases of operations (*Global Objectives 4.6, 4.8*). It is also a universal right that has been given priority within the *Millennium Development Goals*. As such, UNHCR has identified refugee education as a policy priority.

Following the dissemination of the revised *Education Policy and Field Guidelines* in 2003 (*Global Objective 4.3*), UNHCR country offices and implementing partners have focused increasingly on the importance of ensuring access to quality education – primary education in particular

– and on the problems that may prevent the attainment of this goal. In 2004, country office initiatives will endeavour to respond to the needs of the refugees and will promote the implementation of the Field Guidelines. Good education practices on education in emergencies, teacher training, capacity-building, partnerships, and promoting protection through education, will also be disseminated.

Pilot projects in Ethiopia, Kenya and Somalia in “Somaliland” and “Puntland” will seek to redress low school enrolment rates, especially at the primary level. These will focus on the refugee community’s involvement in education, the protection aspects of education, access to education opportunities and retention of students in schools – especially of girls (*Global Objective 4.2*). Lessons learned from these projects will be documented and shared to support other countries with similar challenges.

Benchmark information on education programmes collected in 2003 will be used to monitor: access to education, school retention rates of students and provision of technical support to country programmes. This data will also be used to further analyse educational priorities in various country programmes and to support efforts to apply education standards and indicators (*Global Objective 3.3*). Given the high de-

mands by country offices for technical expertise and the limited capacity of UNHCR to support these demands, inter-agency deployment and outsourcing arrangements will be made (*Global Objectives 7.3, 7.5*).

Tertiary scholarships provided through the DAFI programme – the *Albert Einstein Academic Scholarship Programme for Refugees* – will continue in almost 50 countries. The *Houphouët-Boigny Peace Prize Project* will also continue to support secondary education, giving priority to female refugees. Continuation of this scholarship project will depend on the receipt of USD 100,000 in 2004.

Life Skills Education (Peace Education) will be expanded to include messages on HIV/AIDS, health and sanitation, environment and land-mine awareness. As some countries, previously supported by the Peace Education Programme (PEP), mainstream the programme and thereby release funding for new country programmes, PEP will extend its formal and non-formal components to new countries. PEP materials will be further tested and implemented in programmes outside Africa. In keeping with the endorsement of PEP by the *Inter-Agency Network for Education in Emergencies*, UNICEF and UNESCO will join UNHCR in the planning and implementation process in countries of refugee returns, in order to take over the implementation of the programme in the future. This will give further support to the partnership approach initiated previously with UN agencies and NGOs.

UNHCR, in an effort to find durable solutions for refugees, is looking for a more effective way of **linking humanitarian assistance to longer-term development** (*Global Objective 5*). The Framework for Durable Solutions for Refugees and Persons of Concern is a key step in this regard. Through Development Assistance for Refugees (DAR), Repatriation, Reintegration, Rehabilitation, Reconstruction (4Rs) and Development through Local Integration (DLI), the framework aims to achieve a more equitable sharing of burdens and responsibilities relating to refugee populations. It also seeks to increase capacities to receive and protect refugees and identify a more focused effort in the search for durable solutions (*Agenda for Protection, Goals 3 and 5*).

In order to operationalise these concepts, UNHCR will pursue partnerships with United Nations development agencies, international financial institutions, development institutions of donor countries, regional banks and NGOs through integrated planning, joint project development and resource mobilisation (*Global Objective 7.6*). The Office will continue the existing inter-agency co-operation aimed at operationalising the 4Rs concept in four pilot countries (Afghanistan, Eritrea, Sierra Leone and Sri Lanka). Based on the experiences gained during the implementation



of the 4Rs in the pilot countries, tools and operational guidelines will be developed with partners, to be used in other situations (*Global Objective 5.1*). Linkages between the 4Rs as part of a wider transition process and the work of the UNDG/ECHA Working Group on Transition Issues will be enhanced.

Building on the lessons learned from the pilot initiatives in Zambia and Uganda, the DAR approach will be applied jointly with development actors in protracted refugee situations (*Global Objective 4.4*). UNHCR will play a catalytic and advocacy role to increase donor support to countries hosting large refugee populations, promote the productive capacity of refugees and develop refugee-hosting areas (*Global Objective 7.4*).

In support of the Framework for Durable Solutions for Refugees and Persons of Concern, the Division of Operational Support will implement a multi-year project – Field Support to Self-Reliance and Durable Solutions Activities.

Programme support activities

Executive Direction and Management

The **Information Technology and Telecommunications Service (ITTS)** is the in-house IT and Telecoms service for UNHCR. The implementation of the Management Systems Renewal Project (MSRP), the Human Resource and Payroll Project and the PROFILE project being pursued in 2003 will be continued in 2004. These will enable better strategic prioritisation by UNHCR in the elaboration of its budget and in the allocation of resources generally. ITTS will support these projects during their development phases and assist in the implementation of the systems.

Priorities for ITTS in 2004 are to:

- continue with technological upgrades in field offices including desktop operating systems (Windows XP), Network operating systems (Netware) and email systems (Groupwise);
- support the launch of the MSRP in early 2004 and participate in the planning and roll-out of Finance and Supply Chain systems later in the year;
- in support of the MSRP field roll-out, assist with the implementation of a global connectivity solution, which may include a Wide Area Network (WAN) infrastructure combined with satellite and broadband services;
- co-ordinate and participate in the development of the PROFILE system which will replace existing refugee registration systems.

A revised approach to information management is being undertaken so that UNHCR will change the way the organisation uses and derives value from information. It is anticipated that this will have a positive impact on the organisation, the donors and, most importantly, the refugees.

The **Management Systems Renewal Project (MSRP)** is tasked with the implementation of the project on Finance, Supply Management, Human Resources and Payroll Requirements followed by Project Profile, a refugee registration system.

ITTS will support project activities by ensuring infrastructure upgrades. It will also pursue the evaluation and implementation of technologies that support execution of the project.



In early 2004, the redesigned Finance and Supply Management procedures will be implemented on a new information system using "PeopleSoft" ERP software. UNHCR has teamed with other PeopleSoft users (UNDP, UNOPS and UNFPA) to share centralised computing resources in a contract that will derive significant savings.

Later in 2004, MSRP will continue to augment the services in Finance and Supply Management, while the Human Resources and Payroll track will work closely with UNDP to derive further economies of scale through functional commonalities. The Technical Infrastructure track will focus on the challenge of providing access to new systems in field offices through cost-effective telecommunications solutions.

Information Technology – Field Support – Please see the ITTS section in the Headquarters chapter

Enhanced **Emergency and Security Management** will remain key policy priorities for UNHCR in 2004. The Emergency and Security Service (ESS) will lead the efforts to address these priorities, and in close coordination with the regional bureaux and field operations, will support enhanced emergency and security management through:

- continuous monitoring of emerging and actual refugee emergencies, the potential for repatriation, and situations of significant risk to UNHCR staff members;
- maintaining and developing institutional and situational preparedness through a broad range of stand-by emergency and security response resources and mechanisms;
- building the capacity of UNHCR staff members and of partners; and



Denmark: One of UNHCR's Emergency training courses for staff where simulation of a hostage-taking and similar exercises are practised.
UNHCR / R. Wilkinson

- developing partnerships to support effective emergency and security management for refugees and for UNHCR staff members.

In 2004, ESS's objectives will be focused around three key themes: 1) improved delivery of services; 2) improved partnerships; and 3) the ongoing organisational development of the Service. These are predicated on a philosophy of, and commitment to, the continuous improvement of ESS.

ESS's main priorities in 2004 are:

- strengthening the capacity of ESS to provide improved emergency and security management services to UNHCR headquarters and response capacity to field operations;
- ensuring the compliance of UNHCR field operations with United Nations Minimum Operating Security Standards (MOSS);
- promoting the appropriate and effective governance of UNSECOORD;
- building capacities within UNHCR to deal with the security of refugees in refugee and returnee-populated areas.

Department of International Protection

Resettlement field support – Please refer to **Resettlement projects** in this chapter.

Division of Operational Support

Support to operations management: The Programme Co-ordination and Operational Support Section (PCOS) has the overall goal of providing a comprehensive management support framework for implementing UNHCR's policies and programmes, improving the management of operations and resources and the integration of operational priorities (*Global Objective 9.1*).

In 2004, PCOS will undertake the following activities:

- Continue the Operations Management Learning Programme (OMLP) as a main training vehicle for programme staff – comprising six months distance learning, a workshop and three months work on a learning project.
- Review and update chapter 4 of the UNHCR manual (on programming) and streamline the use of standards and indicators in the operations management cycle.
- Update the revised version of the *Implementing Partners' Handbook (Partnership)* and disseminate the French version of the Handbook.

- Provide assistance to field offices to conduct strategic planning workshops and basic programme management training.
- Develop a system to document and distribute qualitative data on standards and gaps affecting the well-being of populations of concern to UNHCR.
- Provide training and support to UNHCR and partner staff on a field guide on the sustainable use of standards and indicators in needs assessment, planning, implementation, reporting and evaluation.

Division of Human Resource Management

Training of UNHCR staff – please see **Training-related projects** in this chapter

The **Special Staff Costs** account was established to cover the staffing costs of individuals who are not charged to a particular post at a given time. Staff members who are temporarily in between assignments, and waiting for an assignment are paid from this account.

UNHCR will offer **voluntary separation** opportunities to mitigate staff reductions by providing incentives for voluntary separation and early departure and/or retirement. These packages will be offered in line with the organisation's priorities and financial constraints.

Global Programmes Budget (USD)			
ACTIVITIES	Annual Programme	Supplementary Programme	Grand Total
POLICY PRIORITIES			
Refugee women	500,000	0	500,000
Refugee children and adolescents	960,000	0	960,000
The environment	956,000	0	956,000
HIV / AIDS	1,300,000	0	1,300,000
Emergency-related projects	1,120,000	0	1,120,000
Sub-total	4,836,000	0	4,836,000
OTHER ACTIVITIES			
Promotion of refugee law and advocacy	368,000	0	368,000
Resettlement projects	2,441,000	0	2,441,000
Protection-related projects / Voluntary repatriation ¹	1,086,000	0	1,086,000
Evaluation and policy analysis	575,000	0	575,000
Registration / Project Profile	3,314,000	0	3,314,000
Public information / Media projects	7,141,100	0	7,141,100
Training-related projects	680,000	0	680,000
Education projects	950,000	0	950,000
Linking humanitarian assistance to longer-term development	470,000	0	470,000
Miscellaneous ²	1,025,000	469,590	1,494,590
Sub-total	18,050,100	469,590	18,519,690
PROGRAMME SUPPORT ACTIVITIES			
Executive Direction and Management			
– Management System Renewal Project (MSRP)	18,027,161	0	18,027,161
– Information Technology – Field Support ³	4,205,715	0	4,205,715
– Emergency and Security Service ⁴	8,412,977	0	8,412,977
Department of International Protection			
– Resettlement Field Support	155,200	0	155,200
Division of Operational Support			
– Operations Management System ⁵	245,000	0	245,000
Division of Human Resource Management			
– Training of UNHCR staff	3,000,000	0	3,000,000
– Special staff costs including voluntary separation	8,750,000	0	8,750,000
Sub-total	42,796,053	0	42,796,053
Grand total	65,682,153	469,590	66,151,743

¹ Includes Refugee Status Determination (USD 500,000), legal and policy research project (USD 349,400), provision of protection information (USD 188,600) and voluntary repatriation of individual refugees (USD 48,000).

² Includes:

Annual Programme

Costs of insurance and inspection of goods (USD 5,000), non-refugee legal matters (USD 5,000), strengthening field capacity in community development (USD 260,000), NGO liaison and support for effective co-operation (USD 210,000), provision of short term consultants for investigation (USD 110,000), provision of technical assistance (USD 240,000).

Supplementary Programme

UNHCR assistance to the Advisory Board on Human Security (USD 359,590) and enhancing oversight and accountability in UNHCR (USD 110,000).

³ Includes information technology services for field operations such as telecommunications, e-mail, user services, application development, etc.

⁴ Includes costs for maintaining Minimum Operating Security Standards and funds for unforeseen security needs (USD 2,050,600), cost-sharing of UNSECOORD and Malicious Acts insurance policy (USD 2,095,400) and other security-related costs.

⁵ Includes the development of processes and procedures for field operations.