

Global Operations

To enhance the protection of and assistance to refugees and others of concern and in seeking solutions for them, UNHCR undertakes a broad range of activities of a global or regional nature which are budgeted and managed at Headquarters. These activities, called Global Operations (or Programmes), can be divided into three categories: Policy Priorities, Programme Support Activities and Other Activities.

POLICY PRIORITIES

Refugee Women and Gender Equality

Advancing the equality of women and upholding their human rights are at the heart of UNHCR's protection mandate. The Office also has a commitment to support implementation of the 1995 Beijing Platform for Action and related ECOSOC resolutions on achieving gender equality. UNHCR remains committed to integrating the rights, needs and capacities of refugee women into all of its programmes and encourages active participation of refugee women in planning, designing and implementing projects which affect their daily lives. The objective is to address questions of discrimination and barriers to their empowerment, rather than viewing refugee women as passive recipients. To this end, UNHCR will strengthen its support for income-generating activities (through micro-credits) and skills training to enable more women to provide for themselves and their families. The Office will also continue activities to improve women's participation in leadership and decision-making by helping them acquire negotiating skills and offering training on literacy and numeracy.

Women comprise half of the civilian victims of conflict and have a key role to play in rebuilding shattered communities. UNHCR will therefore continue to encourage their involvement in conflict resolution and peace building by funding the participation of refugee women's groups in regional and national peace networks facilitated by the Federation of African Women's Peace Networks. Displaced women will benefit from peace education initiatives that have been expanded to include women's groups, community leaders and teachers such as in Uganda and Kenya. The Office also plans to partic-

ipate in inter-agency initiatives to strengthen refugee women's leadership and negotiating skills. For example, UNHCR, UNICEF, UNIFEM and UNDP will promote the demystification of judicial proceedings by funding 'open the courts to refugee women' days, designed to sensitise judicial and law enforcement officials to refugee women's human rights. Two locations for these refugee women's days will be selected in early 2001 and more locations may be added, depending on the availability of resources.

Sexual and gender-based violence continue to be a severe impediment to the advancement of women and the enjoyment of their human rights. UNHCR will maintain targeted programmes to prevent and respond to sexual violence against women and girls. A training package aimed at helping staff implement prevention and response strategies will be fine-tuned jointly with other UN agencies (such as UNIFEM and WHO) and delivered in several countries. The current *Guidelines on the Prevention of Sexual Violence* will be updated. Training on prevention and response will be organised for refugees, teachers, health workers, UNHCR and implementing partner staff, local government officials and police officers. UNHCR will also participate in inter-agency initiatives to prevent sexual and gender-based violence against women in refugee situations: a multi-sectoral training project is already being tested in Liberia. This draws on lessons learned from projects in Guinea, Kenya, Sierra Leone and the United Republic of Tanzania. UNHCR and UNIFEM are co-operating in Sierra Leone to develop a holistic programme to empower women survivors of the war and promote equality between women and men as they rebuild their country.

A number of projects for refugee women will be encouraged and funded by UNHCR under the General Initiative Fund for Refugee Women (GIF). The Office will give priority to innovative projects in which women play a dynamic role, for example: a women's economic empowerment project in the Democratic Republic of the Congo; regional consultations with refugee women as part of the evaluation of UNHCR's *Policy on Refugee Women* and related international consultations in Geneva in May 2001 (involving some 100 refugee women); nutrition and health-related projects in selected countries in the Middle East; and the marketing of agricultural products for displaced women in Colombia. UNHCR funds these or simi-

lar projects for one year, prior to integrating them into its Annual Programme budget.

UNHCR's field-based Regional Advisors for Refugee Women and Gender Equality will work to create and further develop 'gender networks' comprising UNHCR and implementing partner staff with different technical backgrounds and specialisations. Network participants will be trained in gender equality analysis and issues of special concern to women to enable them to introduce gender sensitivity into their respective fields. This approach is likely to influence the attitudes of their colleagues and thereby produce a multiplier effect. An evaluation of the work of the existing gender networks will also take place. A training method used over the past ten years called 'People Oriented Planning' (POP) provides a framework for analysing the different experiences of refugee men and women and has proven invaluable in developing and expanding the gender networks. POP training will be broadened with a view to making it an even more effective tool for the enhancement of gender equality through the use of newly developed training materials for gender awareness and analysis, and the empowerment of women. The Operations Learning Programme currently being developed will also incorporate elements of gender analysis.

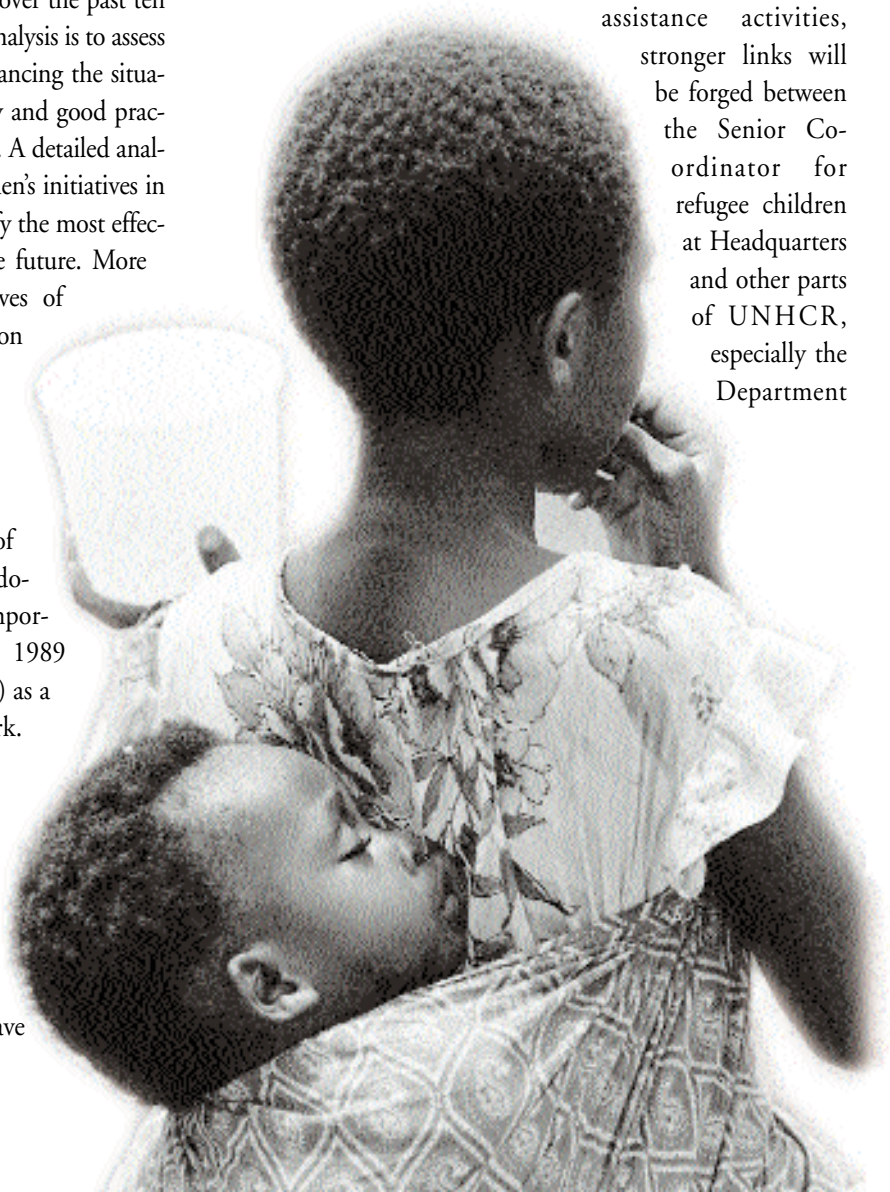
A comprehensive review to evaluate the impact and implementation of UNHCR's policy on refugee women over the past ten years will begin in 2001. The objective of this analysis is to assess UNHCR's progress in fulfilling its goal of advancing the situation of women and promoting gender equality and good practices through three multi-sectoral pilot projects. A detailed analysis will also be undertaken of UNHCR's women's initiatives in Bosnia, Kosovo and Rwanda in order to identify the most effective ways to capitalise on such projects in the future. More information on activities to enhance the lives of refugee women can be found in the section on UNHCR's Operations.

Refugee Children and Adolescents

Approximately 45 per cent of the population of concern to UNHCR comprise children and adolescents under 18. UNHCR attaches great importance to meeting their needs and uses the 1989 Convention on the Rights of the Child (CRC) as a normative frame of reference for its work. Another key element defining the standards for assistance is UNHCR's own strategy for the protection of and assistance to refugee children (which incorporates the recommendations of the 1996 UN Study on the Impact of Armed Conflict on Children, i.e. the Machel Study). To implement the Machel Study recommendations, UNHCR and the Save

the Children Alliance developed a project in 1997 called 'Action for the Rights of Children' (ARC). UNICEF and OHCHR joined the ARC Steering Committee in 1999. ARC is a rights-based training programme aimed at increasing the capacity of UNHCR, governments and partners to protect and assist children throughout the refugee cycle – from the emergency phase through to durable solutions. The first phase of the project entailed the production and dissemination of ARC resource packs, based on regional inputs and in-house technical expertise. A priority in 2001 will be to build on 'train the trainers' workshops and resource teams created in East and Horn of Africa, West and Central Africa, Eastern Europe and Central Asia. The resource teams will work on follow-up strategies, including training of UNHCR and partner staff to address critical issues affecting refugee children. Region-specific case material and workshops will be developed and the project will be extended to Southern Africa, the Middle East, South-East Asia, Central America and the Balkans. Existing materials will be more widely shared with partners and an independent evaluation of UNHCR's activities in relation to refugee children at the end of 2000 is expected to produce recommendations for further improvement of ARC-related training programmes.

To further integrate children's issues into its protection and assistance activities, stronger links will be forged between the Senior Coordinator for refugee children at Headquarters and other parts of UNHCR, especially the Department



of International Protection and the Regional Bureaux. The Senior Co-ordinator supports staff in the field by providing regular feedback and sharing good practice and experience. The functions of the field-based Senior Regional Advisers for refugee children (formerly known as Regional Policy Officers) will be strengthened and training and capacity-building expanded. The deployment of the Regional Advisers has proven effective in advocating and monitoring programmes for children and adolescents in many operations. Three such Advisers will continue to cover their respective regions from Ankara, Nairobi and Abidjan. A fourth Adviser based in Damascus covers Central Asia, South-West Asia, North Africa and the Middle East. A fifth officer in Brussels will continue to focus on issues relating to separated children in Europe. In 2001 a global study on good practices will support the work of the Regional Advisers and provide practical guidance for staff in the design and implementation of effective programmes.

With the CRC and UNHCR's own strategy as the point of departure, and taking into account subsequent developments and lessons learned, UNHCR has identified five key areas to be addressed in 2001: (i) separation, (ii) sexual exploitation, abuse and violence, (iii) military recruitment, (iv) education and (v) adolescents.

Separation

Children and adolescents separated from their parents or primary care-givers during the upheaval of flight are often severely traumatised by the experience. In Africa, the humanitarian disasters in the Great Lakes region and the civil strife in West African countries disrupted the lives of thousands of families. In Europe, following the conflict in ex-Yugoslavia, child asylum-seekers arrived in large numbers without their primary care-givers. In both regions, many of the issues facing unaccompanied and separated children remain unresolved. One initiative to address the problem is the Inter-Agency Group on Separated Children involving UNHCR, UNICEF, ICRC, IRC, World Vision and Save the Children-UK. The Group is elaborating joint guiding principles and training materials for people working with separated children and regional networks will be set up to link UNICEF's child protection and emergency education staff with UNHCR's Senior Regional Advisers for refugee children. Meanwhile UNHCR continues to cooperate with NGO partners to trace and identify family members so as to reunite separated children, to provide care, and ensure registration and proper legal protection. The Separated Children in Europe programme is another joint UNHCR/Save the Children Alliance initiative involving national NGOs seeking to ensure respect for the rights and best interests of separated children arriving in Europe. It involves advocacy, training and public awareness activities for government, NGO and UNHCR staff working with separated children at European Union and national levels. A training pack is being developed for distribution in early 2001.

Sexual Exploitation, Abuse and Violence

Sexual exploitation is closely associated with situations of forced population movements. Adolescent girls are particularly vulnerable to abuse in refugee situations, although boys are also affected. In May 2000, a special session of the General Assembly adopted an Optional Protocol to the CRC on the Sale of Children, Child Prostitution and Child Pornography. UNHCR is implementing special projects addressing sexual and gender-based violence as well as broader adolescent reproductive health needs and will focus on integrating these activities into country programmes. Activities aim at both prevention of sexual violence and the rehabilitation of victims with an increased emphasis on peer counselling and support.

A multi-agency, multi-sectoral project is being implemented to institutionalise essential reproductive health services for refugee children and adolescents throughout the cycle of refugee crises: during emergencies, in exile and during repatriation or relocation in the home country. UNHCR staff in Ethiopia, Kenya, Rwanda, the United Republic of Tanzania, Uganda and Zambia have worked together with UNFPA, UNAIDS, UNICEF, IOM and the RHR Consortium to develop specific project proposals tailored to refugee situations in these countries. Pilot initiatives have also been launched in Botswana, Guinea, Mozambique, Namibia and South Africa. HIV/AIDS prevention and reproductive health activities will begin in early 2001. Other activities will include the production, translation and extensive dissemination of two publications, one on HIV/AIDS and one on reproductive health and young people.

Military Recruitment

Young refugees and returnees, especially boys, are among those at greatest risk of recruitment into the armed forces or rebel movements. UNHCR was actively involved in advocacy on this issue during preparations leading to the adoption of the Optional Protocol to the CRC on the Involvement of Children in Armed Conflict. In close collaboration with the NGO Coalition to Stop the Use of Child Soldiers, UNHCR continues to advocate against the use of child soldiers. In co-operation with UNICEF and other partners, UNHCR also implements various activities to rehabilitate and reintegrate former child soldiers into their communities.

Education

Education is a fundamental human right and increasing access to schooling remains a priority for UNHCR, particularly for girls whose school drop out rates are generally high. A number of strategies have been developed over the past few years to increase school attendance of girls. These include: sensitising communities and teachers to the benefits of education for girls through campaigns and workshops; providing incentives (such as supplementary food rations) to families of girls who attend

school regularly; offering assistance to limit the chores that often prevent girls from attending school (through improved access to water and firewood); timing of camp activities (i.e. food distribution and water supply) so that they do not clash with school hours; making child-care arrangements available for younger siblings, thus freeing older girls to attend school; setting up community-based security arrangements to accompany girls walking to school; building separate latrines and holding separate classes as dictated by cultural and religious customs; providing special clothing/uniforms as well as sanitary materials and soap for adolescent girls; employing more female teachers and school principals, both as role models and to reassure parents; and organising special training for teachers on how to improve girls' participation and academic performance in general. Additional key objectives for refugee children's education are to: focus on education even during emergencies; improve quality; and increase support for post-primary education. An independent Refugee Education Trust, established in late 2000, will aim to meet refugees' needs for post-primary education. Building and strengthening partnerships for refugee education, particularly with UNICEF and UNESCO, are also essential components of the strategy. Some of these strategies have been tested by a number of UNHCR's partners. Funding requested for 2001 will permit UNHCR to work with NGOs in several countries to systematically implement these and other strategies, and to monitor the results.

Although peace is not a subject that can be taught on an equal footing with algebra or geography, nor be graded in a year-end exam, it can be learned as a mode of behaviour, underpinned by a set of constructive attitudes. In 1998, UNHCR launched a pilot project to introduce peace education in refugee primary schools. Following assessments involving all segments of the refugee community in Kenyan refugee camps, peace education was soon extended to include communities at large. Over 3,000 adults have graduated from the community programme and more than 40,000 school children receive weekly interactive peace education classes. To date, feedback suggests that the fundamentals of peace making are being learned and practised through improved communication skills. UNHCR has recently published a complete set of revised training materials, including teachers' guides, handouts, workshop manuals, poetry, storybooks and posters (there are also training manuals for teacher training and facilitator training). The training materials are being integrated into the curriculum of local schools and existing community programmes in several African countries.

Adolescents

The needs of adolescents are quite different from those of younger children and often less obvious. Special programmes will continue to be developed to reach out to this age group through youth centres providing education, vocational training, recreational facilities as well as advice and support on a

variety of matters such as reproductive health, HIV/AIDS and violence and abuse. More information on specific projects for children and adolescents can be obtained from the section on UNHCR's Operations.

The Environment

The lives of refugees and their host communities depend on the quality of their immediate environment. In a refugee situation, excessive damage to the environment or competition with local populations over scarce resources can be a source of friction with host communities and ultimately even influence a country's decision to provide asylum. Environmental considerations are therefore an important element in the design of UNHCR's operations. Ensuring that the environmental impact of refugees and refugee operations is kept to a minimum is only one aspect of UNHCR's broader efforts to mitigate the adverse consequences of large refugee influxes on host countries. UNHCR's *Environmental Guidelines* (1996) serve as a benchmark for environmental action in refugee operations.

Building on the findings of a recent review of support to offices in the field (focusing on guidance and how to better raise awareness of environmental concerns and management techniques), in 2001 UNHCR will develop new, more user-friendly guidelines for environmental management and existing policy documents will be adapted to meet the needs of end-users. The new guidelines will cover agriculture and community involvement in natural resource management and permaculture (a form of intensive, yet sustainable agriculture). UNHCR will also review its experience to date with energy-saving



cooking devices. UNHCR's work to develop practical environmental indicators for monitoring and evaluation purposes (already tested in Sudan and the United Republic of Tanzania) will be extended to other refugee locations in Africa, initially to Guinea and Uganda. UNHCR will also strive to ensure that realistic indicators are applied so that valuable, practical tools and guidelines can be developed. The Office will continue its participation in the FRAME (Framework for Assessing and Monitoring the Environment in Refugee Operations) project designed to develop a set of tools and practical guidelines to enable users to undertake environmental assessments and monitoring in different phases of refugee operations and under different environmental conditions. All new guidelines, evaluations and reference materials will be routinely posted on the environmental page of UNHCR's public website.

UNHCR plans to revise the current environmental training module in 2001 by developing pre- and post-workshop assignments for workshop participants. This is expected to benefit trainees by encouraging more critical and interactive discussions with the trainers. At least two regional environmental workshops are expected to take place in 2001. A third workshop will be organised to evaluate lessons learned about natural resource management in refugee-affected areas. This will give implementing partners a new opportunity to share their experiences with UNHCR and others.

The Office will also aim to strengthen linkages between gender, children and environmental issues in designing activities relating to site planning, water and sanitation. It will undertake a review of new technologies, improve systems for data-collection, analysis and interpretation with respect to environmental monitoring and enhance contingency planning for the management and conservation of natural resources.



A small number of Environmental Co-ordinators and other officers in the field play a key role in pursuing the goal of bringing environmental concerns into the mainstream of all UNHCR's activities. They not only perform essential duties in liaising with implementing partners and government agencies on environmental issues to enhance co-ordination at the field level, but they also identify new project initiatives and perform an essential monitoring role. UNHCR plans to increase the number of Environmental Co-ordinators and expand their geographical coverage in order to sensitise all UNHCR partners to the environmental dimension of their activities. A variety of new projects will be introduced in 2001 to improve agricultural, forestry and permaculture practices and support sound environmental management. UNHCR will continue to give priority to promoting refugee and local community participation in all such activities. The UNHCR and UNESCO PEER (Programme of Education for Emergencies and Reconstruction) partnership is committed to raising awareness of environmental issues in refugee operations and brings together several environmental education activities for children. An evaluation of this growing programme is planned, after which it may be expanded in Africa and other regions. Further project-specific information is available in the section on UNHCR's Operations.

PROGRAMME SUPPORT ACTIVITIES

Emergency Response

To respond effectively to emergencies involving large-scale population movements, UNHCR must maintain the necessary resources and expertise, and the means to deploy them quickly. This is especially important when unexpected mass movements occur in politically unstable or geographically remote parts of the world, or when UNHCR's local presence requires additional resources. Priorities in 2001 will be to: increase the number of Senior Emergency Officers ready to be deployed to an emergency at a moment's notice; address the growing problem of refugee camp security and returnee safety by establishing a roster of security and public order experts who can be deployed to advise states on how to provide refugee and staff security; liaise with the military regarding planning and deployment during large-scale emergency operations; expand emergency training for UNHCR and partner staff; and boost local and regional capacities to prepare for emergencies. Costs related to emergency response are also presented under Other Activities as part of the budget for Emergency-Related Projects.

The OMS Framework

In order to improve the planning and management of UNHCR's operations, the Office will continue to develop and implement the new Operations Management System (OMS). OMS comprises a management framework for the implementation of policies and programmes, and an Integrated Systems Project (ISP), which includes new information technology (IT) systems and managerial tools. Activities in 2001 will focus on: (i) the development and roll-out of new methodological approaches, procedures and tools designed to strengthen UNHCR's performance; and (ii) the renewal of UNHCR's global information technology systems in support of these same processes. To ensure smooth transition to the OMS Framework, support and guidance for UNHCR and implementing partner staff will continue with the introduction of results-based management techniques and the production of guidelines and help tools. An Operations Learning Programme will be completed and UNHCR's programme manual will be updated to incorporate procedural changes. Simplified formats for field project documentation will be introduced and guidelines on assessment, objective-setting, indicators, monitoring and output developed.

The first phase of the decentralisation of **financial services** is nearly complete: accountability has been moved to field-based managers, extensive training has been delivered and part of the responsibilities for accounts processing have been delegated to field operations. In 2001, these activities will be consolidated by focusing on monitoring and continued capacity-building, including the production of a financial manual containing comprehensive guidance on policies, processes and practices.

In 2000, UNHCR introduced a comprehensive package of **human resources** management policies, which included a new approach to filling internal vacancies based on competitive and competency-based selection criteria, a new contract policy for staff introducing open-ended contracts and new promotion criteria based on demonstrated ability. In 2001, UNHCR will consolidate and build on these new policies and continue to decentralise key human resources management functions to Regional Service Centres. Decentralisation to Pretoria and Abidjan was completed in 2000; with Nairobi to follow in early 2001.

The OMS Integrated Systems Project

The renewal of UNHCR's information technology and the introduction of a single IT platform will lead to greater transparency and integration across functional areas and more efficient use of resources. Co-ordination of the full range of OMS

activities and related IT initiatives is the responsibility of the OMS/Information Systems Board, which was established by the High Commissioner in April 2000. The new ISP technology covers several components which are described in further detail below.

Core Support Systems will introduce new software for financial accounting and budgeting, human resources, the supply chain, protection and programme management. The use of Enterprise Resource Planning (ERP) software will enable a seamless transfer of data between functions and the integration of procedures. This is intended to increase productivity and improve the availability of information for decision-making and performance measurement throughout UNHCR. After putting the job out to tender in April 2000, a supplier was chosen to design test versions of the software and implementation is expected to begin in January 2001. At the same time, the protection and programme management team is looking at solutions to problems that cannot be solved by ERP.

An *Electronic Documentation Management System* (EDMS) will support the gathering, organisation and storage of UNHCR's data. The EDMS will handle documents and records management, provide workflow and project management support and host key protection-related information (such as critical events monitoring and situation reports) and be fully compatible with other major components of the ISP. A records management software was implemented and the document management component successfully tested at Headquarters in 2000 and testing will continue in the field in 2001. UNHCR expects that the EDMS will become fully operational at Headquarters in 2001.

The registration of refugees is an important aspect of UNHCR's protection and assistance activities in field operations. In practice, registration is often considered a data-processing activity, rather than a key management tool to plan and implement programmes, and ultimately ensure durable solutions. Recent emergencies, including the Kosovo crisis, coupled with rapid advances in technology, have prompted UNHCR to re-think its approach to registration. Through a project called PROFILE, the Office is working to develop a new registration, identification and population information management system to strengthen its capacity to collect information for planning, management and monitoring. The new registration system rests within the broader *Protection and Programme Management System*, one of the core support systems of the ISP.

In implementing the systems described above, UNHCR must ensure that it has a reliable *Information and Technology Infrastructure*. This will involve the selection of new hardware and software and a new data management system.

Telecommunications capabilities will also be upgraded, to ensure that offices in the field benefit fully from the new systems. To determine the best form of technological support for UNHCR's changing business needs, the Office commissioned a study in mid-2000. It will assess the current situation, define the infrastructure needed, and explain how to build it. Once senior management has reviewed its recommendations, and subject to the availability of funds, it is expected that the proposed changes will be put into effect in 2001.

Staff Development and Learning

UNHCR devotes some two per cent of its staff costs to training, administered by the Staff Development Section. One fifth of this amount is allocated directly to field offices, allowing them the flexibility not only to take advantage of centrally provided training opportunities, but also to address local priorities. In 2000, UNHCR revamped its staff development strategy to focus on managerial and functional competencies to improve overall organisational behaviour and effectiveness. The new strategy is based on a reassessment of the five main components (and methodology) of staff training: (i) induction and orientation; (ii) new learning programmes ranging from six to nine months of independent or group learning in management, protection, operations and administration; (iii) 'skills training' in communication, information technology, health, welfare and safety, and personal effectiveness; (iv) functional group training for officers with specific, technical functions (Logistics Officers, Resettlement Officers and Public Information Officers); and (v) training in new approaches such as the OMS and the ISP. To be effective and have the desired impact, training methodologies must be adapted to the end-user. Methodologies include coaching, on-the-job training, mentoring, team learning, workshops, computer-based training, on-line learning, continuous learning and opportunities for external studies. In 2001, major training programmes administered by UNHCR Headquarters will include the following.

The *Management Learning Programmes* are directed at three groups: senior management; middle management; and senior general service staff (the latter to be developed in 2001). The programmes are intended to provide a comprehensive set of managerial skills and knowledge, as well as an appreciation of managerial attitudes to be exhibited by managers at all levels. The nine-month programmes use flexible learning approaches including self-study, task-based training, face-to-face and electronic interaction, coaching and mentoring. In 2001, UNHCR expects that 112 senior managers and 280 middle managers will participate in these programmes.

The *Protection Learning Programmes* which are still at the test stage (currently involving some 135 participants) are

intended to build a common understanding of UNHCR's protection mandate while developing skills to ensure that the mandate is fulfilled in all operations. Like the Management Learning Programmes, protection learning will involve a mix of learning techniques and upon completion, participants will be required to apply their newly acquired knowledge and skills by designing a project to improve the protection strategy of their office. The programmes also focus on the specific protection problems that may confront refugee women, children and the elderly to sensitise staff to the need for tailored preventive and remedial strategies. Workshops on refugee status determination, voluntary repatriation and returnee monitoring, human rights and international humanitarian law will complement the learning programmes and special protection training will be organised for senior managers. UNHCR is also developing an interactive CD-ROM entitled *An Introduction to International Protection* intended for UNHCR, NGO and government staff.

The *Operations and Administration Learning Programmes* will be developed in the course of 2001 and be based on similar learning techniques.

To ensure that UNHCR is able to respond effectively to any emergency involving large-scale population displacements, various types of *Emergency Management Training* will be organised for UNHCR and other staff. In 2001, the Workshop for Emergency Managers (WEM) will be expanded from two to three sessions, each offering training for 25 UNHCR staff and ten staff from NGOs and UN sister agencies. The Emergency Response Service (ERS) will also conduct five regional emergency management training workshops in Africa, South and Central Asia for UNHCR staff, government officials, NGOs and UN agencies. The continuous development and dissemination of training materials, modules and guidelines on contingency planning will complement these workshops. ERS will also develop materials and training modules for the newly created roster of Security and Public Order Experts, as well as training and briefings designed to inform military personnel about UNHCR's mandate and role in refugee situations. The University of Wisconsin delivers five distance learning modules in Emergency Management on UNHCR's behalf. These are offered to staff who are widely dispersed and cannot avail themselves of face-to-face training.

Another priority area concerns staff health, welfare and safety. UNHCR has actively participated in the awareness raising campaign on HIV/AIDS in the workplace and stress management training. Given the growing number of security incidents involving UNHCR staff, *Security Awareness Training* will be expanded to help UNHCR staff identify and assess risks to their personal security and take adequate precautionary measures to minimise these risks.

HQ's Support for Resettlement Activities

In view of the growing backlog of asylum applications in many countries around the world, UNHCR Headquarters will continue to support field operations in their resettlement activities through missions, temporary assistance or the hiring of national staff for short periods.

Voluntary Separation and Special Staff Costs

The Voluntary Separation Programme is designed to mitigate the effects of staff reductions by providing incentives for voluntary separation and early retirement. Special staff costs include expenditure related to staff who are between assignments and waiting to be reassigned to a new duty station.

Other Programme Support Activities

These include the Fund for International Staff Housing and Basic Amenities which provides housing benefits for internationally recruited staff members serving in the most difficult duty stations where housing is non-existent or unavailable at reasonable rates and basic services (such as electricity) or basic household equipment is unavailable or exorbitantly priced. Other support activities include information technology services for field operations such as software development, telecommunications, e-mail services and related expenditure.

OTHER ACTIVITIES

Promotion of Refugee Law and Advocacy

Today's complex humanitarian crises have highlighted the close interrelationship between refugee law, human rights and international humanitarian law. One of UNHCR's principal protection activities is the promotion and advocacy of international refugee law and principles with national judicial bodies, government officials, academics, journalists, military and police officers, human rights organisations and civil society at large. This will be accomplished through training and workshops, roundtables, discussions and other forms of capacity-building. A number of activities will be linked to the commemoration of the 50th anniversary of the 1951 Convention relating to the Status of Refugees (for example, the global campaign on accession will come to an end in July 2001) and to

the Global Consultations on International Protection. UNHCR will collaborate with renowned refugee experts and the International Migration Policy Programme of the Carnegie Endowment for International Peace to develop and publish a *UNHCR Guide on Emerging Issues in Refugee Protection*. Other planned publications are a *Directory to the Conclusions on the International Protection of Refugees Adopted by the Executive Committee* as well as a handbook for parliamentarians to be co-published by UNHCR and the Inter-Parliamentary Union. The Office will also be printing and issuing Convention Travel Documents and identity documents to individual refugees and asylum-seekers.

Resettlement Projects

Through a pilot resettlement programme, UNHCR will continue to encourage additional states to join those already providing resettlement opportunities for refugees by helping them receive and integrate refugees through training and other support. Short-term resettlement opportunities will be sought for refugees with medical or other problems. Individual refugees will also be helped to join family members who have already been resettled. A limited number of individuals will receive language training to prepare for resettlement and certain expenses (such as the cost of translating vital documents) will also be covered. Training on resettlement for staff will continue and a project to deploy resettlement experts will broaden cooperation between UNHCR and its government and NGO partners. The project will benefit country operations in Africa, the Middle East and Asia, and keep up the momentum in Eastern Europe. Regular consultations on resettlement will enable UNHCR to update regional priorities and provide a forum for discussions with representatives from resettlement countries. Increased co-ordination will streamline the process of identification of candidates, submission of applications and selection. UNHCR's *Resettlement Handbook* will be updated and published in English, French and Spanish.

Protection-Related Projects/Voluntary Repatriation

These include: activities related to the protection of refugees (such as the creation of roving teams to help with refugee status determination and the setting of appropriate standards); support for voluntary repatriation of individual refugees; and subsistence allowances to individual refugees in various countries. In many countries, particularly those emerging from conflict, refugees return only to find their homes in ruins, basic infrastructure non-existent and barely a hope of earning a living. While UNHCR's support for returnees and their communities is the first step in the process of reintegration, investment



Linking Humanitarian Assistance and Development

Over the years, UNHCR has often been confronted with the question of how to ensure that repatriation is sustainable and that former refugees have access to basic necessities and services so that conditions in their communities encourage them to stay once they have returned. This can be quite a challenge when former refugees go home to countries still emerging from war. The issue of longer-term humanitarian assistance also arises in asylum countries when local integration becomes possible. As UNHCR is not a development agency and plays a predominantly catalytic role, the Office believes that the transition from humanitarian assistance to longer-term development has to be made smoother by involving a number of actors, particularly development specialists, at the early stages of durable solutions.

In 2000, UNHCR began to forge stronger and more predictable partnerships with development actors. For example, in West Africa (Guinea, Liberia and Sierra Leone) the Office was heavily involved in trying to create a network of inter-agency support for reintegration, as part of the Brookings Process (which brings together the World Bank, UNDP, UNHCR and other UN agencies, donors and NGOs to work in support of national authorities). Unfortunately, instability in the region and other factors had an adverse effect on these initiatives. UNHCR is nonetheless helping set up an Information Management System in Sierra Leone, which will be managed by OCHA and the Government. Together with Gesellschaft für Technische Zusammenarbeit (GTZ), the Office is working

to ease the transition from reintegration to development in, for example, Bosnia and Herzegovina, Burundi, Colombia and Sri Lanka. In asylum countries, UNHCR is encouraging development assistance in order to diminish the socio-economic impact of hosting large numbers of refugees. To this end, the Office launched a joint test project with Japan International Co-operation Agency (JICA) in refugee-affected areas, which is at an advanced stage in the United Republic of Tanzania. The Office is also drawing on ILO's expertise in micro-finance to set up projects that will increase the economic autonomy of refugees and returnees.

In 2001, UNHCR will focus on a series of specific, local solutions in partnership with development specialists. It will then use these experiences to further enhance its response to this challenge. More specifically, UNHCR will:

- Document lessons learned in past and present reintegration and local settlement operations and apply them in selected test projects to further improve such programmes in the future;
- Continue working with GTZ and JICA, while establishing or strengthening similar relationships with other bilateral development actors (the World Bank, regional development banks, UN agencies – particularly UNDP and ILO – and NGOs);
- Engage further with civil society and the private sector to enlist their support; and
- Continue to field test information management systems and procedures.

An amount of USD 1 million has been budgeted (under Global Operations/Other Activities/Protection-Related Projects and Voluntary Repatriation) for these activities.



in homes, infrastructure and the economy by development experts is the only way to prevent new population outflows (i.e. make repatriation sustainable).

In the framework of the 'Brookings Process', UNHCR is strengthening co-operation with development experts in order to encourage rapid development-oriented investment in returnee communities.

Research/Evaluation and Documentation

This item covers all research-related activities (strategic and country-specific) as well as costs related to UNHCR's library, information and database services. The latest issue of *The State of the World's Refugees*, launched in November 2000, provides a history of UNHCR and the global refugee problem since 1950 and identifies some of the trends likely to affect the work of the Office in the coming years. Evaluations of UNHCR's programmes help foster organisational learning, accountability and change. Short-term external expertise may be required. In addition, consultants may be hired to assist the Inspector-General in his work.

Public Information/Media Projects

UNHCR will continue to develop printed, audio-visual and electronic information materials, publicity campaigns, special

events and educational materials for young people and schools. These will be used to influence attitudes towards refugees and create a climate of tolerance. This includes the production of the *Refugees* magazine which highlights the plight of refugees and UNHCR's activities on their behalf. Visibility items (vehicle stickers, armbands and tee-shirts) will be used to make UNHCR staff and equipment more visible and easily identifiable, particularly in emergencies.

Training-Related Projects

This item covers the design, development and production of new training tools, programmes and materials for staff training.

Emergency-Related Projects

These include UNHCR's emergency management training programme and operational support. Other emergency-related activities include the procurement, storage (in Copenhagen), deployment and replenishment of emergency stockpiles of relief items as well as communications and computer equipment. In 2001, UNHCR will examine the possibility of establishing common warehousing facilities with other UN agencies. The Office will also examine the availability of relief items from its Regional Service Centre in Nairobi and the newly created Emergency Preparedness Centre (E-Centre) in Tokyo.

Education Projects

Students in Ghana and Uganda will receive scholarships covering school fees and living allowances from the Houphouët-Boigny Peace Prize Trust Fund. About 1,000 refugee students in 50 countries will receive scholarships for tertiary education with funds provided by the Albert Einstein German Academic Refugee Programme (DAFI).

NGO-Related Projects

Global activities in support of NGO partners will include financial and technical aid, contributions towards travel and other expenses for NGO staff attending workshops and meetings and continued support for the Partnership in Action (PARinAC) process.

Other Projects

Other activities also include: insurance and inspection of goods procured by UNHCR; the handling of non-refugee legal matters; registration and statistics activities; assistance for individual disabled refugees in countries without other projects for them; the organisation of workshops and short-term consultancies; activities relating to the commemoration of UNHCR's 50th anniversary; the follow-up to the 'Imagine Co-Existence' Project; phase two of the Project and Programme Preparation Fund; activities relating to the Refugee and Returnee Aid and Development Programme; the programme on Education for Life Skills, Peace and Conflict Resolution; and micro-finance (self-help for returnees).

| BUDGET (USD) | |
|--------------------------------------------------------|-------------------|
| POLICY PRIORITIES | |
| Refugee Women | 1,000,000 |
| Refugee Children and Adolescents | 3,300,000 |
| The Environment | 1,917,600 |
| Sub-total | 6,217,600 |
| PROGRAMME SUPPORT ACTIVITIES | |
| Emergency Response Service | 1,448,600 |
| OMS Framework ¹ | 512,500 |
| OMS - Integrated Systems Project ² | 10,617,100 |
| Training of UNHCR Staff | 3,920,000 |
| HQ's Support for Resettlement Activities | 200,000 |
| Voluntary Separation and Special Staff Costs | 5,300,000 |
| Other Programme Support Activities ³ | 5,511,200 |
| Sub-total | 27,509,400 |
| OTHER ACTIVITIES | |
| Promotion of Refugee Law and Advocacy | 959,000 |
| Resettlement Projects | 2,890,000 |
| Protection - Related Projects / Voluntary Repatriation | 2,280,000 |
| Research / Evaluation and Documentation | 1,480,000 |
| Public Information / Media Projects | 3,075,000 |
| Training-Related Projects | 453,000 |
| Emergency-Related Projects | 1,645,000 |
| Education Projects | 88,600 |
| NGO-Related Projects | 250,000 |
| Others ⁴ | 3,152,000 |
| Sub-total | 16,272,600 |
| Total | 49,999,600 |

¹ Includes the development of processes and procedures.

² Includes core systems for financial services, human resources and the supply chain as well as Intranet services.

³ Includes staff housing (USD 700,000) and information technology services for field operations such as software development, telecommunications, e-mail, user services, etc. (USD 4,811,200).

⁴ Includes promotion of self-reliance to returnees through microfinance (USD 1,000,000), education for life skills, peace and conflict resolution programmes (USD 500,000), UNHCR 50th anniversary (USD 370,000), provision of short-term consultancies and organisation of workshops (USD 570,000), insurance costs, registration/statistics, etc.