

# GLOBAL PROGRAMMES

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## POLICY PRIORITIES

### *Advancement of Refugee Women and Integration of Gender Equality into UNHCR's Programmes*

UNHCR continues to pursue gender equality and the full integration of the rights, needs and capacities of refugee women in all UNHCR's programmes and activities. This is done in two ways: through programmes that specifically target refugee women and girls to redress discrimination against them and promote their equal enjoyment of resources and protection; and through the integration of a gender perspective into existing activities, policies and programmes. A range of activities targeting refugee women are reported in the following country chapters.

Despite a decade long effort to achieve gender equality, it has become clear that refugee women are still not systematically consulted in UNHCR's activities. From 20 to 22 June, to coincide with the 50<sup>th</sup> anniversary of the 1951 Convention, UNHCR, in partnership with an NGO, brought together fifty refugee women from around the world for **Dialogue with Refugee Women - Respect Our Rights: Partnership for Equality**. During the meeting, women shared experiences, offered testimonies, analysed UNHCR's responses to the situation of women and suggested ways for improvement. In preparation of the meeting, women of concern to UNHCR met in several locations including Canada, Colombia, Egypt, Georgia, Guinea, Jordan, Kazakhstan, Kenya, Lebanon, Mexico, Pakistan, Sierra Leone and Thailand. UNHCR is currently developing a strategy to address the issues raised in these meetings. The same concerns will also be discussed within the theme of Women and Children in the third track of UNHCR's Global Consultations on International Protection in 2002. The refugee women

themselves participated in this year's Global Consultations meetings, in Cairo and Geneva.

In March, UNHCR hosted an **Inter-agency Lessons Learned Conference on Prevention and Response to Sexual and Gender-based Violence (SGBV) in Refugee Situations**. The conference reflected on the Office's efforts to establish multi-sectoral prevention and response initiatives in the past two years. The experience gained on the ground, where activities have been developed, tested and implemented in Guinea, Kenya, Sierra Leone, Sudan and Tanzania, provided a valuable basis for discussion. The participants, including refugee women, non-governmental and governmental partners and UN sister agencies, developed specific tools, such as a practical *Step by Step Guide* to help protection officers in delivering adequate protection and assistance to survivors of SGBV. It was furthermore decided that the *UNHCR Guidelines on Prevention and Response to Sexual Violence* will be comprehensively reviewed before the end of the year.

On going armed conflicts continue to severely affect the lives of civilians and to pose a particular obstacle to the advancement of women. Despite their vital role in reconciliation, reconstruction and rehabilitation, women are conspicuously absent from most peace processes. In the first part of 2001, UNHCR has supported various initiatives to include **refugee women in the peace process**. The Office sponsored the participation of refugee women in peace delegations in the Mano River Union initiative in West Africa. In Kenya, Guinea, Liberia and Uganda, UNHCR has been implementing peace programmes, in recognition of the fact that refugees need negotiation and conflict resolution skills in order to achieve sustainable and durable solutions. UNHCR also supported the participation of refugee and returnee women at the conferences on Gender Relations in Post Conflict Transitions

(Norway, 24-26 January) and on Gender-based Persecution (Canada, 4-5 May).

**Gender teams and networks**, which move away from the idea of an isolated gender focal point being solely responsible for gender issues, and ensure a multi-sectoral approach including at least one Protection and Programme Officer each, have been successfully created and strengthened in Eastern Europe, the CIS and Central Asia. Region-specific tools for programming and protection have been developed and included in a gender equality package for regional protection training. In the Middle East, a regional network was created and has begun to implement a series of projects for women. Furthermore, a gender advisor was successfully sent to Guinea and Sierra Leone as part of emergency response teams, in order to ensure the inclusion of the gender perspective early in the emergency response. Another gender advisor trained in emergency management is on stand-by for deployment with the next emergency team.

To improve and increase **gender training** is one of the main priorities this year. Gender analysis and empowerment concepts are to be incorporated in the ongoing development of People Oriented Planning (POP). After a review of the POP training, UNHCR will develop a comprehensive training plan in the second half of 2002. In addition, the Office is incorporating the gender perspective into other learning programmes and training workshops including the Refugee Status Determination Training package currently under development.

In June, the second volume of ***Good Practices in Gender Mainstreaming*** was published and has been well received. The publication describes seven good practices in promoting the empowerment of refugee women and girls as part of a strategy for gender equality. Volume I of the *Good Practices* (May 2000) has been reprinted and the preparation of Volume III will

commence in the second half of the year. Furthermore, a ten-year review of UNHCR's implementation of the Policy on Refugee Women and the Guidelines on the Protection of Refugee Women is ongoing. The results will feed into the preparation of a new policy on Gender Equality and the revision of the *Guidelines on Protection of Refugee Women*. In addition, an evaluation of the Kosovo Women's Initiative is being conducted.

The **General Initiative Fund (GIF) for Refugee Women**, which was set up in 1996, is designed to offer funding for innovative projects to advance the rights of refugee women. In 2001, funds have been provided to Angola to support income generation by displaced and returnee women, to strengthen women's networks and to stress the role of women in the country's economic recovery. In Sierra Leone, funds were provided to develop chapters of the Sierra Leone Women's Forum in Bo and Freetown. Most recently, resources have been allocated to the following projects:

- Income generation projects for refugee women in Egypt;
- Rights awareness training and psycho-social care for refugee women in Algeria;
- Human rights training for displaced women and children in Colombia;
- Enterprise development for young displaced women artists in Colombia;
- Peace education and related activities for Burundian refugee women in the United Republic of Tanzania;
- Promotion of access to land for returnee women in Guatemala;
- Micro-credit and rights awareness training for refugee women in the Democratic Republic of the Congo;
- Training seminars in rights awareness, peace and reconciliation, SGVB and gender equality for displaced and returnee women in Somalia; and
- Analysis of relevant legislation in the CIS countries to promote the rights of refugee women.

### ***Integration of the Special Needs of Refugee Children and Adolescents in UNHCR's Programmes***

Children and adolescents constitute a sizeable proportion of refugee populations. They currently represent 40 per cent of the total population of concern to UNHCR in Asia and 56 per cent in Africa. Building on the strategy developed after the publication of the Machel Study in 1997, UNHCR continues its efforts to reflect the particular needs of children in its programme design and implementation. The 1989 Convention of the Rights of the Child (CRC) remains the foundation for policy formulation, advocacy and operational programming. The Machel Study and the CRC also form the basis for the comprehensive inter-agency training and capacity-building initiative, Action for the Rights of Children (ARC), which comprise the Save the Children Alliance, UNHCR, UNICEF and OHCHR.

UNHCR has continued to **advocate and disseminate its policy on refugee children** in various fora. The major event related to children in 2001 will be the UN Special Session on Children (UNSSC) in September. The Office has taken part in various preparatory meetings and other major regional events leading up to the UNSSC, including the conferences for Central and Eastern Europe in Berlin and for Eastern Asia in Beijing. UNHCR has also supported and participated in an international seminar on Children Affected by Armed Conflict and Forced Displacement (Sweden, 1-2 March), the Summit of African First Ladies on HIV/AIDS (Rwanda, 20-22 May) and the Meeting of Experts on Issues Related to the Protection of Refugee Children in Eastern Europe (Turkey, 10-12 May) as well as the preparations for both the Yokohama Conference on Commercial Sexual Exploitation and the International Conference on Sexual and Gender-based Violence.

In an effort to **further integrate child protection and specific assistance in**

**UNHCR's programmes**, the section on Refugee Children in the UNHCR Manual has been redrafted and the *Field Guide on the Use of Objectives, Outputs and Indicators* has been reviewed. In order to promote the consideration of child rights in programming, a *Good Practice Study* is being compiled and a draft will be available by the end of the year. In February, a UNHCR Steering Committee was established for the *Evaluation of the Impact of UNHCR's Activities in Relation to the Protection and Assistance Needs of Refugee Children*. Current priority concerns include separation, exploitation and abuse, HIV/AIDS, military recruitment, access to education, and the specific needs of adolescents. The Office is working towards the integration of HIV/AIDS issues into formal and non-formal education in East Africa.

A field manual entitled *Rights of Children and Women: Awareness Training for Adult Refugees* has been drafted for the purpose of **raising awareness on women and children's rights** under national and international law. The draft has been tested in Tanzania with Burundian, Congolese (DRC) and Rwandese refugees in several two-day workshops, also building on the previous rights awareness training in Kenya, Mexico and Nepal. Such training is an important initial step towards the empowerment of women and children.

The emphasis on **inter-agency collaboration** at the field level has yielded in a number of positive results. These include the development of joint terms of reference by the West Africa regional thematic group meetings for the protection of children in situations of forced population movement; on child protection; the promotion of girls' education and sensitisation of adolescents to the prevention of and response to HIV/AIDS in East Africa; and a joint project on primary education for IDP children in Azerbaijan. The ARC initiative also remains a key platform for inter-agency collaboration, both through its Steering Committee and its training events in the field. Together with other agencies, UNHCR has been contributing to the production of the *Guiding Principles on*

*Unaccompanied and Separated Children: Interagency Standards and Policies* which will be issued before the end of the year.

**The ARC training and capacity-building** project has been promoting the incorporation of the principles of the CRC into field-based management processes. Various ARC training events have been held in Afghanistan, the Horn of Africa, West Africa and the CIS. Furthermore, ARC material has been incorporated into UNHCR's Operations Management Learning Programme in sections on Children, and the Elderly and Community Development; the ARC resource pack on child soldiers is now a reading requirement for participants in the Office's Protection Learning Programme.

The outreach of the **Peace Education Programme** has been extended this year, with preliminary workshops held in DRC, Eritrea, Ethiopia and north-west Somalia. Programmes in Kenya have already reached over 40,000 refugee students, and start-up activities have continued in Liberia and Guinea. Peace education materials have been upgraded and translated into French and Somali, and a newly developed Youth Manual is currently being field-tested. A Booklet for adults completing a ten-session course has also been developed and distributed to all countries conducting the community peace programmes.

**Field initiatives** in 2001 include the Separated Children in Europe Programme, which is a network of UNHCR, NGOs and relevant government agencies in order to address the problems faced by separated children. Various studies on separated children have been undertaken in the Central Europe, Eastern Europe and the Baltic States.

#### ***Older Refugees***

UNHCR's policy on older refugees was endorsed by the 17<sup>th</sup> meeting of the Standing Committee in March 2000. Since then, the Office has been strengthening

activities for older refugees. Through an informal focal point mechanism established by the Inter-Agency Standing Committee, UNHCR has been contributing to a survey on specific actions, views, plans and activities in this area. Another inter-agency initiative culminated in WHO's publication of *Health in Emergencies*.

#### ***Promoting Sound Environmental Practices in UNHCR's Programmes***

UNHCR is strongly committed to ensuring sound environmental practices in all aspects and phases of refugee operations. To achieve this, UNHCR has pursued four parallel, but interlinked, tracks in the first half of 2001:

- Increasing awareness of environmental issues during refugee operations;
- Improving technical support for environmental management;
- Improving collaboration and co-ordination with partners; and
- Enhancing monitoring of compliance with UNHCR's environmental policies and guidelines.

**The implementation of model environment projects** continues to be a fundamental element in promoting community-driven activities for sound natural resource management. Through such initiatives, UNHCR has been raising awareness among refugees and local communities, as well as among the staff, implementing partners and government counterparts. While UNHCR is not compensating refugee hosting countries or communities for environmental degradation in refugee hosting areas, these projects go a long way towards meeting needs and improving local natural resource management. Since January, new projects and extensions to existing projects have been launched in Afghanistan, Sudan, Rwanda and Zimbabwe. In Afghanistan, this involves the testing and introduction of, among other things, biogas technologies, micro-hydro plants, and the replacement of hardwood with concrete beams in construction. In Sudan, the Office has been supporting community-based rehabilitation of former refugee sites, while activities in Rwanda have been focusing on terracing to counteract the substantial soil erosion taking

place around one of the refugee camps. In Zimbabwe, UNHCR has been promoting further refinement of permaculture practices before they are in other countries in Africa.

UNHCR's **environmental education programme** has been based on the Regional Support Service for Environmental Education, designed and implemented in collaboration with UNESCO. In February, a regional environmental education meeting was convened in Nairobi with the participation of UNHCR's environmental co-ordinators, focal points and other practitioners from Burundi, Djibouti, Ethiopia, Kenya, Liberia, Rwanda, Sudan, Tanzania, and Uganda. The meeting allowed for a constructive sharing of experiences, and offered a chance for practitioners and support staff to find ways to review achievements and needs at the field level and to generally improve their future approaches. A new education project is starting in Zambia.

Throughout the first half of 2001, operations in Afghanistan, Angola, Djibouti, Guinea, Kenya, Mexico, Rwanda, Sudan, Tanzania, Uganda, Zambia and Zimbabwe were provided with **technical support**. Three new Environment Focal Points have been identified for UNHCR operations in Burundi, Djibouti and Rwanda and a new Environmental Co-ordinator in Sudan is expected to significantly advance environmental activities. Technical data managers have been successfully recruited in Guinea and Uganda, where monitoring activities are ongoing at the field level, while the elaboration of environmental databases is also advancing. To strengthen the delivery of support to the field, an environmental brainstorming session was conducted in Nairobi in February; the Environmental Co-ordinators and programme staff from ten African countries participated. The session exchanged knowledge of best practices, brainstormed on ways to respond to future

natural resource management needs and explored ways to greening operational planning and implementation arrangements. The Office's roster of environmental management consultants has been updated with some 40 new qualified candidates added to this growing pool of expertise.

UNHCR's **Environmental Management Training Programme** is currently being re-assessed with a view to integrating other environment-related concerns and to defining a more cost-effective and efficient programme for UNHCR and implementing partners. The appropriateness of a phased training programme, which includes pre- and post-workshop assignments, is being reviewed following its introduction in Guinea in 2000.

In **promoting partnerships and synergies with other organisations**, emphasis has been placed on identifying areas of mutual concern with a broad range of agencies. Recognising the need to learn from experience, UNHCR is organising an inter-agency practitioners workshop in October. The workshop will also serve as a preparation for UNHCR's contribution to the World Summit on Sustainable Development (RIO+10) in 2002.

The increasing importance attached to **monitoring and evaluation** prompted evaluations of a number of environmental projects in early 2001, specifically in Djibouti, Kenya, Sudan and Uganda. Others are planned for the remainder of the year. To further improve compliance with standards and policies, UNHCR is developing new strategies for more effective integration of environmental concerns in its operations. The FRAME project, which aims to develop a framework for assessing, monitoring and evaluating the environment, progressed further in developing a toolbox for field practitioners and managers. The project fills an important gap in UNHCR's policy guidelines and practical support tools. The development and testing of environmental indicators in Sudan and Tanzania was expanded so as to complete a comprehensive series of environment-related indicators. In the first half of 2001, a new issue of the

newsletter *Environment in UNHCR*, has been released with a broadened scope and a global distribution. In addition, the development of environment contents for UNHCR's website has been ongoing. An environment policy brochure entitled, *Caring for Refugees, Caring for the Environment*, has also been developed for donors and decision-makers.

### ***HIV/AIDS***

The 20<sup>th</sup> meeting of the Standing Committee in March reviewed the issue of HIV/AIDS in the refugee context and called on UNHCR to place HIV/AIDS higher on its agenda, and to assume a leadership role. As a result of the same meeting, a **UNHCR Advisory Group on HIV/AIDS**, made up of member states, was established in May 2001. UNHCR also formed an internal **Task Force on HIV/AIDS**, involving all departments and regional bureaux, to follow up on the recommendations of the Standing Committee. A survey of activities addressing HIV/AIDS in 20 countries (Angola, Azerbaijan, Botswana, Burundi, Côte d'Ivoire, Ethiopia, Guinea, Kenya, Liberia, Mozambique, Myanmar, Namibia, Nepal, Pakistan, Russian Federation, South Africa, Tanzania, Thailand, Ukraine and Yemen) has been undertaken by the Task Force.

The three-year **UN Foundation grant to UNHCR in support of HIV/AIDS and young people** is in its second year. By mid-year, eight countries (Botswana, Eritrea, Ethiopia, Namibia, Rwanda, South Africa, Tanzania and Uganda) had been awarded funds as well as technical support. In South Africa, an innovative HIV/AIDS programme targeting refugee and national youth has been implemented. It has been supporting, among other things, a theatre group working to raise awareness in the context of fighting xenophobia. In Kenya, an assessment of the reproductive health programme and its effectiveness in targeting youth was undertaken, leading to substantial improvements in project implementation and the development of a

*HOW TO Guide*. In Eritrea, a youth project has been funded which will create safe spaces for young returnees where they can access information and services for the prevention and treatment of HIV/AIDS and Sexual Transmitted Infections. The emphasis is placed on strengthening of capacity at the field level for more robust HIV/AIDS projects.

The Office also participated in the UN General Assembly Special Session on HIV/AIDS (New York, 25-27 June), the Inter-agency Working Group on Reproductive Health in Refugee Situations (Geneva, 14-18 February) as well as a series of meetings entitled *Think Big*. The last mentioned process has produced an **inter-agency framework** on how to design and strengthen comprehensive field programmes for the prevention and treatment of HIV/AIDS.

### **PROTECTION RELATED ACTIVITIES**

#### ***Promotion of Refugee Law***

After six-year efforts of discussions between African and Asian Governments and UNHCR, the 1966 Bangkok Principles on the Status and Treatment of Refugees was revised during the 40<sup>th</sup> Session of the Asian-African Legal Consultative Organisation meeting. Forty member states participated in the adoption of these Principles, which, although they are non-binding in nature, are the only agreed protection standards in many Asian countries. While formal accession of Belarus to the 1951 Convention and the 1967 Protocol is pending the depositing of instruments with the UN Secretary-General, the Federal Republic of Yugoslavia became a formal successor State to the Social Federal Republic of Yugoslavia on 12 March 2001. The global campaign on accession began in 1998 will be culminated in the Ministerial Meeting on 12 December 2001 as part of the first track of the Global Consultations on International Protection.

Apart from training sessions organised at the national and regional levels, two courses were organised in collaboration with various institutes in San Remo and Strasbourg. A total of 131 senior government officials, refugee

law judges, NGO representatives and academics were trained during these courses. The release of a joint UNHCR and Inter-Parliamentary Union (IPU) publication has progressed significantly and is now pending the final clearance from IPU. Another publication a *Thematic Compilation of Executive Committee Conclusions* was made available during the first substantive meeting of the third track of the Global Consultations (Geneva, 8-9 March).

### ***The Refugee Status Determination Project (RSD)***

In the first half of 2001, the RSD project was implemented in Gabon, Indonesia, Kenya, Pakistan and South Africa with the deployment of eleven experienced consultants. In Gabon, the project assisted in clearing a backlog in status determinations in Libreville. In Indonesia, the refugee status determination of Afghan asylum seekers in remote locations was undertaken. In Kenya, newly recruited staff was trained in order to strengthen the overall management of the refugee status determination process by the office in Nairobi. For the operation in Pakistan, four international consultants provided training to local staff and, together with six locally recruited consultants, significantly reduced the existing backlog.

The project in South Africa mainly focused on clearing the backlog of 23,000 asylum applications. Initially planned to be concluded by December 2000, the complexity of the operation and the emergence of new case file led to the extension of the project. So far, the project has resulted in the adjudication of some 25,200 files and the establishment of a pool of trained and experienced lawyers, from which the Department of Home Affairs will be able to recruit new staff to contribute with the RSD. UNHCR is currently assisting the South African Government with the establishment of an appeal mechanism. It is expected that this will be concluded by the end of October. Memoranda of Understanding between

UNHCR and two Governments (New Zealand and the UK) were concluded. These will provide for experienced refugee adjudicators from their respective eligibility commissions to be assigned to South Africa to assist with the appeal submission. An "RSD tool-kit", focussing on procedural aspects of refugee status determination, was also developed. It is designed to contribute to the harmonisation of good practices in RSD.

### ***Resettlement***

Through the Resettlement Deployment Scheme (RDS), which enables qualified staff from NGOs and inter-governmental organisations to be deployed to field offices, resettlement activities in the field were supported. From January to June, some 38 persons were deployed in comparison to a total of 40 who were deployed for the entire year 2000. The success of RDS is clearly illustrated by the general increase in the number of refugees who have been processed for resettlement, the high quality of submission and the relatively higher percentage of successful applications. A programme was developed for traditional resettlement countries (Australia, Canada, Denmark, Finland, Netherlands, New Zealand, Norway, Sweden, Switzerland, and the United States) to assist the emerging resettlement countries (Argentina, Benin, Brazil, Burkina Faso, Chile, Ireland, Iceland and Spain) by deploying resettlement experts to these countries to help in developing their mechanisms. Ten resettlement missions by Denmark, Finland, Norway and Sweden to Egypt, FR Yugoslavia, Guinea, India, Iran, Iraq and Turkey resulted in the selection of more than 1,000 refugees in need of resettlement. Furthermore, the Chilean Government undertook a selection mission to Azerbaijan to interview Afghan refugees. Similarly, the Government of Benin also interviewed various African refugee groups. During the first half of 2001, the examples of concrete progresses in the emerging resettlement countries include Chile accepting ten refugees, Iceland accepting 23 Croatians, and Ireland approving 27 refugees under the 2000 quota and currently considering 60 individuals for the 2001 quota.

Two regional workshops on resettlement in Ethiopia and Russia were conducted. Other training sessions on resettlement included a session for both governmental and NGO partners in Canada and the US and another for the staff in the East and Horn of Africa and the Great Lakes regions. An update on the *Resettlement Handbook* is also progressing.

UNHCR continues to call for the establishment of additional emergency resettlement programmes to address the most immediate resettlement needs of refugees. In addition to emergency resettlement programs implemented with the Nordic countries and the Netherlands, more than 20 refugees were resettled in Canada on an emergency basis through the Canadian Urgent Protection Pilot Project. Similarly, more than 43 refugees were resettled through the newly developed US Emergency Programme.

#### ***Voluntary Repatriation Project***

Those individual refugees who wish to voluntarily repatriate to their country of origin while their assistance needs are not covered under any other UNHCR projects continue to receive assistance through the voluntary repatriation project. The major part of this project is implemented through a UNHCR-IOM agreement. Although the number of those who require this assistance tends to be small, the rise in number of persons who require such assistance is unpredictable.

### **PROGRAMME SUPPORT AND OTHER ACTIVITIES**

#### ***Emergency Preparedness and Response***

During the first half of 2001, UNHCR focused on strengthening and ensuring adequate capacity for its emergency preparedness and response. This was in line with the comprehensive Plan of Action (May 2000). Currently there are three emergency rosters each year, which draw a total of 75 internal staff who are ready for deployment within 72 hours. In the first

half of 2001, 72 staff members have been deployed on emergency bases to Afghanistan, Albania, Cambodia, Eritrea, Ethiopia, FYR Macedonia, Guinea, Kenya, Kosovo, Pakistan, Sierra Leone, Sri Lanka, and Tajikistan. Additional human resources were also provided for contingency planning in Afghanistan, Cambodia, and Kosovo/FYR Macedonia/Albania. At the same time, a separate standby pool of senior managers for emergencies was also updated. The first deployment from this pool was to Guinea in early 2001. A new external standby agreement was concluded with the Norwegian Civil Defence to further consolidate the existing partnership agreements to provide additional staffing support in the field and technical expertise.

Two workshops on emergency management to create the rosters were held in France and Germany. In addition, four training-on-demand workshops were held in Qatar, Turkey and Uzbekistan (twice) to provide a pool of staff to be deployed on an informal basis within their own region. In particular, the workshop held in Qatar was composed mainly of NGOs with a view to identifying potential standby partners in the Arab region. A pilot project on Distance Learning in Emergency Preparedness and Response was successfully completed. It involved some 125 participants from UNHCR, NGOs and various Governments. The second programme will begin in July.

Various essential supplies and equipment (such as plastic sheeting, kitchen sets, blankets, jerry cans, vehicles, office and field kits) were dispatched from the central warehouse in Copenhagen to Afghanistan, Ecuador, Eritrea, Guinea, Liberia, Sierra Leone and Tajikistan. As a result of a procurement freeze due to the difficult financial situation at the end of 2000, current stocks are below the agreed minimum levels. UNHCR is aiming to ensure that the key relief items for 250,000 persons are kept in the Central Emergency Stockpile in Copenhagen, and at least an additional relief items for another 250,000 are kept in the regional emergency stockpiles with suppliers. Majority



of the 24 new telecommunication's equipment (ordered in late 2000) has now been made available for emergency purposes. The information technology component in the emergency response kits was strengthened with the additional procurement of computer equipment.

### ***Improving Staff Security***

The first six months of 2001 were again marked by violence against humanitarian workers. UNHCR suffered the death of Josue Nsakara Tshiana, a driver who was shot dead in Kimpese, DRC, during a car jack in March. Joseph Loua, a staff member kidnapped in Gueckedou, Guinea in December 2000, was released in Liberia in late January 2001. Such security incidents often occur in locations generally considered safe in accordance with UN standards. In many instances, UNHCR had to evacuate threatened staff members and their dependants to safer location.

In order to respond to the continuing challenges of staff safety, UNHCR has embarked on reinforcing the existing security provisions. To this end, additional posts at Headquarters and in the field have been created, training activities have been strengthened and the Minimum Operational Security Standards (MOSS), a set of standards established by the joint UN system to allow staff to operate safely in the high risk duty stations, has been introduced. Two additional senior posts and six other posts were created and are in the process of being filled in the Field Safety Section at Headquarters. The six posts will form a pool of out-posted staff who will cover field operations on a mission basis, enabling UNHCR to react to the changing operational needs and provide additional capacity to 23 Field Safety Advisers presently posted worldwide. In addition to the international field staff safety personnel, 25 posts for local security assistants have also been approved.

In parallel with training programmes carried out by UNSECOORD and other

UN agencies, UNHCR has launched a cycle of Action Learning Workshops in March 2001, covering ten countries considered to be the most hazardous duty stations for UNHCR-Burundi, Colombia, DRC, Guinea, Kenya (the refugee camps of Dadaab and Kakuma), Kosovo, Liberia, Pakistan, Sierra Leone and southern Serbia. In the first half of 2001, training was completed in seven countries, involving 14 field offices and 476 staff members. The training is based on proactive learning modules and at the end of each training session, the participants develop security protocols for their offices. Moreover, UNHCR has taken the lead in developing a CD-ROM on personal security awareness which will subsequently be made available to all UN staff especially in remote field locations. Reviews of MOSS are being conducted to oversee the adherence to these standards. Staff security audits and inspections were carried out in Guinea, DRC, and Russia (Chechnya). Currently the circumstance of the killing of the staff in Kimpese, DRC is being investigated. In addition, security assessment missions were dispatched to six countries.

UNHCR continues to operate in critical situations where protection of refugees from armed elements and ensuring staff safety pose major challenges. An example of this was seen in south-east Guinea where UNHCR successfully relocated refugees from the border areas to safer locations inside the country during the first half of 2001. This was made possible through the close collaboration among the emergency field personnel including Protection Officers, the Senior Emergency Officer (Refugee and Returnee Security) and the Field Staff Safety Advisors on the ground.

Following the decision by the UN General Assembly that the increased budgetary needs of UNSECOORD should be covered by UN agencies' operational resources on the basis of cost-sharing, UNHCR continues its dialogue with other UN agencies in order to find ways and means to cover the additional amount needed.

### ***Operations Management System (OMS) Framework***

A number of the initiatives have been undertaken to achieve institutionalisation of results-based management and related change. These include the introduction of procedural revisions to the annual planning, implementation and reporting instructions and through the issuance of updated sections of the Operations Management chapter of the UNHCR Manual, the KIMS CD-ROM and the introduction of simplified sub-project description formats. In order to assist staff members in applying the new methodological approaches, practices and procedures associated with the OMS, *A Practical Guide on the Use of Objectives, Outputs and Indicators* was produced and the Operations Management Learning Programme (OMLP) was launched. Eleven training workshops and participatory strategic planning events were also delivered, involving more than 300 UNHCR staff, NGO partners, local governments, donors, refugee representatives and other UN agency personnel. At the same time, a dialogue to compare and share experiences on results-based management practices was also initiated with several NGO partners.

### ***The Integrated Systems Project (ISP)***

The ISP as envisioned would be the information technology system and infrastructure. The ISP consists of three sub-projects - the core support systems, the electronic document management system (EDMS) and the information technology infrastructure.

The core support systems sub-project is an Enterprise Resource Planning (ERP) framework and software package. The ERP software will be utilised in three areas, finance, supply chain and human resources. It will provide links between field offices and headquarters. A separate project would use ACCESS databases for program planning and performance management. In the first half of 2001, the work progressed towards the installation of

new operating systems. In particular, phase 0 (scoping) of the project, which commenced in late 2000, was completed in March. Furthermore, in order to set a target-based and realistic appraisal of ISP, *Programme Charter* was produced in accordance with the recommendations made by the external auditors.

In the process of prioritisation, UNHCR embarked on clarifying its strategies and mode of operations. Although some preliminary work has been carried out for implementation of the ERP package, it was decided, in June, to suspend further work on implementation until the Office's business strategies and a corporate operating system are finalised. Upon finalisation the information technology infrastructure subproject which supports the ERP and the EDMS subprojects will recommence.

The electronic document management system (EDMS) subproject concerns the gathering and preserving of institutional knowledge by establishing automated procedures document creation, workflow, retrieval and dissemination to support staff at all locations. Significant progress has also been made with the EDMS project. Building upon the results of a successful pilot testing in 2000, key requirements are now fully supported by the Livelink system, including features that enable user-friendly integration of Livelink with e-mail, fax, and much of UNHCR's standard desktop computer software. After successful pilot projects of EDMS, the system was introduced at Headquarters. By the end of 2001, pilot projects in the field will begin.

### ***Training: Enhancing the Capacity of UNHCR Staff***

In 2001, the objective for training continues to be the consolidation of the learning strategy and policy, based on the principles such as;

- the democratisation of learning – make learning equally available to all staff wherever they are and whenever they need it;
- develop best practices in learning methodology so that measurable impact and cost-effectiveness is realised; and

- link learning to organisational goals, individual staff needs and human resources policy.

The Learning Programmes, conceptualised in 1999, have been further developed in 2001. Protection Learning Programme, regional workshops were held in Madrid, Mombassa, Nepal and Paris. Most of the 79 participants in this programme successfully completed the programme in June. The second protection-learning programme was launched soon afterwards, in co-operation with a university with expertise in refugee law. In addition to the completion of the pilot of the Protection Learning Programme, the Operations Learning Programme was developed and its piloting training begun. Thus, four Learning Programmes (the above two and the Middle and Senior Management Learning Programmes) are now operational. In the first half of 2001, some 574 staff have enrolled in one or other of the nine-month programmes, and another 327 have already enrolled to begin a learning programme in the second half of the year. For the second consecutive year, 20 per cent of the budget was decentralised to the field with considerable flexibility given to field offices to establish their own learning priorities.

In response to the prioritisation of staff safety training, a new Action Learning approach was successfully tested in West Africa and is now considered an effective way to deal with this critical sector. In order to enhance staff development capacity, the new Facilitation of Learning Programme entered the design stage and the needs assessment was completed. Under the new External Studies guidelines, ten staff members' requests for longer studies and study leave were supported. UNHCR continued to take an active role in Interagency Learning by hosting the annual Forum of Learning Chiefs, Chairing the Inter-Agency Standing Committee Task Force on Training and co-convening the Geneva Group of UN Training Managers. In the latter half of 2001,

UNHCR will design and further develop the Resource Management Learning Programme, the Facilitator of Learning Courses, a new programme for team building, a programme for all staff in negotiation and mediation skills, a career transition training, a CD-ROM and Action Learning on staff safety and the Induction and Orientation CD-ROM and Toolkit.

#### ***Voluntary Separation and Special Staff Costs***

In order to respond to the need for the reduction in workforce during the period between 2001 and 2002 as stipulated in Action 2, time-limited programmes for targeted Early Retirement and Voluntary Separation are now in place.

#### ***Research/ Evaluation and Documentation***

The 2000 edition of *The State of the World's Refugees* won the Library Journal Notable Government Documents 2000 award. It has been published in 13 languages to date and two more languages are expected to be added later this year.

In the first half of 2001, eight **evaluation reports** were published. The topics covered include strengthening national NGOs, IDPs in Angola, security package in Tanzania, firewood project in Kenya and urban refugees in Cairo as well as on operations in Sudan/Eritrea, Guinea, and Liberia. In addition, UNHCR participated in a WFP evaluation mission in Uganda.

#### ***Public Information and Media Projects***

In its pursuit of providing reliable, timely and accurate information on refugee issues, UNHCR continued to improve **public information** services. The Office contributed to major media stories, which included the arrival of the new High Commissioner; emergency situations in Guinea, Kosovo, FYR Macedonia and Pakistan/Afghanistan; UNHCR's financial situation; EU harmonisation; staff security; IDPs; and continuing activities related to the 50th Anniversary of UNHCR. The Office also provided support for a BBC World Service Trust project on refugees and asylum-seekers, which includes a dedicated BBC website (the

Road to Refuge), an education package and a series of World Service radio programmes in nine languages timed to coincide with the 50th anniversary of the 1951 Convention. Various public information materials focusing on the 50th anniversary of the 1951 Convention were also produced in the first half of 2001: a special edition of *REFUGEES* magazine, a video on protection and the 1951 Convention and a questions and answers brochure. A children's leaflet and a set of refugee children posters were produced. Work began on developing common design standards for UNHCR print publications in order to establish corporate branding. The project will create a print publication toolkit in the form of a CD-ROM, which will be distributed to all UNHCR offices worldwide. A new design of the UNHCR's public website will be launched by the end of the summer. It will contain a variety of new features, including a fund-raising page and increased use of photos, maps, graphics, audio and video clips.

In West Africa, UNHCR assisted in the co-ordination of **mass information** activities for refugees, host communities and returnees in Guinea and Sierra Leone. Links were also established with various NGOs and media organisations specialising in delivery of information in humanitarian operations.

In 2001, the **50th Anniversary** moved into its second phase with the emphasis being placed on the first ever World Refugee Day (20 June) and a campaign to respect the 1951 Convention whose 50th anniversary is 28 July. UNHCR recorded over 150 different events that took place in the context of the World Refugee Day, often with positive local publicity. They ranged from presentation of the Nansen Refugee Award and Consultations in Geneva involving 50 Refugee Women to an "assembly of refugees" in the French National Assembly and TV specials and concerts in several countries including Cameroon, China, Ecuador, Estonia,

Egypt, Greece and Turkey. Initiatives arising from the UNHCR's 50<sup>th</sup> Anniversary with long-term potential include the Gallery of Prominent Refugees launched on the web-site ([www.unhcr-50.org](http://www.unhcr-50.org)) and Refugee Voices, a well-received concept which has resulted in the publication of a music CD, "Building Bridges" by twelve African artists - all refugees or former refugees. UNHCR launched the Refugee Education Trust in December 2000 as a lasting legacy of the 50th Anniversary to increase post-primary education for refugees. UNHCR was particularly successful in reaching non-initiated and younger audiences through wide media attention, individual stories, entertainment channels and extensive use of the special website, which has received over one million visits. In the second half of 2001, the development of public awareness and fund-raising materials on Refugee Women - the theme of World Refugee Day in 2002 - will start.

An information campaign to revamp the **Nansen Refugee Award** involved Permanent Missions, NGOs, UN agencies, international organisations, and special interest groups in the nomination of candidates for the award. In May, the Nansen Refugee Award Committee selected Maestro Luciano Pavarotti as the recipient from amongst 48 nominations. The decision was announced by the High Commissioner on a live TV broadcast during the Pavarotti & Friends Concert in Modena (Italy), at which funds were raised for UNHCR's work worldwide.

#### ***Education Projects***

The **Houphouet-Boigny Peace Prize Trust Fund** (HBTF) was established in 1996. Through this fund, secondary education in Ghana and Uganda has been continuously supported. For the academic year 2000-2001, 50 students in Ghana and 60 in Uganda were sponsored under the HBTF to complete their secondary education. Among the 50 students in Ghana, ten are from Liberia, 37 from Sierra Leone and three from Togo. All of the 60 beneficiaries in Uganda originate from southern Sudan. Forty-five per cent of all these scholarship holders are female.

**Albert Einstein Academic Scholarship Programme for Refugee Students (DAFI)**, was established in 1992 and funds qualified refugee students to gain access to university education in their country of asylum. In the first half of 2001, some 1,070 students, who were granted asylum in 50 countries, have benefited from this scholarship programme.

**The Education Account** was established in 1966 to support higher education projects for refugees in Africa. During the first six months of 2001, the account sponsored 20 students at university level in Sudan, eleven in Ethiopia, two in Niger and one in Senegal. The Education Account will be closed in September 2001 and beneficiaries who have not terminated their studies will be incorporated into the DAFI programme.

#### ***NGO Related Projects***

The Office has been aiming to develop further and strengthen relationships with both national and international NGOs. The activities during the first half of 2001 include a Capacity Building Workshop organised by Africa Humanitarian Action in Addis Ababa; meetings to discuss partnerships in Geneva, Nairobi and Washington; and a conference with some 25 international NGOs in France. The latter meeting with implementing partners reached an agreement on improved mechanisms for results-oriented programme management. Preparations for the Pre-Excom Consultations in September are underway, involving the International Council of Voluntary Agencies, PARinAC Regional Focal Points and several other NGOs. UNHCR has encouraged and facilitated the active involvement of NGOs in the Global Consultations on International Protection, and has supported the participation of NGOs from developing countries in the two Standing Committees and round-table meetings in the first half of 2001.

#### ***Linking Humanitarian Assistance and Development***

The challenging post-conflict environment and evolving and protracted refugee situations has made it apparent that there is need for a concerted effort and a comprehensive approach between the Governments and development and humanitarian actors to create a conducive environment, allowing for socio-economic interaction between local populations and refugees or returnees. At the beginning of 2001, UNHCR continued to work towards easing the transition from humanitarian assistance to long-term development by forging stronger and more predictable partnerships with development actors. These partnerships enable UNHCR to play a catalytic role in assisting refugees in their search for durable solutions by including refugees into national development planning at an early stage. These partnerships with the governmental and UN agencies, which are underpinned by field initiatives in Colombia, Eritrea, Sri Lanka and Tanzania, are at varying degrees of maturity. For the second half of 2001, UNHCR will continue to expand its partnerships with an additional number of developmental actors. It will also continue to participate in multilateral initiatives such as the Post-conflict Engagement Group in Rwanda. Field testing of information management systems and procedures is also progressing; the Sierra Leone Information System is operational. A similar system in Eritrea is planned.

Since the second half of 2000, UNHCR has been drawing on ILO's expertise in **micro-finance**, to set up projects that will increase the economic independence of refugees. Major achievements, to date, include the development of a draft policy for micro finance. Preparations are underway to develop a training manual for the management and implementation of micro-finance for conflict-affected communities. A draft is expected to be ready by the end of 2001 and a final version by June 2002.

The **Imagine Co-existence Project** is funded through the UN Trust Fund for Human Security for the period of January 2001 and

March 2002. The project was prompted by the recognition of UNHCR's responsibilities in repatriation and reintegration in the context of divided communities. The purpose is to promote coexistence as a vital dimension of humanitarian theory and action by UNHCR and its partners, especially addressing gaps between emergency assistance and development. The project focuses on joint activities for members of

conflicting groups to overcome deep-rooted mistrust and eventually co-operation. The project includes an implementation component and a research component. Pilot projects are underway in Bosnia and Herzegovina and Rwanda and a research team was assembled using external personnel. Survey teams have been deployed in the two pilot countries to start the data collection for analysis of best practices.

#### **FINANCIAL DATA (USD)**

	<b>Initial Budget</b>	<b>Revised Budget</b>	<b>Total Funds Available<sup>1</sup></b>	<b>Total Funds Obligated</b>
<b>APB and TF</b>	49,999,600	53,837,917	39,411,463	23,932,190
<b>SPB</b>	0	722,679	138,042	350,000
<b>Total</b>	<b>49,999,600</b>	<b>54,560,596</b>	<b>39,549,505</b>	<b>24,282,190</b>

<sup>1</sup>Includes income from unrestricted contributions, income from contributions restricted to the regional, sub-regional and/or country level, opening balance and adjustments.

GLOBAL OPERATIONS	Annual Programme Budget			Supplementary Programme Budget		
	Initial Budget	Revised Budget	Obligation Level	Initial Budget	Revised Budget	Obligation Level
<b>POLICY PRIORITIES</b>						
Refugee Women	1,000,000	1,115,353	455,000	0	0	0
Refugee Children and Adolescents	3,300,000	1,911,335	800,000	0	0	0
The Environment	1,917,600	1,275,679	505,000	0	0	0
<b>Sub-total</b>	<b>6,217,600</b>	<b>4,302,367</b>	<b>1,760,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAMME SUPPORT ACTIVITIES</b>						
Field Safety Section	0	1,804,594	721,800	0	0	0
Emergency Response Service	1,448,600	1,632,117	708,000	0	0	0
OMS Framework <sup>(1)</sup>	512,500	512,500	210,300	0	0	0
OMS Integrated Systems Project <sup>(2)</sup>	10,617,100	9,989,346	4,160,000	0	0	0
Training of UNHCR Staff	3,920,000	4,687,500	1,571,100	0	0	0
HQ's Support for Resettlement Activities	200,000	462,000	80,000	0	0	0
Voluntary Separation and Special Staff Costs	5,300,000	5,300,000	2,201,600	0	0	0
Other Programme Support Activities <sup>(3)</sup>	5,511,200	4,549,081	2,204,500	0	0	0
<b>Sub-total</b>	<b>27,509,400</b>	<b>28,937,138</b>	<b>11,857,300</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER ACTIVITIES</b>						
Promotion of Refugee Law and Advocacy	959,000	767,200	350,000	0	722,679	350,000
Resettlement Projects	2,890,000	3,768,500	2,044,500	0	0	0
Protection-Related Projects/Voluntary Repatriation	2,280,000	1,922,000	932,000	0	0	0
Research/Evaluation and Documentation	1,480,000	2,139,800	990,000	0	0	0
Public Information/Media Projects	3,075,000	6,335,200	2,697,600	0	0	0
Training -Related Projects	453,000	453,000	170,000	0	0	0
Emergency-Related Projects	1,645,000	2,315,140	1,499,070	0	0	0
Education Projects	88,600	88,600	17,720	0	0	0
NGO-Related Projects	250,000	250,000	100,000	0	0	0
Miscellaneous	3,152,000	2,558,972	1,514,000	0	0	0
<b>Sub-total</b>	<b>16,272,600</b>	<b>20,598,412</b>	<b>10,314,890</b>	<b>0</b>	<b>722,679</b>	<b>350,000</b>
<b>TOTAL</b>	<b>49,999,600</b>	<b>53,837,917</b>	<b>23,932,190</b>	<b>0</b>	<b>722,679</b>	<b>350,000</b>

(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 and information technology services for field operations such as software development, telecommunications, email, user services, etc.