

# Global Programmes

## Policy priorities

The Five Commitments made by the High Commissioner to **refugee women** in 2001 provided the framework for UNHCR's activities in 2002. The Office of the Senior Co-ordinator for Refugee Women/Gender Equality focused on improving the protection of women, addressing their needs and building capacity by:

- training and capacity-development of UNHCR staff and implementing partners to increase the use of gender analysis, and prevent and respond to Sexual and Gender-Based Violence (SGBV);
- development of Gender Teams and Networks;
- empowerment of refugee women.

## Implementation of the Five Commitments in 2002

### Commitment 1

- In Kenya, the election rules for refugee camp leadership committees were revised to include equal representation of men and women in all committees. This ensured active participation of women in management and leadership committees.
- In Guinea, the Men's Association for Gender Equality promoted women's participation in leadership through community sensitisation campaigns.
- In the Middle East and North Africa, UNHCR supported refugee women's participation in leadership through training seminars and the provision of women's centres for discussion and learning.
- In the Americas, partnerships with civil society organisations helped refugee women to be recognised as potential leaders and important resources.
- In the Asia and Pacific regions, UNHCR supported the election of women to camp management committees. In Nepal, a "Social Sensitisation Training" project increased the involvement of women in refugee communities.

- In Timor-Leste, UNHCR supported women's participation in border meetings, "go and see" visits and women's leadership in reconciliation activities.
- In Hungary, a working group of women, government officials, UNHCR, and NGOs provided input on training policies aimed at improving procedures on reception, counselling, and integration of refugees and asylum-seekers (particularly women) in the Baltic States, Central Europe and Cyprus.

### Commitment 2

- UNHCR conducted individual registration of refugee women and men in Ghana, Kenya and Somalia to provide relevant documentation ensuring their individual security, freedom of movement and access to services. A registration/verification process is ongoing in refugee camps in Zambia.
- In order to provide a global overview of registration of refugees and others of concern to UNHCR, a Registration Baseline Survey was launched in September.
- To improve access to individual asylum claims, a revised recommended registration format is being drafted to include a separate date of arrival for each individual, place of origin and birth, ethnic and religious identity, current location, and photographs.
- UNHCR reached agreements with the Governments of Côte d'Ivoire, the Democratic Republic of the Congo, Ecuador, Georgia, Guinea, Kenya and Yemen on issuing photo identity cards to all adult refugee women and men. Progress is being made on the issuance of photo identity cards to adolescents.
- To facilitate access to essential services by women, the names of all adults in the household were recorded and ration cards were redesigned to accommodate this change.
- In Turkey, UNHCR provided refugees with information on the national asylum process, and the assistance and services available to them.



Afghanistan: The empowerment of refugee women includes helping them to be self-sufficient. Fazila, 32, a returnee from Peshawar, styles a woman's hair in her beauty parlour in Kabul. UNHCR / N. Behring

### Commitment 3

- Development of appropriate strategies to address SGBV was given additional impetus following the disclosure of exploitation in West Africa. The revised *Guidelines on the Prevention and Response to Sexual and Gender-Based Violence* were tested in field offices in May. The UNHCR Code of Conduct also set clear standards of behaviour for staff and is being used as the basis for implementing the “zero-tolerance” approach to sexual exploitation.
- Efforts were made in field offices to formulate multi-sectoral plans to address SGBV. Protocols for a multi-sectoral approach to SGBV were developed in Sierra Leone for camps and urban areas.
- In Botswana, SGBV workshops were conducted for service providers and the refugee communities as well as for lawyers and self-funded implementing partners.
- In Ghana, 20 female volunteers were trained on security and safety issues to act as female guardians and work with male volunteers in Buduburam camp.
- In Thailand, regular visits were made to 10 camps and discussions were held with refugee

women and men to help them recognise, prevent and respond to SGBV. Training/workshops on understanding violence against women were designed and facilitated in camps.

- In Nepal, an action plan was drawn to address SGBV, prostitution and trafficking. Corrective measures will be intensified in collaboration with UNICEF and ILO, in 2003.
- Working in partnership with governments and NGOs, UNHCR continued to assess the mechanisms for preventing and responding to SGBV in reception and accommodation centres in asylum situations. In Austria, UNHCR's work with the Austrian Lawyers Network led to the recognition of gender-based persecution as an area of priority. In Canada, specific attention was paid to the protection needs of separated girls and boys seeking asylum.

### Commitment 4

Continued efforts were made in partnership with WFP and implementing partners to involve women in the management and distribution of food and non-food items. Several strategies were adopted in Guinea, Kenya and Zambia to ensure the involvement of women in decision-making on food distri-

bution and other important issues, to preclude any increased risk of sexual exploitation. These strategies included the presence of female food monitors; the inclusion of women's names on food ration cards; distribution of leaflets about food distribution criteria and entitlements and evaluation and consultative meetings with refugee women.

#### **Commitment 5**

UNHCR worked with refugee women's committees in field offices to assess needs, organise distribution, monitor and measure results. A budget line was created for providing refugee women with sanitary materials as basic necessities.

**Capacity-building through training and workshops:** The People Oriented Planning (POP) training was revised to include a gender-analysis component to assess empowerment and self-reliance activities. SGBV training and awareness-raising sessions were held for senior managers in field offices and at headquarters. A capacity-building strategy was developed and workshops were carried out to improve the implementation capacities of field staff in Côte d'Ivoire, Hungary, Nepal and Thailand. A Gender Training Kit on Refugee Protection was produced. A legal manual on the rights of refugee women, based on national legal systems, was developed and will be used as a counselling tool for refugee women. A Training Manual on SGBV was also produced to promote a common understanding among humanitarian and development workers on gender, women's rights and gender based-violence. The replication of the gender teams and network models, developed in Europe and the Americas' regions, has begun in East Africa, the Great Lakes Region and Southern Africa. These will continue to promote the sharing of responsibility and information on gender equality, thus increasing expertise and the capacity of staff to provide protection to refugee women and men.

**Empowerment of women:** A number of initiatives were undertaken to support women's empowerment. Legal literacy seminars were undertaken in Ghana and Sierra Leone, in partnership with Women, Law and Development in Africa (WILDAF). Over 200 women and men participated in a Training of Trainers workshop, provided for selected participants. A Women's Resource Centre was

made available in Buduburam camp in Ghana for educational activities and information-sharing. A revolving fund scheme and micro-finance activities in Ghana provided 2000 women with small loans. Micro-projects for poultry-raising in Rwanda, small business initiatives in Chad and agricultural co-operatives for 200 women in Molangwe camp in the Central African Republic helped increase women's participation in the economic and social life of their communities. In the Central African Republic, training in computer science afforded access to job opportunities for 30 young refugee women in urban areas.

UNHCR, together with other UN agencies, reviewed ways to incorporate a gender perspective into all programme budgets. A consultant from the UN Secretariat held discussions with UNHCR staff and key findings will be presented in a report in 2003. Consultations were also held with refugee women worldwide and their experiences were used more readily to inform responses. However, gaps in knowledge and attitudes remain, and a two-pronged approach will continue to be adopted, i.e. initiatives designed to address disadvantage and discrimination coupled with broad on-going efforts to attain gender equality.

**Refugee children, including adolescents** (up to the age of 18), constitute approximately 40 per cent of the total population of concern to UNHCR. The Office's programmes are built on the rights and needs of refugee children as defined in the 1989 Convention of the Rights of the Child (CRC). Drawing upon the 1997 "Machel Study", UNHCR's global, overarching concerns fall into five categories: separation; sexual exploitation, abuse and violence; military recruitment; lack of access to education and the specific needs, as well as risks faced by adolescents.

During 2002, UNHCR presented its policy on refugee children in various fora. The rights and interests of children affected by conflicts were emphasised in the United Nations Special Session on Children (UNSSC) in May. The statement made by the High Commissioner at the session highlighted the issues of separation, exploitation and education, the strengths and weaknesses of adolescents, and the protection needs of refugee children in the wider context of humanitarian interventions. In the context of the





Ethiopia: Sudanese refugees – vocational training centre for adolescents – keeping them occupied and preparing them to be self-sufficient, Bonga camp, Gambella. UNHCR / B. Neeleman

Global Consultations on International Protection, the Refugee Children Co-ordination Unit (RCCU) ensured that refugee children's concerns were adequately reflected throughout the resulting *Agenda for Protection*.

The *"Independent Evaluation of the Impact of UNHCR's Activities in Meeting the Rights and Protection Needs of Refugee Children"* was completed and published by UNHCR in May 2002. This evaluation highlighted accountability and the implementation of policies as major concerns, and suggested ways to improve the protection and care of refugee children; an initial

plan of action was drawn up. UNHCR provided financial support for a participatory research study on *"Promoting the Protection and Capacity of Adolescents Affected by Armed Conflict"* by the Women's Commission for Refugee Women and Children. This study will produce recommendations to help UNHCR, NGOs, UN agencies and governments re-orient and improve programming for adolescents.

Following the joint UNHCR/Save the Children report entitled *Sexual Violence and Exploitation: The Experience of Refugee Children in Liberia, Guinea and Sierra Leone*, UNHCR actively participated in the Inter-Agency Standing Committee's (IASC) Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises, which was set up in March 2002. The organisation provided substantive input to the IASC Plan of Action, which was adopted by the IASC Principals in July 2002. Furthermore, a new chapter on the specific needs of refugee children was included in the revised *UNHCR Guidelines for Prevention and Response to SGBV against Refugees, Returnees and Internally Displaced Persons*.

Senior Regional Advisors (SRAs) for Refugee Children were based in Abidjan, Ankara, Damascus and Nairobi and an Advisor for Refugee Women and Gender Equality and Refugee Children in Pretoria. These five advisors provided technical support and advice to the field offices in the surrounding regions. A Senior Policy Advisor in Brussels focused on the joint UNHCR/Save the Children Alliance programme for Separated Children in Europe. SRAs were assisted by the RCCU in their efforts to develop regional strategies and solutions through advocacy with governments, participation in child protection networks, and

inter-agency initiatives. Examples of such initiatives are the situation analysis of child rights in Somalia, and inter-agency strategies for the mass tracing and the prevention of separation of children in the Mano river countries. Other activities included the drafting of *Guidelines for Best Interest Determination in Ethiopia* (i.e. determining which course of action would be in the best interests of separated children and others when seeking resettlement) capacity-building to address gender-based violence and sexual exploitation of children in Southern Africa, and the strengthening of community services for children in Yemen.

During 2002, the Inter-Agency Working Group on Separated Children, which seeks the commitment of major child protection agencies like UNICEF, UNHCR, ICRC, Save the Children, IRC and World Vision to a common policy, produced the final draft of its *Guiding Principles on Unaccompanied and Separated Children*. UNHCR and UNICEF established a working group to strengthen global and regional co-operation which may consider a revision of their MOU. The RCCU participated in regular thematic discussions with the NGO Sub-Group on Children in Armed Conflict and Displacement which brings together major actors working on refugee children's issues.

Under the joint UNHCR and Save the Children "Separated Children in Europe Programme" (SCEP), two Training of Trainers workshops and a seminar were held. UNHCR, NGO and government representatives participated in these events and country action plans were produced. A process of collecting best models from these countries, relating to the treatment of separated children in the asylum process, is underway. An external consultant has been commissioned to undertake an evaluation of this programme.

As of January 2002, responsibility for overall co-ordination of Action for the Rights of Children (ARC) passed smoothly from UNHCR to the Save the Children Alliance in Geneva. Both UNICEF and the Office of the High Commissioner for Human Rights (OHCHR) endorsed the ARC resource material and have adopted it into their training strategies. Other child protection agencies, especially the Consortium for the Protection of Children in Emergencies, have likewise drawn upon ARC resources in its capacity-building activities. A revised approach to the ARC

inter-agency training and capacity-building programme is aimed at strengthening child protection and care in selected field operations. In the Mano River countries, newly established national ARC resource groups focused on engaging both senior management of humanitarian agencies and the refugee community and closely collaborated with the existing child protection networks. This model is being replicated in Afghanistan, the East and Horn of Africa, Southern Africa and Thailand. The updated ARC CD-Rom was distributed to all UNHCR offices at the end of 2002.

In 2002, UNHCR continued to address the distinct needs of **older refugees**. In April, the Community Services Unit at headquarters provided inputs on older refugees for the information pack distributed at the Second World Assembly on Ageing held in Madrid. As part of UNHCR's response to the recommendations made in the International Plan of Action on Ageing, an information pack on UNHCR's Policy and Guidelines on Older Refugees was distributed in English and French to all UNHCR field offices during the third quarter of 2002. The information kit included documents such as *UNHCR's Policy on Older Refugees*; the brochure entitled *Older Refugees: a Resource for the Refugee Community*; and *Older People in Disasters and Humanitarian Crises: Guidelines for Best Practices*. UNHCR's Policy on Older Refugees was endorsed at the 17th Meeting of the Standing Committee in 2000.

In 2002, UNHCR **community services (CS)** staff and implementing partners participated in a comprehensive survey of the role of community services in UNHCR's country programmes. Independent consultants assessed community service funding, staffing and the status of CS officers over a ten-year period in programmes for the Russian Federation, Nepal, Thailand, Uganda, and Zambia. A draft evaluation report was submitted in December 2002. The evaluation concluded that for several years UNHCR had seriously under-invested in community services, despite the crucial role that the CS staff have to play in the social and community aspects of refugee protection, especially for refugee women and children.

Some of the main recommendations included:

- ensuring the availability of professional CS staff in all important operations;
- strengthening the role and authority of CS staff



in social and field-based analysis, monitoring, programme planning and protection;

- updating of CS manuals and training materials on the community development approach, to highlight the protection role of CS and to eliminate use of terminology which refers to refugees as “vulnerable” or “dependent”;
- improving the skills of CS staff through training in protection, child rights, gender, micro-finance and the selection of experienced staff with participatory research skills.

The recommendations will be reviewed in conjunction with the evaluations on women and children completed earlier in 2002, and a joint Plan of Action will be developed in the first half of 2003. When a recommendation enjoys unequivocal support (and provided that appropriate resources are to hand), it will be implemented in advance of the final Plan of Action.

Community service staff played an important part in nearly all major field operations in 2002, including the Afghanistan emergency and repatriation, and the response to the reports of sexual exploitation and abuse in West Africa and Nepal. New staff positions were created in these areas, while 20 CS officers were assigned on short-term deployments to operations worldwide through the stand-by agreement with Save the Children Sweden and Norway.

The Unit at headquarters, reduced to one staff member for most of 2002, focused on providing support to field operations through guidance and stand-by deployments. In September 2002, the Unit was strengthened by the

addition of a JPO and a new officers is to join in January 2003, further increasing its response and support capacities.

Two major projects planned for 2002 were postponed due to the budgetary difficulties faced by UNHCR in the latter part of the year. Training mate-



Albania: The special needs of older refugees always have to be cared for. Refugees from Kosovo. UNHCR / M. Vacca



rials on the Community Development Approach (CDA), conceived as a follow-up to recommendations made by the 2001 Standing Committee, could not be developed. A co-ordination meeting of CS staff in Africa was also postponed. It is envisaged that these activities will be undertaken in 2003, followed by the implementation of five field-based pilot projects to enhance the participation of refugee communities in planning and implementing protection and programme activities.

In 2002, UNHCR continued to implement its policy on the **environment**. The policy focuses on minimising the impact of refugees and returnees by applying the principles of prevention, cost-effectiveness and participatory approaches involving refugees and local populations. The trend in 2002 was to enhance direct field support in all phases and aspects of refugee-related activities by:

- ensuring that 2003 operational planning instruments would appropriately reflect environmental concerns: 45 Country Operation Plans were reviewed and adjusted accordingly;
- enhancing support to field offices: advice and

guidance on environmental management issues was given through a more structured involvement by the Engineering and Environmental Services Section (EESS) in the implementation of environmental earmarked funds under country programmes as requested by donors;

- expanding the field-based environmental co-ordinator network: a regional environmental co-ordinator post for Southeast Asia was created and three environmental co-ordinator posts were filled in Guinea, Rwanda and the United Republic of Tanzania;
- supporting the Environmental Demonstration Projects: activities were undertaken to address environmental management and cater to the needs of refugees and local communities in Sudan; and existing demonstration projects in Zimbabwe (permaculture) and in Rwanda (anti-erosion and reforestation) were successfully streamlined into country programmes;
- providing direct technical support to field offices particularly in the Central African Republic, Guinea, Kenya, the United Republic of Tanzania, and Zambia, where comprehensive reviews of all environment-related programmes were undertaken.



Tanzania: Refugees are involved in preserving the environment by preparing tree saplings for reforestation projects. *UNHCR / L. Taylor*

A focus for UNHCR in 2002, was recognising the need to address environmental restoration in refugee-affected areas, including camps scheduled for closure. In collaboration with the International Conservation Union (IUCN), 35 camps in the East and Horn of Africa may be closed during the coming two to three years. An environmental restoration strategy was developed for refugee-affected areas in Sudan and a regional strategy will be finalised for the Horn of Africa in early 2003. Working in conjunction with UNDP and the World Wide Fund for Nature (WWF), UNHCR undertook an environmental impact assessment of more than 200 refugee-affected sites in Baluchistan and the North West Frontier Province in Pakistan in order to identify the kinds of remedial action needed.

In 2002, collaboration on environmental issues and co-ordination with partners in development and conservation agencies was improved. A joint WWF and UNHCR pilot project, *“Early Warning – Towards an Improved Management System for Refugee Operations in Ecologically Sensitive Regions”* was undertaken. This project examined ways to address the environmental impact of large scale refugee inflows by providing timely information on the environment to concerned parties. The best practices provided by more than 40 agencies during the 2001 Practitioners’ Workshop were gathered together in the form of a compendium, and a revised edition of *“Refugee Operations and Environmental Management: Selected Lessons Learned”* (first published in 1998) will be issued in early 2003.

UNHCR’s experience in environmental management was documented in the following new publications, which will be ready for dissemination in 2003: *Handbook on Fuel-efficient Cooking Options; Handbook on Sustainable Agriculture; Handbook on Livestock and Animal Husbandry in Refugee Operations and Guidelines on Environmental Considerations in the Lifecycle of Refugee Camps.*

Considerable progress was made in further developing the Framework for Assessing, Monitoring and Evaluating the Environment in Refugee Operations (FRAME) Project. The project aims to define best practice and develop materials for environmental assessments, monitoring and evaluation. In this respect, two workshops were held in Guinea and Uganda to summarise the findings, to date, and

chart the future of the project. An Environmental Indicators Framework User Guide was developed and distributed in English and French to all UNHCR offices. A participatory-based approach is a key method for the FRAME project, which was expanded to Ethiopia and Uganda where data-managers were recruited to manage community-based environmental monitoring systems.

UNHCR, in collaboration with UNESCO’s Programme of Education for Emergencies and Reconstruction (PEER) re-oriented the focus of environmental education by devising broader outreach techniques, with generic materials easily adapted to any setting. Schoolbooks, training manuals, games and other non-formal awareness raising materials were tested in Ethiopia, Sudan and Zambia.

Awareness of environmental issues in refugee-related operations was emphasised through national environmental management training sessions and workshops in 2002. On World Environment Day, UNHCR distributed resource packs to all field offices worldwide. This stimulated action in various countries and refugees, local populations and a few local authorities, embarked on environmental activities such as clean-up operations, tree planting, waste paper collection and recycling.

Some environmental interventions were curtailed for lack of funds. The Regional Environmental Management Workshops scheduled for Southeast Asia and Central Asia were discontinued. Budget reductions in the latter part of the year led to restrictions on missions and hiring of consultants, making on-site guidance relatively difficult. The commemoration activities for the World Summit on Sustainable Development in Johannesburg were also substantially reduced impacting on a number of planned environmental micro-projects in many of UNHCR’s field operations.

## Activities and projects

Activities undertaken by the Department of International Protection (DIP) for the **promotion of refugee law and advocacy** included continued co-operation with the International Institute of Humanitarian Law (IIHL) in San Remo, where the refugee law course targets government officials



and others dealing with refugee issues, judges involved with refugee law, and representatives of NGOs working on refugee programmes or human rights activities. In 2002, four courses took place, attended by 174 persons and UNHCR offered scholarships to a handful of the most qualified candidates from developing countries. For the first time, a course in Spanish was held, partially sponsored by *España para el ACNUR* (the Spanish Committee for UNHCR). In 2002, UNHCR also sponsored refugee law courses in co-operation with the International Institute of Human Rights in Strasbourg (France) and the University of Bangalore (India).

The **Reach Out Project** is a refugee protection training initiative targeting mid-level NGO and Red Cross staff and is spearheaded by international NGO networks together with the IFRC. In 2002, nine training events were organised in nine locations. Some 490 persons benefitted from them. In addition to the English and French versions, the training modules were translated into Russian.

UNHCR reinforced its partnership with the ICRC and universities by presenting refugee law sessions during their training events organised by the ICRC and several other institutions. These included the Namur Course on Humanitarian Law Principles organised by the Belgian Red Cross, the UNITAR Fellowship Programme on International Law, the University of Geneva's Diploma in Humanitarian Action and the University of Lyon's Post-graduate Diploma in Humanitarian Health.

The **Refugee Status Determination (RSD) Project** is designed to assist in clearing backlogs in the processing of asylum claims, strengthening the overall management of refugee status determination and providing training on RSD to UNHCR and government staff. Through the RSD Project, international consultants and national eligibility officers are recruited to assist UNHCR field offices and governments in different locations to improve the fairness and quality of their RSD procedures and to enhance gender-mainstreaming. During 2002, RSD projects were implemented in Argentina, Hong Kong SAR, Cyprus, Egypt, Ghana, Kenya, Lebanon, Malaysia, Slovenia, Sudan and the Syrian Arab Republic. In Hong Kong SAR, the backlog of asylum applications was cleared. In Egypt, UNHCR's Regional

Office in Cairo received similar support, reducing the waiting period between registration and initial interview from two years to six months. In Kenya, the project contributed, over a one-year period ending in May, to improving the quality and integrity of the asylum process, while providing guidance to national eligibility staff. In Lebanon, the project had similar aims. In the Syrian Arab Republic, the project helped UNHCR's office to cope with the volume of asylum claims being processed. In Slovenia, the project provided intensive training to the government's eligibility officers. In Sudan, the application of the Cessation Clause for all Eritrean refugees included a status determination procedure to adjudicate claims for continued refugee status. The RSD Project supported the implementation of the programme with four international consultants providing training and supervising the eligibility teams.

Argentina is one of the few Latin American countries with both national refugee legislation and eligibility procedures in place. Its National Eligibility Commission (CEPARE) lacks sufficient trained staff, however, and it has faced a relentless increase in asylum applications, resulting in a growing backlog. UNHCR launched an RSD Project to support CEPARE through training and technical assistance, to reduce the waiting period preceding the final determination of refugee status and to explore ways to streamline the work of the National Eligibility Commission. The RSD Project supported UNHCR's office in Malaysia to address limited RSD processing capacity and the growing numbers of asylum applications awaiting a decision. In Ghana, the RSD Project supported the UNHCR Office by providing staff and resources to train, equip and guide the members of the new Ghana Refugee Board. The long-term objective has been to gradually hand over responsibility to the Ghanaian authorities. In Thailand, support was provided to eliminate the backlog of pending cases and to increase staffing capacity and thereby preclude any recurrence of the problem.

DIP's Protection Capacity Section (PCS) is responsible for the **promotion and dissemination of principles of refugee law** and international protection, and is tasked with planning, co-ordinating and implementing a comprehensive global training programme to upgrade protection expertise throughout

the Office. The *Protection Learning Programme (PLP)* launched in 2000, has been completed by 400 participants from 85 countries.

In 2002, six PLP workshops were held on Training of the Trainers (in Geneva, Madrid, Nairobi, Bangkok and two in Budapest).

Building on the success of the PLP, and an assessment of the needs of senior staff, DIP developed additional learning programmes in 2002, on more specialised and complex protection issues facing senior colleagues. The new Thematic Learning Programme, scheduled to begin in early 2003, covers:

- Protection Strategies in Areas Affected by Armed Conflict. This module aims to support field operations in situations of armed conflict as well as in post-conflict scenarios.
- Protection Strategies in the Context of Broader Migration Movements. This module aims to help senior managers develop strategies consistent with a clear definition of UNHCR's role in relation to broader migration movements.

Approximately 30 staff members have already applied and been selected to participate in each of these modules.

**Resettlement activities and projects:** Responding to the challenge of strengthening resettlement activities, the Resettlement Section and DIP's RSD Unit introduced a two-part training strategy in 2002, combining training in refugee status determination procedures with training in resettlement activities. This serves to strengthen the functional linkage between the various phases of the protection "continuum", beginning with the initial contact of the asylum-seeker with UNHCR, and ending with the achievement of a durable solution. Two regional workshops took place during the year: one in Amman for the Middle East (March 2002) and in Macao for Asia (April 2002). A total of 53 UNHCR and NGO field staff participated in these workshops.

The second element of the training strategy comprises the development of a specialised Learning Programme for refugee status determination and resettlement practitioners. The launch of the pilot session was initially foreseen for the last quarter of 2002, but was postponed to the beginning of 2003. The Programme

will be used as a means of upgrading UNHCR's operational systems and strengthening accountability. It is an important component of UNHCR's strategy to enhance the quality of protection and resettlement activities.

With the support of UNHCR, the "emerging" resettlement countries – Benin, Brazil, Burkina Faso and Chile continued their resettlement programmes in 2002. In April, the Chilean Government undertook a selection mission to Azerbaijan and Pakistan to interview mostly Afghan refugees. In Brazil, the 23 refugees welcomed in Porto Alegre in April were the country's first group. As part of its efforts to diversify resettlement opportunities, as called for in the *Agenda for Protection*, UNHCR has continued to work closely with these potential resettlement countries.

Implementation of the **Integration Initiative**, spearheaded by the 2001 International Conference on the Reception and Integration of Resettled Refugees, continued in 2002. A coalition of Canadian NGOs – the Canadian Council for Refugees (CCR), became the focal point for the Reference Group on Integration and requested the co-operation of UNHCR and governments to promote twinning initiatives between traditional and emerging resettlement countries. In September 2002, UNHCR issued a new handbook entitled *Refugee Resettlement: An International Handbook to Guide Reception and Integration*. The Handbook is being distributed widely among staff working with newly resettled refugees and is a positive joint venture between governments, NGO partners and UNHCR.

UNHCR field offices continue to enjoy support through the UNHCR-ICMC Resettlement Deployment Scheme, which enables qualified staff from NGOs and inter-governmental organisations to be deployed to field offices. During the year, 47 persons were deployed to field operations in 29 locations: 17 in Africa, four in Eastern Europe, four in the Middle East, three in Asia and one in Latin America. The deployment scheme reinforces the capacity of field offices to identify and refer cases for resettlement. In some instances, deployees have also provided expertise for the resettlement of specific refugee groups, such as children and women-at-risk. Providing adequate training to deployees was a priority. Two training workshops benefiting



39 potential deployees were organised in early May in Washington DC (USA), and in late November in Calgary (Canada).

**Protection-related projects:** The Protection Operations Support Section (POSS) aims to strengthen protection capacities at the operational level and ensure a consistent global approach to the implementation of UNHCR's protection mandate and policies. It seeks to close the gap between protection principles and the operational aspects of protection by: identifying and disseminating best practices; producing guidelines and tools; making selective reviews of protection operations; preparing improved methods for monitoring and reporting on protection activities; and providing advisory support and technical advice on the protection of women, children and statelessness issues.

The **Protection Surge Capacity Project** was developed to address shortages of protection staff especially during emergencies which result in sudden temporary surges in protection staffing needs. The section implements the project in partnership with IRC, an NGO.

In 2002, the Surge project facilitated 36 deployments to UNHCR protection operations in: Afghanistan,

Angola, Cambodia, Chad, Colombia, Côte d'Ivoire, Ecuador, Ghana, Guinea, India, Liberia, Malaysia, Nauru, Sierra Leone, Sri Lanka, Switzerland and Venezuela. A regularly updated roster of 70 qualified and experienced protection personnel has been developed as a resource base for the project.

**Prevention and response to sexual and gender-based violence:** In the wake of allegations, in February 2002, of sexual violence and exploitation of refugee children in West Africa, the year saw a major drive within UNHCR to prevent and respond to sexual and gender-based violence (SGBV). The High Commissioner announced a policy of "zero tolerance" of such acts and UNHCR adopted an internal code of conduct for all staff, as well as for implementing partners. UNHCR contributed actively to the process of consultations leading to the adoption of the Plan of Action devised by the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation in Humanitarian Crisis. Age and gender-related issues and in particular the prevention of SGBV were included throughout the strategic goals, objectives and activities of the *Agenda for Protection*. The 1995 *Sexual Violence against Refugees: Guidelines for Prevention and Response*, were revised and field-tested in some 30 countries with the participation

of refugees, government and NGO partners and are scheduled to be issued in 2003. In the interim, a *Step-by-Step Guide for Protection Officers for Preventing and Responding to SGBV* was prepared and shared with UNHCR field offices. To focus attention on SGBV prevention and response in field operations, *Designing Protection Strategies and Measuring Progress: Checklist for UNHCR Staff* was issued in 2002, and included specific guidance on these issues.

Newly recruited protection officers as well as personnel deployed under DIP's Protection Surge Capacity Project received pre-deployment briefings on women's and children's rights. Training specifically focusing on



Afghanistan: Protection staff are routinely briefed on refugee women and children's rights as they make up the majority of the population of concern to UNHCR.  
UNHCR / M. Shinohara

SGBV issues was conducted in Nepal, Pakistan, Southern Africa, Turkey and West Africa.

Under the **Voluntary Repatriation Project**, assistance was provided to all individual refugees wishing to repatriate voluntarily who can neither afford nor obtain the necessary funds for that purpose, and whose assistance needs are not covered under any other UNHCR project. The project enables refugees to return to their country of origin and to resume a normal life. The project is almost entirely implemented through an UNHCR-IOM agreement. During 2002, 37 cases (comprising a total of 66 refugees) repatriated.

In 2002, UNHCR issued its first evaluation policy statement, which commits the organisation to certain levels, types and standards of evaluation activity. The statement also introduces procedures relating to the way that evaluation findings and recommendations are to be acted upon.

During 2002, the **Evaluation and Policy Analysis Unit (EPAU)** continued to implement a plan of action for the devolution of the evaluation function, which encourages and assists regional bureaux and other entities within the organisation to play an active role in initiating, managing and making effective use of evaluation projects.

EPAU's work programme in 2002 focused on a number of priority issues: UNHCR's role in meeting the needs of refugee women and children; the community services function in UNHCR; UNHCR's operational role in situations of internal displacement; UNHCR's policy towards refugees in urban areas; and international responses to the problem of protracted refugee situations, especially in Africa. A total of 15 evaluation reports and 24 research papers were issued during the year.



Among the Health-related Projects, combating **HIV/AIDS** is a priority for UNHCR. In 2002, a Senior HIV/AIDS Technical Officer was recruited at headquarters. In February 2002, a Strategic Plan for 2002-2004 on HIV/AIDS and Refugees was distributed widely within UNHCR, as well as among other UN agencies and donors. The plan has three objectives: 1) to ensure that refugees live in dignity, free from discrimination, with their human rights respected; 2) to ensure

that a minimum package of HIV/AIDS programmes is provided in refugee emergency situations (safe blood supply; adherence to universal medical precautions; condom distribution; basic health care; HIV information, education and communication; orphan tracing; and protection and care of survivors of sexual violence); 3) to implement multi-sectoral and comprehensive HIV/AIDS pilot programmes in more stable situations so as to link prevention to care, and reinforce surveillance, monitoring and evaluation of such programmes.

Evaluation missions to Kenya, Tanzania, and Uganda were undertaken during the second half of 2002. Numerous observations led to the modification of these countries' HIV/AIDS programmes. Consultants were recruited to implement or evaluate surveillance surveys and systems, youth centres, voluntary testing and counselling, and programmes on the prevention of mother-to-child transmission. Their findings resulted in an HIV/AIDS and Refugees Workshop being held in Entebbe, Uganda in December 2002. Differences in HIV/AIDS programmes were observed among the various refugee camps and between refugee camps and host country populations. Systems were developed to help standardise programmes and country action plans for 2003. Participants at the Workshop signed a consensus statement that emphasised the importance of addressing HIV/AIDS in refugee situations, underlining the devastating consequences of the pandemic and listing the steps which UNHCR and its implementing partners must take to combat the spread of the disease.

UNHCR is a member of the Inter-Agency Standing Committee reference group on HIV/AIDS and Emergencies. The committee participated in developing a matrix of minimum HIV/AIDS responses according to the phases of an emergency and is in the process of revising the *1995 Guidelines for HIV Intervention in Emergency Settings*.

UNHCR also worked closely with host country governments as well as UNAIDS at the headquarters and country levels to ensure that refugees are included in National HIV/AIDS Control Programmes as well as various proposals to the Global Fund to Fight AIDS, Tuberculosis and Malaria and, the World Bank. Furthermore, UNHCR worked with many other UN organisations to address the double



emergency of food shortages and HIV/AIDS in Southern Africa. This issue was addressed in the MOU signed between WFP and UNHCR on 9 July 2002 and a mission to assess the situation is planned for early 2003.

#### **Management of population and geographic data:**

The Population and Geographic Data Section (PGDS) of the Division of Operational Support (DOS) is made up of the Geographical Information and Mapping Unit (GIMU), the Population Data Unit (PDU) and a refugee registration support team. The achievements of the PGDS during 2002 included the following:

GIMU produced some 600 new country and regional maps for UNHCR operations worldwide, and over 50 new thematic maps, highlighting global trends, for global consultations and policy debates. GIMU also produced more than 50 maps for the Global Reports and Appeals showing refugee presence and UNHCR offices in major UNHCR operations, and 15 maps for the Statistical Yearbook. In 2002, 140 new 'atlas-type' country maps, showing physical geography (elevation from the sea level), were produced for each UNHCR country operation. The unit assisted the newly-created Public Information Section (PIS) by providing more than 200 operational maps for the Refworld and KIMS CD-ROMs.

GIMU staff undertook several missions to strengthen the management of geographical information. Geographic information systems (GIS) were installed for the first time in several field offices, and many other offices expanded their use of GIS tools. GIMU undertook a mission to Sri Lanka to initiate the establishment of a comprehensive GIS, to facilitate the re-registration of the IDP population and to prepare for their return to areas of origin. An expert was identified for the follow-up to this work. A mission to Afghanistan was undertaken to ensure close liaison between three new information co-ordinators in the region. In addition, they were provided with technical support by the Unit. At the end of 2002, plans were made for a similar mission to Angola and early preparations were made for the "Iraq crisis".

The capacity for wider and more systematic GIS coverage of populations in refugee camps in East,

West and Central Africa was greatly increased in 2002. A comprehensive site-level GIS was developed, linked to registration data and sectoral data provided by partners for the Kakuma camps in Kenya. Increased co-operation between officers based in the East, West and Central African regions as well as the GIMU/PGDS led to the collection of standard place names and administrative units in countries of origin, for use in refugee registration and, wherever appropriate, early preparations for voluntary repatriation.

To strengthen its work in the field of remote sensing, GIMU collaborated with a private provider company, to produce satellite maps using high resolution satellite imagery. These maps were used for environmental assessment purposes.

The publication of UNHCR's first Statistical Yearbook was undertaken by the PDU in October 2002. It included a comprehensive analysis of the status of refugee populations and durable solutions up to the end of 2001, and a review of global refugee trends during the past 10 years. The unit collected, analysed and published regular reports on annual and quarterly population statistics, including asylum trends in industrialised countries. In addition, the unit assumed responsibility in 2002 for producing global education and resettlement statistics. The reporting formats for these statistics are currently being revised to ensure that in the future they correlate with the overall population figures, and to enhance their value as monitoring tools for the operations concerned and for headquarters.

The PGDS **refugee registration** support team provided ongoing support to registration activities in field operations and undertook the remaining preparatory work needed to launch Project Profile.

In 2002, the High Commissioner identified the registration of refugees as an issue of prime importance for UNHCR and additional resources were devoted to the creation of a team to advance **Project Profile** within the Division of Operational Support. The Profile Team, under the policy guidance of a Project Board chaired by the Deputy High Commissioner, focused on new developments in registration, while the Population and Geographic Data Section (PGDS) remained responsible for providing support

to ongoing registration in field operations. Both units continue to work closely with the Department of International Protection (DIP), the Information Technology and Telecommunications Service (ITTS), and the regional bureaux, particularly through the Working Group on Registration.

In November, the Project Board approved the Profile proposal and a draft budget for presentation in early 2003. A global registration baseline survey was also conducted in late 2002. The results will form the basis of systematic prioritisation of field support interventions and will guide improvements foreseen under Project Profile. Revision of the Registration Handbook began in December. Major registration activities were undertaken in Côte d'Ivoire, Georgia, Guinea, Liberia, Namibia, Pakistan, Sudan and Yemen. Additional support was provided for registration activities in Azerbaijan, Bangladesh, India, Malaysia, Sri Lanka and Thailand.

In the second half of 2002, the UNHCR office in Pakistan conducted the first successful test of biometric technology, adding iris recognition to existing verification measures in the voluntary repatriation programme. Project Profile and PGDS are leading the development of UNHCR's strategic approach to future uses of biometrics.

In 2002, UNHCR engaged in a wide range of **media relations and public information projects** which helped to provide timely and accurate information to the media and the general public. These projects were designed to mobilise public opinion, generating moral, political and financial support for UNHCR's work.

In addition to the thousands of individual media interviews and more than 100 formal press briefings in Geneva, the Service wrote, edited, produced and distributed more than 800 individual publications, press releases, UNHCR website reports, Emergency Updates, Briefing Notes, photo packages and audio/video reports covering UNHCR's global activities. As a result of the increased information flow, UNHCR received substantial media coverage during the year even though no major international refugee crisis occurred. At the end of the year, a search through the "Factiva" database of selected international media, using the terms "UNHCR," "UN refugee agency," "HCR," or "ACNUR," resulted

in more than 11,200 UNHCR-related media stories in five languages (English, French, German, Italian and Spanish).

The Media Relations and Public Information Service's mass information efforts in 2002 focused on the Afghanistan repatriation and aimed at providing objective information to refugees, returnees and host communities. The Senior Mass Information Officer helped to establish a network of local and international mass information staff in time for the voluntary return programme for Afghan refugees that started in Pakistan in March and in The Islamic Republic of Iran in April. As the voluntary return programme took place, local and international mass information staff simultaneously distributed relevant information to local newspapers, radio and television stations in Pakistan and The Islamic Republic of Iran and to the international radio networks. UNHCR also worked closely with Radio Afghanistan and the BBC World Service, which provided humanitarian broadcasts in Dari and Pashto. Elsewhere, the Unit worked with UN agencies on a communications programme for displaced residents of Kosovo, who are mainly in Serbia and Montenegro, to inform them about conditions in the villages they left behind in Serbian provinces. A similar programme was set up for Eritrean refugees in Sudan and other mass information activities were supported in Nepal and West Africa.

The **Private Sector and Public Affairs Service** continued to pursue its dual objective of generating public support for UNHCR and refugees, while supporting private sector fund raising efforts.

Following the discontinuation of the 50th Anniversary Unit in mid-2001, the Public Affairs Unit co-ordinated the second World Refugee Day (WRD) on 20 June 2002, on the theme of refugee women. On the day, some 100 countries participated, with celebrations in refugee camps with traditional music and dance; displays of art and handicrafts; sports competitions; drawing competitions for children; films; photo exhibits; social events; and awareness raising seminars on refugee issues for local authorities, local communities, UN agencies, NGOs, the wider public and refugees themselves. In key donor countries, the activities were often of a high profile nature, such as the event organised in Washington



DC by UNHCR and USA for UNHCR involving the participation of US Secretary of State Colin Powell and UNHCR Goodwill Ambassador Angelina Jolie. For more information on WRD please visit [www.worldrefugeeday.info](http://www.worldrefugeeday.info)

The Nansen Refugee Award ceremony was held in Oslo on World Refugee Day. The Award was presented by the High Commissioner to Captain Arne F. Rinnan, his crew and the owners of the Norwegian container vessel *MV Tampa* that rescued 438 asylum-seekers in the Indian Ocean in August 2001. The High Commissioner said he hoped the award would encourage "all individuals who, in their private capacity, could contribute to improving the well-being of asylum-seekers and refugees." The Nansen Refugee Award was established in 1954 in honour of Fridtjof Nansen, the first High Commissioner for Refugees for the League of Nations. Since 2001, the Norwegian Government has supported a series of activities to raise the profile of the Award.

The Public Affairs Unit and three of UNHCR's Goodwill Ambassadors (GWAs) participated in a two-day conference in New York, organised by the UN Secretary-General. The outcome of these consultations resulted in the drawing up of objectives and UN system-wide guidelines for GWAs (issued in September).

As a GWA, Angelina Jolie was very active during 2002. She participated with the High Commissioner in the Olympic Aid Round Table at the Olympics Games in Salt Lake City (February), where she called for support for sports programmes in refugee camps. She made field visits to Namibia (April), Thailand (May), Ecuador (June), Kenya (October), and Kosovo (December). Her visit to Ecuador was documented in the film, *Desplazados*, a 27-minute documentary about Colombian refugees, narrated by Ms. Jolie and featuring footage of her field visit to Ecuador. She also participated in a ceremony in Washington DC on WRD (see paragraph above on WRD). In New York, she delivered a statement at the Secretary-General's meeting of all UN GWAs, participated in all the workshops, and gave several interviews on her work for refugees. Her advocacy work on behalf of refugees included cover stories in high circulation magazines such as *Vogue*, *Marie Claire* and *US Weekly*, as well as coverage on radio (*BBC World Service 70th Anniver-*

*sary show*) and television shows (*Revealed, E-Channel*). Ms. Jolie is a generous private donor to UNHCR, and she continues to cover her costs on all field visits.

For the fourth time, Luciano Pavarotti dedicated his annual Pavarotti and Friends concert to UNHCR. The show was broadcast live on Italian television, with appeals for Angolan refugees in Zambia. More than USD 2.5 million was raised by that event and the accompanying media/fund raising campaign in Rome.

Giorgio Armani was appointed as a Goodwill Ambassador by the High Commissioner during the Pavarotti Concert live broadcast. He helped to initiate an income generation project for Afghan returnees, hosted the premier of the film *Desplazados*, and led a Christmas fund raising campaign in Armani boutiques worldwide.

Barbara Hendricks continued her work as a board member of the Refugee Education Trust, participated in a UNHCR event launching WRD activities in Geneva and continued to speak out on behalf of refugees in all her interviews worldwide.

The Regional Goodwill Ambassador for the Arab world, Adel Imam, participated in the Secretary-General's meeting of GWAs in New York, in WRD events in Cairo, and introduced the High Commissioner to a large gathering of Egyptian business leaders. In 2002, he continued to highlight refugees' rights in the Arab language press.

During 2002, several branch offices expressed interest in the use of celebrity advocates to help promote local WRD activities, awareness campaigns and fund raising initiatives. For example, French singer Julien Clerc lent one of his popular songs to a UNHCR TV spot, launched an awareness event in St. Malo, and spoke about refugees during television appearances.

For more details about GWA activities, you may search the UNHCR website ([www.unhcr.org](http://www.unhcr.org)). In the search box, type in the last name of the GWA to see all website features concerning their work with UNHCR.

The dissemination of educational materials continued throughout 2002. During the second half of the year, two of the most popular educational resources,

Carly and To Feel at Home, were reprinted in large quantities and distributed to UNHCR branch offices and, upon request, to schools and teachers worldwide.

The UNHCR library provided refugee information and literature to UNHCR staff and external researchers. In 2002, the consultation services of the Library were interrupted for several months due to the relocation of some 30,000 books and documents. A new Reading Room, with full computer access, was set up in the Visitors' Centre. It offers users a large variety of academic journals (95 titles), reference material and international newspapers. The Library also added some 430 new titles to its on-line catalogue. The Refugee Literature Database (REFLIT) now contains some 16,000 references and is available on UNHCR's internal and external websites.

In 2002, the Library published four issues of the academic journal, *Refugee Survey Quarterly (RSQ)*. To commemorate WRD, a special issue on refugee women was published in collaboration with the Division of Operational Support.

During 2002, the Visitors' Centre welcomed some 5,000 visitors of various nationalities. To raise UNHCR's profile, the Centre participated extensively in a range of public events in Switzerland: information stands at the Humanitarian Aid Congress in Montreux (8 March) and the International Geneva Book Fair (1 to 5 May). In co-operation with the Liaison Office for Switzerland & Liechtenstein, the Centre organised various exhibitions and public awareness activities in June and July including: at the "Bol d'Or" (a boat race on Lake Geneva); at the FNAC Switzerland on celebrating cultural diversity; and at the Swiss Expo 02 in Murten.

During ExCom, a series of visual exhibits were set up. These included facts and figures about refugee populations and budgets, and a series of thought-provoking images of refugee women and children, as well as images reflecting refugees and the environment.

In 2002, the Staff Development Section (SDS) continued efforts through its **training-related projects** to ensure coherence in the learning activities offered to UNHCR staff. The SDS applied the following framework:

- provide induction and orientation for all new and rotating staff;
- implement five core learning programmes in protection, operations, resource management, and middle/senior management;
- offer generic skills training in communications, languages, information technology, personal effectiveness, health, welfare and safety;
- provide functional group training to develop the specific skills of clearly defined groups; and
- support new policies and priorities covering important issues requiring a particular time-limited training intervention.

This framework helps promote training activities in UNHCR, target a well-defined learning group and ensure a greater degree of cost effectiveness. In addition, a clear framework allows staff to plan their learning activities more effectively.

2002 was a watershed year. SDS continued to build up a wider portfolio of learning options, making them more accessible to staff. The Section also made efforts to improve training methodologies in order to ensure effective learning. Based on the improved portfolio of learning activities, in 2003, SDS will provide the mechanisms and policies for staff to systematically plan their learning to support UNHCR's priorities and their career opportunities.

During 2002, SDS (in co-ordination with the Electronic Publishing Unit) launched a new site on the UNHCR Intranet called **Le@rningNet**, which provides information on learning activities. In view of the fact that some staff do not have Internet access, information will also be available in hard copy and eventually on CD-Rom.

The Section continued to promote new approaches to learning, applicable not only to the development of new programmes, but also to existing programmes. The most salient of these is the three-phase learning programme approach which comprises a self-study and reflection phase prior to the relevant workshop; participation in the workshop; and finally the application of the material learned. SDS also encouraged learning at the workplace, including coaching.

In 2002, SDS workshops and programmes were affected by UNHCR's financial crisis. Towards the

end of the year all workshops were cancelled and the development of some programmes was delayed, which impacted the longer-term strategic direction of learning in UNHCR.

However, some new programmes were developed using training-related project funds and administrative allocations:

- a suite of 54 on-line learning courses purchased by UNHCR from a commercial vendor;
- two new Thematic Protection Learning Programmes for senior protection staff;
- the Guide for Code of Conduct Facilitators and subsequent facilitation sessions for all staff;

- the Refugee Status Determination (RSD)/ Resettlement Learning Programme;
- the revision of the Facilitation of Learning Programme and its roll out after the pilot phase;
- a CD-Rom on staff safety, health and welfare, developed by UNHCR on behalf of all the UN agencies; and
- an enhanced Induction and Orientation process including a new tool kit.

Through its **emergency-related projects**, UNHCR maintained relief supplies (kitchen sets, blankets, plastic sheeting, jerry cans) for 250,000 persons at its Central Emergency Stockpile (CES) in Copenhagen.



Uganda: UNHCR maintains relief supplies for emergency needs. Here, Sudanese refugees are provided with clothes. *UNHCR / S. Mann*



In 2002, relief supplies were drawn from CES to meet urgent needs in Afghanistan, Angola, Gabon, Ghana, Guinea, Liberia, Pakistan, Senegal and Sierra Leone. UNHCR also continued to establish partnerships with governments to secure additional relief supplies for refugee emergencies. As a result of these efforts, agreements were reached with Japan and the United Kingdom on access to their standby emergency relief supplies. UNHCR also initiated field-testing of prototype tents under consideration for inclusion in the standard relief supply package stored at the CES.

Along with relief supplies, UNHCR maintained minimum stocks of transport and telecommunications equipment at the CES and in Geneva, to allow for rapid delivery and the establishment of initial support structures within the first days of response to emergency situations.

The Emergency Preparedness and Response Section (EPRS) organised and delivered three workshops on emergency management in France, Germany and the USA, training some 98 UNHCR and partner staff to prepare for the Emergency Response Team (ERT) roster. The workshops were hosted by the respective governments.

EPRS also held four situational emergency training workshops in the Democratic Republic of the Congo (covering both the Democratic Republic and the Republic of the Congo), Kenya, Iraq, and Jordan, focusing on specific emergency-prone situations in the respective regions and involving 13 countries of concern. Out of 111, 81 participants were representatives of UNHCR's operational counterparts and governments in the regions.

As part of its early warning efforts, ESS commissioned short analyses, on a monthly basis, of the country situations in 12 "hot spot" countries where there was risk of significant population displacement. An intranet website was developed and launched in August 2002 to carry in-house information, including external analysis on the 12 "hot spots." This internal management tool will vastly improve the monitoring of potential emergencies.

UNHCR advocates education as a basic right and a sustainable tool for the protection of refugees in the

context of the 1951 Refugee Convention and other international instruments. In 2002, UNHCR's main **education activities** included: guaranteeing access to primary education for grades one to eight for refugee children worldwide (including community-based initiatives providing early childhood and pre-school education where required); lower secondary schooling for grades nine to ten; and supporting access to higher education beyond grade ten depending on the availability of funding. Low-cost education was also provided to adolescents and non-formal education to adults, taking into consideration their specific needs, such as, psycho-social development and, technical and vocational training. UNHCR remained committed to the key principles of refugee participation, community development, local capacity building, gender equity and addressing special needs of groups at risk whilst implementing its education projects.

Global education projects for higher education were mainly supported through earmarked and privately-funded scholarship schemes. The Houphouët-Boigny Peace Prize scholarship programme provided secondary school scholarships for 96 refugee youths in Ghana and Uganda. Some 50 per cent of the students were female. The Albert Einstein Academic Scholarship Programme for Refugee Students (DAFI), solely funded by the German Foreign Office, provided tertiary education for some 1,000 refugees in 50 developing countries. The German Foundation for UN Refugee Aid through DAFI supported studies for Afghan refugees in the Islamic Republics of Iran and Pakistan. The studies aimed at developing the knowledge and skills of refugees, to enable them to contribute more effectively to the reconstruction of their country of origin upon repatriation or to their local integration in their countries of asylum.

UNHCR supported innovative programmes on developing life skills and value-education, such as Education for Peace, endorsed by the Inter-Agency Network for Education in Emergencies (INEE). In 2002, the programme was expanded from five to nine countries: Côte d'Ivoire, the Democratic Republic of the Congo, Eritrea, Ethiopia, Guinea, Kenya, Liberia, Sierra Leone and Uganda. An evaluation of the programme in Kenya showed a definite impact on the ability of refugees to move from destructive to constructive behaviour patterns.



Tajikistan: Education is a policy priority to UNHCR. Here, a school was severely damaged during the war, hence some classes had to be held outside. *UNHCR*

UNHCR promoted education activities through global inter-agency co-operation with UNESCO, UNICEF (Girl's Education Initiative) and the INEE. Under the bilateral partnership with the Norwegian Refugee Council, UNHCR deployed eight education officers on short-term assignments to Eritrea, Ethiopia, the Democratic Republic of the Congo, Guinea, Kenya, Sierra Leone and headquarters in Geneva.

UNHCR set up the Refugee Education Trust (RET) to strengthen its post-primary education programmes. Apart from financial support, UNHCR also provided staffing and logistical support until the end of 2002. Some 32,173 students and 916 teachers in seven countries (Colombia, Guinea, Pakistan, Sierra Leone, Sudan, Tanzania and Uganda) were sponsored. Although RET became financially independent of UNHCR at the end of 2002, collaboration on education activities with RET will continue.

In 2002, UNHCR made a commitment to strengthen existing partnerships with development actors and build new ones by **linking humanitarian assistance and development**, to assist refugees in their search for durable solutions. However, the facilitation of socio-economic interactions between refugees/returnees and local populations, inclusion of refugees and returnees in national development planning and the reintegration of refugees in post-conflict conditions continued to be challenges for UNHCR.

During the year, UNHCR developed and clarified its policies on reintegration and local integration by establishing an internal working group on durable solutions chaired by the High Commissioner. Regular meetings were held with focal points from UNDP and the World Bank. In order to advocate the Office's approach to durable solutions for refugee problems, UNHCR participated in a variety of relevant fora, such as, the Conflict Prevention and Post-Conflict Reconstruction Network (CPR); the Organisation for Economic Co-operation and Development/

Development Assistance Committee (OECD/DAC); WSP International (formerly known as the Wartorn Societies Project); and the New Partnership for Africa's Development (NEPAD). A Working Group on partnership with UN development actors made recommendations to senior management on UNHCR's role in the CCA-UNDAF process and its participation in the UNDG.

In late 2002, the "4Rs" concept (Repatriation, Reintegration, Rehabilitation and Reconstruction) was finalised in partnership with UNDP and the World Bank. Its aim is to interweave these four elements and thereby promote durable solutions for refugees, ensure poverty reduction and create good local governance. Its overarching framework for institutional collaboration between UN agencies and the World Bank allows for maximum flexibility for field operations to pursue country-specific approaches. This initiative is being piloted in Afghanistan, Eritrea, Sierra Leone and Sri Lanka.

The Zambia Initiative has become a model for co-ordination in addressing protracted refugee programmes and poverty reduction for local host communities. With the support of UNHCR/UNOPS and selected donor countries, the Government of Zambia took the lead in the harmonisation of donor action linking relief and development. This initiative addresses the problems of poverty in refugee-hosting regions and creates conditions for refugees to become productive members of their host communities, leading to social integration and

thereby contributing to peace, security and stability in the region.

In 2002, UNHCR continued its efforts to find durable solutions for persons of concern to the Office, in the context of NEPAD and the G8 Africa Action Plan. Systematic discussions were initiated with G8 states in order to translate the peace and security components of both initiatives into concrete programme interventions.

The Office undertook a stocktaking exercise of bilateral donor activities in order to maximise the synergies that result from well-targeted partnership agreements with the organisations concerned. The partnership with Japan International Cooperation Agency (JICA) was strengthened as a result of increased co-ordination of programming policies, the integration of planning processes, and the staff exchange programme.

In partnership with ILO, a training manual and a guide on micro finance in conflict-affected communities were finalised and a training workshop was held in Nairobi for UNHCR staff and partner agencies. UNHCR and ILO also worked together on a

new programme for the rapid deployment of ILO livelihood and employment experts to support initiatives linking relief and development.

Based on the revised MOU with WFP, the two organisations have initiated discussions on ways to maximise food security and self-reliance of refugees.

In 2002, UNHCR further developed its draft policy on peace building. The pilot “Imagine Coexistence” programmes were completed in Bosnia and Herzegovina and Rwanda. Lessons learnt will be shared with partners and donors with the aim of promoting durable solutions and working towards reconciliation in societies emerging from conflict.

## Programme support activities

### Executive direction and management

**Emergency and security management** remained priorities for UNHCR throughout 2002. The Emergency and Security Service (ESS) continued its efforts



Sri Lanka: IDP returnees in the Muslim quarter, where nothing escaped the ravages of war. *UNHCR / R. Chalasani*





USA: Workshop on Emergency Management (WEM) / Training in Marine Corps Base Camp Lejeune in North Carolina.  
UNHCR / J. Hegenauer

to enhance UNHCR's performance in this sphere. Ongoing large-scale operations, as well as new emergency situations, drew significantly on internal and external emergency stand-by resources. In 2002, UNHCR and stand-by partners deployed 118 persons to 21 countries on an emergency basis (Afghanistan, Angola, Cambodia, Cameroon, the Democratic Republic of the Congo, Côte d'Ivoire, Ethiopia, Eritrea, Guinea, Indonesia, the Islamic Republic of Iran, Jordan, Kenya, Liberia, Malaysia, Nepal,

Pakistan, Sierra Leone, Sri Lanka, Sudan, and Uganda). In addition, 21 deployments were undertaken by ESS emergency response staff worldwide.

UNHCR actively engaged in inter-agency work on contingency planning, training and providing logistical support to emergency operations. Important initiatives included UNHCR's chairmanship of the IASC Task Force on Training, active participation in the IASC Reference Group on Contingency



Planning, and participation in workshops related to the activities of the UN Joint Logistics Centre. In the latter half of the year, ESS contributed significantly to the inter-agency contingency planning process for the potential crisis in the Middle East.

ESS gave priority to the implementation of improvements in staff safety and security management. The Service developed and promulgated a new UNHCR Security Policy. This was part of its drive to bring safety and security management into the mainstream of UNHCR's organisational culture, in particular in operational planning and management. ESS also developed, in partnership with the Department of International Protection, specific security-related operational guidance for sensitive individual refugee cases in urban contexts.

A major challenge in 2002 was the introduction and implementation of the Minimum Operating Security Standards (MOSS) as part of a UN system-wide measure to improve staff safety and security. During 2002, an estimated 80 per cent of UNHCR offices in security Phase I and above did not meet MOSS standards. In 2003, ESS will continue to make efforts to reach a higher

level of compliance and maintenance of MOSS standards in UNHCR operations. This task will inevitably be complicated by the constantly changing security environment in which UNHCR operates.

During 2002, reporting on security issues was standardised throughout the organisation. Security clearance procedures were established, based on new policies introduced by UNSECOORD. Two workshops held in Geneva were attended by all

Field Safety Advisors (FSAs). The workshops addressed not only technical security management (risk assessment, response to incidents, etc.) but also protection, planning and resource management. UNHCR was the first agency to use an interactive computer-based security-training tool which has subsequently been adopted by UNSECOORD for the entire UN System (to be launched in the first quarter of 2003).

During the year, ESS in collaboration with another international agency, continued to support the FSA for NGO security in Guinea, a post created in 2001 on a pilot basis. The post has proven to be a very good mechanism for addressing the security needs of UNHCR's operational partners, and in 2003, ESS will consider the use of NGO security FSAs elsewhere.

In 2002, UNHCR launched a related pilot project in Guinea to provide support to communities and governments in managing the security of refugees in camps and settlements. This is in the form of an agreement with the Canadian Government to provide experienced Royal Canadian Mounted Police with expertise in community policing to build the capacity of the Guinean authorities.

UNSECOORD retains overall responsibility for security management within the UN System, and UNHCR continues to work closely with UNSECOORD at the levels of governance, day-to-day management and system development. To complement the new resource allocation system for UNSECOORD field activities, in early 2002 UNHCR launched a supplementary appeal for funds, to cover its contribution to the common security system. So far, there has been limited response to that appeal.

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

**The Management Systems Renewal Project (MSRP)** is the successor to the Integrated Systems Project (ISP). MSRP aims to renew the business processes in the Finance and Supply Chain services while upgrading the supporting information systems onto a modern Internet-compatible platform. When fully implemented, it is envisaged that the MSRP will replace several disparate, outdated, and



costly information systems with a single platform. Service levels and reporting ability in the organisation will also be vastly improved through the adoption of industry-standard practices.

The MSRP started in November 2002 as a down-scaled and focused project, designed to deliver measurable and incremental achievements to better manage the systems renewal process. During the year, the MSRP concentrated on updating systems at headquarters and developing implementation plans for UNHCR's field offices in 2004. Approximately USD 1.5 million of the ISP budget was spent on re-designing the project, starting the change management process, selecting a systems integrator and engaging this provider for the start-up in November. The provider has worked to the agreed schedule, and within the budget allocated. At the time of reporting, the project was on track to complete Phase 1 by 1 January 2004 without delays or overspending.

## Department of International Protection

**Resettlement Field Support:** In early 2002, an extensive UNHCR-wide consultation process led to the development of strategies to enhance and reinforce UNHCR's resettlement operations, and the establishment of a senior consultancy on resettlement. A consultant joined the Resettlement Section of DIP in September 2002 and helped to develop the work plan for strengthening resettlement activities. The work plan focused: on a) gearing mechanisms to allow an unbroken transmission of innovation from headquarters, where policy is developed, through to the field offices, where it is implemented; b) devising strategies, policies, programmes and diplomatic initiatives and following up on the Global Consultations on International Protection and the *Agenda for Protection*.

The Annual Tripartite Consultations on Resettlement (ATC), held in June 2002, facilitated discussions on a number of management and procedural issues intended to preserve the integrity of the resettlement process and provided an occasion for debate on resettlement issues and a strengthening of co-operation among resettlement partners. Eighteen traditional and emerging resettlement countries attended, including the United Kingdom, as well as 25 NGO representatives. The European

Commission was represented for the first time. Major policy issues were discussed, including criteria for determining who needs to be resettled, and several innovative strategies were suggested, involving partnerships with NGOs. The need for early and effective registration of refugees was highlighted, not least as a means of accelerating resettlement activities. The discussions culminated in the revision of a number of chapters of the *Resettlement Handbook*, completed in July 2002.

During 2002, the Resettlement Section dispatched missions to the field to assist offices with technical support, training and co-ordination. This assistance was provided to UNHCR offices in Cameroon, Côte d'Ivoire, Ghana, Guinea, India, Nepal, the Russian Federation and the United Republic of Tanzania. Some 7,000 cases (20,000 persons) were resettled during the year – significantly less than in 2001. This was due, in part, to heightened security concerns which arose following the terrorist attacks of 11 September, and led to restricted admissions in the USA, a major resettlement country.

## Division of Operational Support

**Support to Health Related Projects** – Please see HIV/AIDS section in this chapter

**Support to Operations Management:** The Programme Co-ordination and Operational Support Section continued to support the implementation of UNHCR's policies and programmes in 2002. Improvements in the management of operations and the quality of UNHCR's programmes were pursued in the form of support for results'-based management. The following initiatives were undertaken over the course of the year:

- A participatory planning guide was produced and workshops were organised to strengthen participatory planning processes in field offices.
- The Operations Management Learning Programme (OMLP) was launched in May as the main vehicle for training of programme staff. Over 200 staff members enrolled for the OMLP.
- The guide on the use of objectives, outputs and indicators was revised in March and widely disseminated to UNHCR staff and implementing partners.



- A substantial review of Chapter 4 of the UNHCR Manual was undertaken. Work-planning formats were made mandatory at the sub-project level in field offices to facilitate monitoring of programmes.
- The *Partnership: An Operations Management Handbook* for UNHCR's implementing partners was revised and will be distributed in early 2003.
- Three Strategic Planning Workshops and five Basic Programme Management Training sessions were conducted for over 150 staff from UNHCR and implementing agencies.

### **Division of Human Resource Management**

**Training of UNHCR Staff** – please see Training-Related Projects in this chapter

### **Division of Financial and Supply Management**

**Supply Chain** – please see the Supply and Management Service in the Headquarters chapter

## Voluntary Contributions – Restricted / Earmarked (USD)

Donor	Earmarking <sup>1</sup>	Annual Programme Budget and Trust Funds		Supplementary Programme Budget and Trust Funds	
		Income	Contribution	Income	Contribution
<i>Association française de soutien à l'UNHCR (FRA)</i>	Refugee Children and Adolescents	100,149	100,149	0	0
	Refugee Women	65,907	65,907	0	0
Bermuda	Resettlement	5,000	5,000	0	0
Canada	Admin. Costs of two Resettlement Experts	3,881	3,881	0	0
	Agenda for Protection	18,987	18,987	0	0
<i>Deutsche Stiftung (GFR)</i>	Education	118,361	118,361	0	0
Eli Lilly Export S.A. (SWI)	Education	16,000	16,000	0	0
Germany	Education	1,881,830	1,881,830	0	0
	Environment	934,381	934,381	0	0
International Olympic Committee (SWI)	Refugee Children and Adolescents	20,000	20,000	0	0
Japan	Staff Security / Emergency	500,000	500,000	0	0
	“UNHCR Project on Human Security Commission”	0	0	1,139,273	1,139,273
Japan Association for UNHCR (JPN)	Refugee Children and Adolescents	105,591	105,591	0	0
	Refugee Women	51,801	51,801	0	0
Max Schmidheiny Foundation (SWI)	Refugee Children and Adolescents	61,728	61,728	0	0
Norway	Nansen Refugee Award	50,000	50,000	0	0
Private Donors Austria	Refugee Children and Adolescents	438	438	0	0
Private Donors France	Refugee Children and Adolescents	117	117	0	0
Private Donors Greece	Refugee Children and Adolescents	23,119	23,119	0	0
	Refugee Women	17,419	17,419	0	0
Private Donors Hong Kong SAR, China	Refugee Women	5,135	5,135	0	0
Private Donors Islamic Republic of Iran	Education	4,110	4,110	0	0
Private Donors Japan	Refugee Children and Adolescents	347	347	0	0
	Refugee Women	84	84	0	0
Private Donors New Zealand	Refugee Children and Adolescents	1,000	1,000	0	0
Private Donors Switzerland	Refugee Children and Adolescents	6,191	6,191	0	0
Sweden	Global Programmes	2,212,691	2,212,691	0	0
	Education	84,428	84,428	0	0
Switzerland	Nansen Refugee Award	50,000	50,000	0	0
U K for UNHCR (GBR)	Refugee Children and Adolescents	39,595	39,595	0	0
UNF/UNFIP (Ted Turner) (USA)	Refugee Children and Adolescents / Refugee Women	372,625	372,625	0	0
	Reproductive Health	299,250	299,250	0	0
United States of America	Refugee Children and Adolescents	748,500	748,500	0	0
	Refugee Women	350,000	350,000	0	0
	Environment	350,000	350,000	0	0
	Security and Safety	0	0	500,000	500,000
	Registration	310,000	310,000	0	0
	Emergency and Security Services	1,500,000	1,500,000	0	0
	Global Programmes	12,640,000	7,640,000	0	0
	Emergency Workshop	165,000	165,000	0	0
	ICMC Deployments Project	200,000	200,000	0	0
<b>Total</b>		<b>23,313,665</b>	<b>18,313,665</b>	<b>1,639,273</b>	<b>1,639,273</b>

<sup>1</sup> For more information on the various earmarkings, please refer to the Donor Profiles.

Budget and Expenditure (USD)						
Programmes	Revised Budget			Expenditure		
	Annual Programme Budget and Trust Funds	Supplementary Programme Budget and Trust Funds	Total	Annual Programme Budget and Trust Funds	Supplementary Programme Budget and Trust Funds	Total
<b>Policy Priorities</b>						
Refugee Women	660,866	0	660,866	469,600	0	469,600
Refugee Children and Adolescents	949,628	0	949,628	742,200	0	742,200
The Environment	1,113,000	0	1,113,000	817,537	0	817,537
<b>Sub-total</b>	<b>2,723,494</b>	<b>0</b>	<b>2,723,494</b>	<b>2,029,337</b>	<b>0</b>	<b>2,029,337</b>
<b>Activities and Projects</b>						
Promotion of Refugee Law and Advocacy	709,080	0	709,080	520,753	0	520,753
Resettlement Projects	3,275,000	0	3,275,000	2,950,000	0	2,950,000
Protection-Related Projects / Voluntary Repatriation	1,969,477	220,531	2,190,008	1,456,164	65,000	1,521,164
Evaluation	1,350,000	0	1,350,000	345,000	0	345,000
Health-Related Projects and HIV/AIDS	169,005	0	169,005	90,000	0	90,000
Registration/Project PROFILE	1,498,129	0	1,498,129	325,000	0	325,000
Public Information / Media Projects <sup>1</sup>	9,194,200	0	9,194,200	7,113,200	0	7,113,200
Training-Related Projects	1,300,000	0	1,300,000	304,281	0	304,281
Emergency-Related Projects	1,870,000	0	1,870,000	753,454	0	753,454
Education Projects	686,400	0	686,400	678,482	0	678,482
Other <sup>2</sup>	1,201,647	1,193,000	2,394,647	1,071,613	1,192,773	2,264,386
<b>Sub-total</b>	<b>23,222,938</b>	<b>1,413,531</b>	<b>24,636,469</b>	<b>15,607,947</b>	<b>1,257,773</b>	<b>16,865,720</b>
<b>Programme Support Activities</b>						
Executive Direction and Management						
– Emergency Security Service	8,724,259	2,006,750	10,731,009	8,045,121	500,000	8,545,121
– Information Technology – Field Support <sup>3</sup>	4,115,444	0	4,115,444	4,115,301	0	4,115,301
– Management Systems Renewal Project <sup>4</sup>	2,553,953	0	2,553,953	2,526,564	0	2,526,564
Department of International Protection						
– Resettlement Field Support	200,000	0	200,000	75,045	0	75,045
Division of Operational Support						
– Support to Health Related Projects	156,932	0	156,932	152,854	0	152,854
– Support to Operations Management <sup>5</sup>	164,000	0	164,000	163,315	0	163,315
Division of Human Resource Management						
– Training of UNHCR Staff	3,182,941	0	3,182,941	2,532,641	0	2,532,641
– Special Staff Costs including Voluntary Separation	12,858,000	0	12,858,000	12,857,207	0	12,857,207
– Staff Housing	700,000	0	700,000	165,116	0	165,116
Division of Financial and Supply Management						
– Supply Chain	486,000	0	486,000	485,471	0	485,471
<b>Sub-total</b>	<b>33,141,529</b>	<b>2,006,750</b>	<b>35,148,279</b>	<b>31,118,635</b>	<b>500,000</b>	<b>31,618,635</b>
<b>Total</b>	<b>59,087,961</b>	<b>3,420,281</b>	<b>62,508,242</b>	<b>48,755,919</b>	<b>1,757,773</b>	<b>50,513,692</b>
<sup>1</sup> Includes Private Sector Fund Raising and Public Awareness Campaign Projects. <sup>2</sup> Includes costs for NGOs participating at meetings, provision of short-term consultants for inspections and investigations and other projects of the Inspector General's Office, Imagine Co-existence project, short-term consultancies and organisation of workshops, insurance costs and inspection of goods, and non-refugee legal matters, as well as a supplementary trust fund project for the Secretariat for the Commission on Human Security. <sup>3</sup> Includes core systems for financial services, human resources service and Intranet services, as well as information technology services for field operations, such as software development, telecommunications, e-mail, user services, etc. <sup>4</sup> Includes development of core systems for financial services. <sup>5</sup> Includes the development of processes and procedures.						