

TABLE OF CONTENTS

Foreword	iii
Acknowledgements	iv
Executive summary	v
Table of contents	vii
Acronyms	xiv
List of boxes, figures, tables and annexes	xxi
Introduction	xxvii

PART A: UNDERSTANDING THE CONTEXT: WHERE REPATRIATION AND REINTEGRATION FIT

Overview of Part A

Module One: The Conceptual Framework

SUMMARY OF MODULE	1
INTRODUCTION	1
SECTION 1	
UNHCR MANDATE FOR VOLUNTARY REPATRIATION AND REINTEGRATION	3
1.1 Voluntary Repatriation	3
1.2 Reintegration	4
SECTION 2	
THE 4RS FRAMEWORK: REPATRIATION, REINTEGRATION, REHABILITATION AND RECONSTRUCTION	7
2.1 The 4Rs Programme Concept	8
2.2 How a 4Rs Approach Is Useful	9
2.3 Operationalizing the 4Rs	11
2.4 Roles of Various Partners in 4Rs Programmes	12
2.5 4Rs Pilots and Early Lessons	15

SECTION 3	
OVERVIEW OF TRANSITION ISSUES.....	15
3.1 Scope and Characteristics of Transitions	15
3.2 Transition Contexts.....	17
3.3 The Gaps.....	18
3.4 Transition Challenges.....	21
3.5 Peace Building and Reconciliation	27
CONCLUSION.....	29

**Module Two: Humanitarian and Development Planning
Tools and Processes**

SUMMARY OF MODULE	1
INTRODUCTION	1
SECTION 1	
POST-CONFLICT POLICIES AND OPERATIONAL MECHANISMS OF DEVELOPMENT PARTNERS.....	2
SECTION 2	
OVERVIEW OF PLANNING TOOLS AND FRAMEWORKS.....	4
2.1 Typology of Planning Frameworks	4
2.2 Funding Mechanisms.....	5
SECTION 3	
LINKING REINTEGRATION WITH PLANNING FRAMEWORKS	7
CONCLUSION.....	11

PART B: HOW TO PLAN, IMPLEMENT, MONITOR AND EVALUATE REPATRIATION AND REINTEGRATION OPERATIONS

Overview of Part B

Module Three: Key Elements in Planning and Implementing Reintegration

SUMMARY OF MODULE	1
INTRODUCTION	1
SECTION 1	
PLANNING ASSUMPTIONS, PRINCIPLES AND CONTEXT	2
1.1 Assumptions	2
1.2 Principles	3
1.3 Context	5
SECTION 2	
MAIN COMPONENTS OF PLANNING AND IMPLEMENTATION	8
SECTION 3	
INTERVENTION CRITERIA	9
SECTION 4	
CAPACITY BUILDING AND COORDINATION	12
4.1 Capacity Building	12
4.2 Coordination Arrangements and Mechanisms	13
SECTION 5	
PHASING IN DEVELOPMENT ACTIVITIES	16
CONCLUSION	18

Module Four: Preparatory Activities

SUMMARY OF MODULE	1
INTRODUCTION	1
SECTION 1	
INFORMATION ON REFUGEE POPULATIONS AND SOCIO-ECONOMIC CHARACTERIZATION	2
1.1 Why Collect the Information.....	2
1.2 Data to Collect	3
1.3 Data Collection Tools and Processes for Refugee Populations and Socio-economic Characterization	4
SECTION 2	
CONSOLIDATING SELF-RELIANCE ACTIVITIES IN PREPARATION FOR RETURN	6
2.1 What Self-reliance Entails.....	7
2.2 Principles to Guide the Design and Implementation of Self-reliance Activities	8
2.3 Some Key Activities in Designing and Implementing Self-reliance Programmes.....	9
2.4 Targeting Self-reliance Activities	10
2.5 Key Issues in Skills Training	10
SECTION 3	
PREPARING AN INFORMATION CAMPAIGN FOR RETURN	11
3.1 Necessary Information.....	11
3.2 What Potential Returnees Should Know When Deciding to Return	13
3.3 How to Disseminate Information	14
SECTION 4	
PRE-IMPLEMENTATION ARRANGEMENTS AND ACTIVITIES	15
4.1 Agreements for Repatriation and Reintegration.....	15
4.2 Other Pre-implementation Activities	16
CONCLUSION	17

Module Five: Strategy Development and Programme Design

SUMMARY OF MODULE	1
INTRODUCTION	1
SECTION 1	
A COMMON SITUATIONAL ASSESSMENT	4
1.1 Goals of Assessments	5
1.2 Scope of Assessments	6
SECTION 2	
DEVELOPING A BROAD-BASED TRANSITION-RECOVERY STRATEGY	9
SECTION 3	
FORMULATING A UNHCR REPATRIATION AND REINTEGRATION STRATEGY	11
3.1 Objectives of a Repatriation and Reintegration Strategy	13
3.2 Elements to Include in a Reintegration Strategy	14
SECTION 4	
FORMULATING A UNHCR REINTEGRATION PLAN AND PROGRAMME	23
4.1 Objectives of a Reintegration Plan	23
4.2 How to Formulate a Plan	25
4.3 Programme Validation: A Regional Workshop	25
CONCLUSION	26

Module Six: Implementation, Monitoring and Evaluation

SUMMARY OF MODULE	1
INTRODUCTION	1
SECTION 1	
IMPLEMENTATION	2
1.1 Joint Implementation and Linkages with Partners	2
1.2 UNHCR-specific Implementation Arrangements	4
SECTION 2	
MONITORING	10
2.1 General Monitoring Issues	10
2.2 Monitoring Reintegration	13
SECTION 3	
EVALUATION	15
3.1 General Evaluation Issues	15
3.2 Some Issues in Evaluating Reintegration Programmes	17
3.3 Reintegration Benchmarks and Indicators	19
SECTION 4	
HANDOVER ARRANGEMENTS	22
CONCLUSION	22

PART C: INSTITUTIONAL SUPPORT MECHANISMS

Overview of Part C

Module Seven: Organisational Structures, Staffing and Information Management

SUMMARY OF MODULE	1
INTRODUCTION	1
SECTION 1	
STRUCTURES, FUNCTIONS AND STAFFING	1
1.1 Establishing an Early Field Presence	1
1.2 Structure and Functions.....	4
1.3 Other Organisational and Operational Issues.....	8
SECTION 2	
SETTING UP SUPPORT TEAMS AND/OR	
STRUCTURES WITH OTHER UN AGENCIES	9
SECTION 3	
MANAGING INFORMATION	11
3.1 Managing Information in an Integrated Manner	11
3.2 Institutional Aspects of Information Management	
CONCLUSION.....	14

Glossary

Bibliography

Useful Websites