

Executive Summary

The Mozambican repatriation and reintegration programme is one of the largest ever undertaken by UNHCR, involving 1.7 million returnees and costing some \$145 million to implement, over \$100 million of which was devoted to activities within Mozambique.

Given the enormous devastation and displacement generated by the armed conflict in Mozambique, the reintegration process has encountered remarkably few problems. While this is due in considerable measure to factors which cannot be attributed to the UNHCR programme - the successful implementation of the peace agreement and the good harvests of the past two years - the organization has nevertheless played an essential role in assisting large numbers of former refugees and displaced people to return to and remain in their areas of origin. In this respect, road construction, the distribution of seeds and tools and the installation of water points have been of particular importance. At the same time, the review points out, UNHCR's activities in Mozambique have made a valuable contribution to the broader tasks of post-conflict reconstruction and reconciliation.

This report suggests that the impact, sustainability and cost-effectiveness of the UNHCR operation might have been strengthened in a number of ways. In terms of programme planning, the review argues that the formulation of a reintegration strategy should have started earlier, given greater attention to UNHCR's links with longer-term development agencies, and involved UNHCR offices in the refugees countries of asylum.

With regard to implementation, the report draws attention to the many advantages derived from UNHCR's strong field presence and logistical capacity, as well as the decentralized nature of the reintegration programme. At the same time, the review calls upon UNHCR to improve its human resource management procedures, to strengthen its technical capacity in the field and to implement more systematically its policies on community participation and women.

A recurrent theme of the report is the tension between implementation and sustainability. In post-conflict situations, UNHCR has an obligation to act quickly, but an equal responsibility to ensure that its activities have a lasting impact. The key to a successful reintegration programme is to strike an appropriate balance between these sometimes conflicting demands.

(End piii)