



CANADA

*Original - as used.*

*JAS*

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The Permanent Mission of Canada  
to the United Nations  
at Geneva

La Mission Permanente du Canada  
auprès des Nations Unies  
à Genève

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STATEMENT MADE BY  
AMBASSADOR J. ALAN BEESLEY  
TO THE 34TH EXECUTIVE COMMITTEE  
OF THE UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES  
GENEVA  
MONDAY, 10 OCTOBER, 1983

MR. CHAIRMAN:

I WOULD LIKE TO BEGIN BY EXTENDING TO YOU OUR WARMEST CONGRATULATIONS ON YOUR ELECTION TO THE CHAIRMANSHIP OF THIS, THE 34TH SESSION OF THE HIGH COMMISSIONER'S EXECUTIVE COMMITTEE. GIVEN YOUR OWN DEEP INTEREST IN HUMANITARIAN AFFAIRS AND THE OUTSTANDING RECORD OF YOUR COUNTRY IN CONTRIBUTING TO THE SOLUTION OF REFUGEE PROBLEMS, YOUR ELECTION IS MOST APPROPRIATE. <sup>y. Pers. Account</sup> OUR CONGRATULATIONS ARE ALSO EXTENDED TO THE VICE CHAIRMAN AND TO THE RAPPOREUR, BOTH OF WHOM WE HOLD IN HIGH EXTEEM.

THROUGH YOU I WOULD ALSO LIKE TO EXPRESS THE CANADIAN DELEGATION'S THANKS TO LAST YEAR'S BUREAU FOR THEIR DISTINGUISHED SERVICE. THE CONTRIBUTION OF OUR RETIRING CHAIRMAN, AMBASSADOR KHARMA, MUST BE DESCRIBED AS OUTSTANDING AND HE HAS LEFT US AN ENDURING LEGACY.

WE HAVE LISTENED, MR. CHAIRMAN, TO THE STATEMENT OF THE HIGH COMMISSIONER WITH ATTENTION AND WITH APPRECIATION. HE HAS PROVIDED A LUCID DESCRIPTION OF THE PROBLEMS NOW CONFRONTING US AND HIS DETERMINATION TO ADDRESS THEM IN A VERY COMPREHENSIVE WAY IS HEARTENING. WHILE IT IS TRUE THAT MANY IF NOT MOST OF THE SOLUTIONS LIE WITH GOVERNMENTS, THE LEADERSHIP, COMMITMENT, AND MORAL AUTHORITY OF THE HIGH COMMISSIONER HIMSELF IS INDISPENSABLE.

WHILE THERE HAVE BEEN NO NEW MAJOR REFUGEE CRISES IN THE LAST YEAR WE ARE DISTURBED THAT A STALEMATE SEEMS TO HAVE OCCURRED WITH RESPECT TO THE CURRENT STATUS OF EACH OF THE MAJOR REFUGEE CRISES WHICH HAVE DEVELOPED OVER THE LAST FOUR TO FIVE YEARS. ~~WHILE~~ THE INTERNATIONAL COMMUNITY CONTINUES TO PROVIDE HELP IN VARIOUS FORMS TO THOSE AFFECTED BY THESE CRISES, <sup>BUT</sup> LASTING SOLUTIONS SEEM NO CLOSER THAN THEY WERE TWO OR THREE YEARS AGO. DESPITE UNPRECEDENTED EFFORTS, THE PROBLEMS PERSIST AND THE

REFUGEES REMAIN IN A STATE OF DEPRIVATION,  
UNCERTAINTY, AND IN SOME CASES, PHYSICAL DANGER.

FROM THE HIGH COMMISSIONER'S STATEMENT IT IS  
APPARENT THAT HE AND HIS ORGANIZATION ARE GEARING UP  
FOR A CONCENTRATED EFFORT TO FIND <sup>in his own words</sup> DURABLE SOLUTIONS  
FOR THESE UNHAPPY PEOPLE. OUR OWN ASSESSMENT OF  
THESE PERSISTENT REFUGEE SITUATIONS HAS LED US TO  
CONCLUSIONS SIMILAR TO THOSE DRAWN BY THE HIGH  
COMMISSIONER, AND WE ARE AWARE THAT OTHER GOVERNMENTS  
SHARE THESE VIEWS. CANADA STANDS READY TO CONTINUE  
ITS SUPPORT FOR THE HIGH COMMISSIONER AND, IN  
CO-OPERATION WITH OTHER COUNTRIES, TO ASSIST IN NEW  
INITIATIVES WHICH WILL SUPPORT THE HIGH  
COMMISSIONER'S OBJECTIVES.

ON THE DIPLOMATIC LEVEL, THIS MEANS CONTINUED  
EFFORTS TO ADDRESS THE ROOT CAUSES OF REFUGEE  
SITUATIONS AS IDENTIFIED IN PRINCE <sup>of the</sup> SADRUDDIN AGA  
KHAN'S REPORT ON MASS EXODUS PREPARED FOR THE HUMAN  
RIGHTS COMMISSION . IT MEANS JOINT ACTION WITH OTHER

GOVERNMENTS IN THE FACE OF PARTICULAR SITUATIONS, WHEN COLLECTIVE JUDGEMENT INDICATES THAT SUCH ACTION MAY AVERT, DIMINISH OR REDRESS REFUGEE FLOWS. SUPPORT OF THE HIGH COMMISSIONER'S OBJECTIVES REQUIRES CREATIVE AND FLEXIBLE USE OF OUR CAPACITY FOR REFUGEE RESETTLEMENT TO DEFUSE TENSIONS CAUSED BY REFUGEE INFLUXES. IT IMPLIES CONTINUED FINANCIAL SUPPORT OF UNHCR AND OTHER ORGANIZATIONS INVOLVED IN MITIGATING THE SUFFERING OF REFUGEES AND THEIR IMPACT ON COUNTRIES OF ASYLUM.

MR. CHAIRMAN, IF WE LOOK BACK OVER THE PAST FEW EXECUTIVE COMMITTEE MEETINGS, AN INTERESTING PATTERN EMERGES. FROM 1978 TO 1980 THE FOCUS WAS ON THE MAJOR CRISES TO WHICH I HAVE ALLUDED - THE BOAT PEOPLE AND THE OTHER REFUGEES OF SOUTH EAST ASIA, THE MASSIVE MOVEMENT FROM AFGHANISTAN, THE VICTIMS OF STRIFE IN CENTRAL AMERICA AND THE TRAGIC PLIGHT OF REFUGEES IN MANY PARTS OF AFRICA. IN 1981 AND 1982 ATTENTION SHIFTED TO THE SHAPE AND EFFECTIVENESS OF THE OFFICE OF THE UNHCR ITSELF, WHICH WAS, <sup>understands,</sup> GOING THROUGH A RAPID AND OFTEN PAINFUL PERIOD OF GROWTH AND TRANSITION. THAT PROCESS NOW SEEMS WELL

ADVANCED. <sup>In deed,</sup> ACCORDINGLY, IT IS GENERALLY RECOGNIZED THAT THE UNHCR HAS IMPLEMENTED FUNDAMENTAL CHANGES IN AREAS AS DIVERSE AS ORGANIZATIONAL STRUCTURE, MANAGEMENT, FLOW OF INFORMATION AND FIELD OPERATIONS. THESE AND MANY OTHER CHANGES ARE VIEWED WITH A GREAT DEAL OF SATISFACTION BY THE MEMBERS OF THE EXECUTIVE COMMITTEE. FURTHERMORE, WE WELCOME THE MORE ACTIVE RELATIONSHIP BETWEEN THE UNHCR AND ITS EXECUTIVE COMMITTEE. WHILE THESE <sup>transient</sup> CHANGES ARE STILL VERY RECENT, THERE ARE INDICATIONS THAT THEY HAVE ALREADY LED TO POSITIVE RESULTS. THIS IS ENCOURAGING AS FAR AS FUTURE DEVELOPMENTS ARE CONCERNED. IT IS <sup>the</sup> CANADA<sup>167</sup>'S VIEW THAT WE MUST NOW FOCUS OUR ATTENTION <sup>TO</sup> ~~TO~~ THE ENORMOUS AND COMPLEX TASK WHICH REMAINS - THROUGH - ENCOURAGEMENT OF REPATRIATION, - FACILITATION OF LOCAL INTEGRATION IN COUNTRIES OF ASYLUM, - RESETTLEMENT IN THIRD COUNTRIES AND - FINDING WAYS IN WHICH

TRADITIONAL DEVELOPMENT ASSISTANCE CAN LESSEN THE  
LIKELIHOOD AND THE IMPACT OF REFUGEE SITUATIONS.

MR. CHAIRMAN, WE IN CANADA HAVE BEEN DEEPLY  
TROUBLED BY THE PROBLEM OF PROVIDING INTERNATIONAL  
PROTECTION TO REFUGEES, A PROBLEM WHICH IS THE HIGH  
COMMISSIONER'S MOST ELEMENTARY CONCERN. A FEW YEARS  
AGO, WHEN A NUMBER OF REFUGEE CRISES WERE DEVELOPING,  
WE MIGHT HAVE BEEN INCLINED TO SPECULATE THAT  
ASSISTANCE ACTIVITIES SHOULD BECOME THE OFFICE'S MAIN  
CONCERN. HOWEVER, AS ADVERSE ECONOMIC AND  
SOCIO-POLITICAL PRESSURES HAVE INCREASED IN MANY  
COUNTRIES IT HAS BECOME CLEAR THAT REFUGEE PROTECTION  
IS THE SINE QUA NON OF ALL OTHER ENDEAVOURS TO ASSIST  
REFUGEES. WITHOUT ADEQUATE PROTECTION NOTHING ELSE  
WILL HOLD.

WE HAVE JUST <sup>participated in</sup> (COME THROUGH) A SESSION OF THE  
SUB-COMMITTEE ON PROTECTION WHICH DEALT WITH A NUMBER  
OF DIFFICULT ISSUES: THE IMPACT OF MANIFESTLY  
UNFOUNDED CLAIMS TO REFUGEE STATUS, RESCUE OF ASYLUM  
SEEKERS AT SEA AND THE PREVENTION OF MILITARY

ATTACKS ON REFUGEE CAMPS. CONSENSUS ON THE PROBLEM OF MILITARY ATTACKS HAS ELUDED US. THE VERY DIFFICULT NATURE OF ALL THESE ITEMS AND THE CHALLENGE INVOLVED IN REACHING AGREEMENT IS AN AFFIRMATION OF THE IMPORTANCE AND RELEVANCE OF PROTECTION ISSUES TO ALL COUNTRIES.

ON THE SUBJECT OF MILITARY ATTACKS, ONE MAY ARGUE THAT THE MATTER SHOULD BE TAKEN UP IN OTHER ORGANS OF THE UN SYSTEM. THE FACT IS THAT IT HAS NOT BEEN TAKEN UP ELSEWHERE. FURTHER, WHATEVER THE UNHCR'S ROLE, IT IS UNTHINKABLE THAT THE MEMBERS OF THE EXECUTIVE COMMITTEE LET THIS TRAGIC PROBLEM GO UNADDRESSED. IN THE SHORT TIME IT HAS BEEN UNDER CONSIDERATION, MANY USEFUL ELEMENTS HAVE BEEN IDENTIFIED. IT IS <sup>in an over-estimate</sup> IMPORTANT THAT THE WORK CONTINUE. WE MUST NOT ALLOW ARBITRARY TIME CONSTRAINTS TO INTERFERE WITH THE PROGRESS <sup>achieved</sup> ACHIEVED. EVEN IF IT TAKES ANOTHER YEAR TO DEVELOP A SET OF GENERALLY ACCEPTABLE CONCLUSIONS IT WILL BE WELL WORTH THE EFFORT.



MR. CHAIRMAN, FROM THE "NOTE ON INTERNATIONAL PROTECTION" WHICH WE WILL BE EXAMINING INDEPTH LATER THIS WEEK, IT IS CLEAR THAT THE UNHCR CONTINUES TO EMPHASIZE THE PROMOTION OF VARIOUS LEGAL INSTRUMENTS FOR THE PROTECTION OF REFUGEES ON TWO FRONTS - BY ENCOURAGING BROADER ADHERENCE TO THE EXISTING INSTRUMENT AND BY PROMOTING THE DEVELOPMENT OF NEW MEASURES TO FILL GAPS IN THE INTERNATIONAL LEGAL REGIME. IN THIS <sup>context</sup> REGARD WE MUST PAY TRIBUTE TO THE VERY CREATIVE ROLE THAT HAS BEEN PLAYED BY THE INTERNATIONAL INSTITUTE OF HUMANITARIAN LAW AT SAN REMO.

THE EMPHASIS ON LEGAL REMEDIES TO PROTECTION PROBLEMS IS <sup>as we need,</sup> CORRECT AND NEEDS TO BE PURSUED BUT EVEN IN REGIONS WHERE REFUGEE LAW IS WELL-DEVELOPED IT IS NO LONGER ENOUGH. THE CHALLENGE TO THOSE CONCERNED WITH REFUGEE PROTECTION IN THE NEXT YEAR OR TWO WILL BE TO ENSURE THAT THEY CAN IDENTIFY AND PROTECT THE GENUINE REFUGEE IN THE TIDE OF HUMANITY WHICH IS ON THE MOVE. THERE ARE LITERALLY MILLIONS OF PEOPLE TODAY WHO HAVE BEEN MOTIVATED BY ECONOMIC CONDITIONS TO SEEK THEIR FORTUNE IN OTHER COUNTRIES OR REGIONS.

AT ONE TIME THIS WAS THOUGHT TO BE A SIMPLE SOUTH TO  
NORTH PHENOMENON. <sup>However</sup> THE SEMINAR ON "UNDOCUMENTED  
MIGRANTS" SPONSORED THIS YEAR BY THE  
INTERGOVERNMENTAL COMMITTEE FOR MIGRATION AND THE  
ROUND TABLE ON "MOVEMENTS OF PEOPLE" SPONSORED BY THE  
INTERNATIONAL INSTITUTE <sup>has</sup> HAVE DEMONSTRATED THAT THIS  
IS A GLOBAL PHENOMENON.

<sup>15-12-5</sup>  
THIS PHENOMENON POSES AN ADMINISTRATIVE AND  
LEGAL CHALLENGE OF IMMENSE COMPLEXITY FOR REFUGEE  
PROTECTION. <sup>It follows that while</sup> (ACCORDINGLY,) THE UNHCR MUST COME TO  
GRIPS WITH THE FACT THAT WHILE THE EMPHASIS ON  
INTERNATIONAL LEGAL INSTRUMENTS IS IMPORTANT, THESE  
CAN TAKE SOME TIME TO PUT IN PLACE. MEANWHILE  
CHANGES IN IMMIGRATION LAW MAY OCCUR OVERNIGHT THAT  
CAN HARM THE INTERESTS OF REFUGEES. IN THE YEARS  
AHEAD WE SEE NO ALTERNATIVE BUT FOR THE UNHCR TO BE <sup>even</sup>  
MORE ACTIVE IN PROVIDING PROTECTION TO REFUGEES AT  
THE FIELD LEVEL. NEW, FLEXIBLE AND IMAGINATIVE  
PROTECTION TECHNIQUES MUST BE DEVELOPED AS A MATTER  
OF PRIORITY.

WE HAVE ADVISED THE EXECUTIVE COMMITTEE IN PREVIOUS SESSIONS THAT CANADA IS USING ITS RESETTLEMENT PROGRAM INCREASINGLY AND MORE PURPOSEFULLY AS A PROTECTION TOOL. WE WILL HAVE MORE TO SAY ABOUT THIS WHEN RESETTLEMENT IS DISCUSSED UNDER THE AGENDA ITEM ON "ASSISTANCE ACTIVITIES". I WISH TO TAKE THIS OPPORTUNITY TO THANK THE HIGH COMMISSIONER FOR HIS INVALUABLE SUPPORT WITH REGARD TO OUR ANNUAL REFUGEE INTAKE PLANNING EXERCISE. HIS ADVICE HAS ASSISTED CANADA IN GIVING PRIORITY IN ITS REFUGEE QUOTA TO THOSE REFUGEES IN GREATEST NEED OF RESETTLEMENT. WE ARE ENCOURAGED TO NOTE THAT THE UNHCR IS PROVIDING SIMILAR ADVICE TO OTHER GOVERNMENTS. IT IS OUR HOPE THAT THIS WILL LEAD TO A MORE ACTIVE COORDINATION ROLE BY THE UNHCR WHICH WILL ENSURE THAT SCARCE RESETTLEMENT OPPORTUNITIES ARE PUT TO OPTIMUM USE.

MR. CHAIRMAN, I AM SURE YOU WILL UNDERSTAND IF I TAKE THIS OPPORTUNITY TO PLACE ON RECORD THE VALUABLE CONTRIBUTION OF CANADA'S CHURCHES AND NON GOVERNMENTAL ORGANIZATIONS IN SPONSORING THE

ADMISSION OF REFUGEES TO CANADA; THUS INCREASING CANADA'S OVERALL RESETTLEMENT EFFORT. UNDER OUR SYSTEM, THE GOVERNMENT OF CANADA SETS AN ANNUAL TARGET FOR REFUGEE ADMISSIONS WHICH INDICATES WHAT OUR MINIMUM COMMITMENT WILL BE. HOWEVER, REFUGEES SPONSORED BY PRIVATE GROUPS ARE ADMITTED TO CANADA OVER AND ABOVE THE GOVERNMENT QUOTA. LAST YEAR 4,000 EXTRA REFUGEES WERE RESETTLED IN CANADA THANKS TO PRIVATE EFFORTS.

MR. CHAIRMAN, OUR EXAMINATION OF THE FUTURE OF UNHCR AND THE REFUGEE CRISIS WILL BE AIDED BY THE REPORT ON "REFUGEE AID AND DEVELOPMENT" SUBMITTED BY THE EXPERT GROUP WHO MET IN AUGUST. WE WILL ADDRESS THE REPORT IN SOME DETAIL UNDER THE ITEM ON DURABLE SOLUTIONS.

WE SUBSCRIBE TO THE IDEA THAT REFUGEES WHO HAVE BEEN INTEGRATED OR RETURNEES WHO HAVE BEEN REPATRIATED SHOULD HAVE THE OPPORTUNITY TO BUILD UPON THE ASSISTANCE GIVEN TO THEM ONCE THE ROLE OF THE UNHCR HAS CEASED. THIS IS WHY WE WISH TO

ENCOURAGE CENTRAL PLANNING AUTHORITIES AND MINISTRIES OF INVOLVED COUNTRIES AS WELL AS VOLUNTARY AGENCIES, INTERGOVERNMENTAL ORGANIZATIONS AND BILATERAL DONORS TO EXTEND DEVELOPMENT ASSISTANCE TO COMMUNITIES WHERE REFUGEES HAVE INTEGRATED. WE FEEL THAT THE LINKAGES BETWEEN RELIEF AND DEVELOPMENT ARE IMPORTANT TO MAINTAIN AND TO PREVENT THE RECURRENCE OF REFUGEE MOVEMENTS AND TO ALLEVIATE THE BURDEN IMPOSED ON LOCAL POPULATIONS BY ADDITIONAL REFUGEES.

NEVERTHELESS, IN OUR EXAMINATION OF THE ASSISTANCE - DEVELOPMENT LINKAGE WE MUST NOT ALLOW OURSELVES TO FALL VICTIM TO THE ILLUSION THAT WE CAN SIMPLY BUY OUR WAY OUT OF REFUGEE PROBLEMS. WHEN ALL IS SAID AND DONE IT IS THE CONCERTED POLITICAL WILL OF CONCERNED GOVERNMENTS THAT WILL LEAD TO LASTING COMPREHENSIVE SOLUTIONS TO REFUGEE PROBLEMS.

I WOULD NOW LIKE TO PROVIDE YOU WITH OUR VIEWS ON SOME OF THE SPECIFIC REFUGEE SITUATIONS THAT

ARE OF CONCERN TO US TODAY. IN ADDRESSING REFUGEE PROBLEMS, ESPECIALLY IN DEVELOPING COUNTRIES, WE RECOGNIZE THAT IT IS IMPORTANT FOR THE UNHCR TO SELECT THE RIGHT LEVEL OF ASSISTANCE AND THE RIGHT TECHNOLOGICAL INPUTS AND TO FIND AN APPROPRIATE BALANCE BETWEEN REFUGEES AND THE LOCAL COMMUNITY. SUCCESSFUL PROGRAMMES IN LOCAL INTEGRATION AND REPATRIATION SERVE AS AN ENCOURAGEMENT TO CONTINUE TO PRESS FOR SUCH SOLUTIONS. WE FULLY SUPPORT THE UNHCR'S EFFORTS AT IMPROVING PROGRAMME DELIVERY AND LIMITING IMPLEMENTATION SETBACKS.

LOOKING AT THE SITUATION IN AFRICA, VOLUNTARY REPATRIATION TO ETHIOPIA AND UGANDA AS WELL AS SUCCESSFUL LOCAL INTEGRATION PROJECTS IN SUDAN, TANZANIA, AND ZAIRE (TO NAME ONLY A FEW) HAVE BEEN TANGIBLE EXAMPLES OF CONSTRUCTIVE DEVELOPMENTS.

NEXT YEAR, THE INTERNATIONAL CONFERENCE ON ASSISTANCE TO REFUGEES IN AFRICA (ICARA II) WILL PROVIDE THE OPPORTUNITY TO GO BEYOND A NARROW FOCUS ON REFUGEE RELIEF AND TO INCLUDE REFUGEES IN THE

CONTEXT OF THE BROADER DEVELOPMENT EFFORTS OF AFRICAN STATES. WE HOPE ICARA II WILL RESULT IN A COMMITMENT ON THE PART OF THE PARTICIPATING COUNTRIES TO SOLVE EXISTING REFUGEE PROBLEMS BY PURSUING A NORMALIZATION OF THEIR STATUS AND LIVING CONDITIONS. THE DEVELOPMENT OF POLITICAL UNDERSTANDINGS COULD LEAD TO THE PREVENTION OF FURTHER MASS EXODUSES. IT WILL BE SOME TIME BEFORE WE ARE ABLE TO MEASURE THE ACTUAL SUCCESS OF THE APPROACH TO BE ADOPTED THROUGH ICARA II. HOWEVER, WE ARE HOPEFUL THAT THIS CONFERENCE WILL PRODUCE EXAMPLES OF THE INTEGRATION OF RELIEF ASSISTANCE AND DEVELOPMENT AID WHICH CAN BE REPLICATED IN ALL PARTS OF THE WORLD.

IN LATIN AMERICA, WE HAVE WITNESSED SOME IMPROVEMENT IN THE CONDITION OF REFUGEES, EVEN WHERE DURABLE SOLUTIONS HAVE BEEN DIFFICULT TO IDENTIFY. THE PROVISION OF PROTECTION TO REFUGEES IN CENTRAL AMERICA STILL REMAINS WORRISOME. HOWEVER, DESPITE THE FRAGILITY OF THE POLITICAL SITUATION IN

*Long term  
refugees*

THIS AREA, EFFORTS AT ALLOWING THE REFUGEES TO RETURN TO A NORMAL LIFE THROUGH INTEGRATION INTO AGRICULTURAL SETTLEMENTS AND URBAN AREAS IN COUNTRIES SUCH AS COSTA RICA AND NICARAGUA ARE ENCOURAGING. I WISH TO STRESS HOWEVER, THAT WHEREVER REFUGEES CANNOT BECOME TOTALLY SELF-SUFFICIENT, ASSISTANCE ACTIVITIES SHOULD BE AIMED AT PROVIDING THEM WITH THE MEANS TO REDUCE THEIR DEPENDENCE ON RELIEF.

IN PAKISTAN WE NOTE THE STABILIZATION OF THE AFGHAN REFUGEE SITUATION. REGRETTABLY IT APPEARS THAT PAKISTAN WILL HAVE TO SUSTAIN THE BURDEN OF LARGE NUMBERS OF REFUGEES AT LEAST FOR THE FORESEEABLE FUTURE. FOR THIS REASON, WE SUPPORT THE INITIATIVES UNDERTAKEN BY PAKISTAN, THE UNHCR, THE WORLD BANK AND THE ILO TO GENERATE ECONOMIC ACTIVITY WITHIN THE REFUGEE POPULATION. WE HOPE THAT THESE EFFORTS, PARTICULARLY THOSE AIMED AT RESTORING THE ENVIRONMENT, WILL BE BENEFICIAL TO BOTH THE REFUGEES AND THE LOCAL POPULATION.



FINALLY, IN SOUTH EAST ASIA, RESETTLEMENT  
REMAINS, OF COURSE, A KEY COMPONENT IN SOLVING THIS  
PROBLEM. *So far Canada has resettled 85000 Indochinese refugees.*  
WE ARE GRATEFUL TO THE HIGH COMMISSIONER  
FOR HIS LETTER OF JULY 22 AND PERCEIVE IT AS A MAJOR  
INITIATIVE REFLECTING THE APPROACH OUTLINED IN HIS  
STATEMENT TODAY. HIS LETTER PUT BEFORE GOVERNMENTS  
THE FULL RANGE OF OPTIONS WHICH MUST BE EXAMINED AND  
ASSESSED. IT IS IMPERATIVE THAT WE ATTEMPT TO FIND  
THE APPROPRIATE COMBINATION OF MEASURES THAT WILL  
RESULT IN THE SUCCESSFUL RESOLUTION OF THIS ISSUE.

IN ALL OF THESE MAJOR CRISES, AND IN THE  
WIDE RANGE OF SMALLER REFUGEE SITUATIONS WITH WHICH  
THE HIGH COMMISSIONER'S STAFF MUST GRAPPLE DAILY, THE  
EXECUTIVE COMMITTEE MUST CONCENTRATE ITS ATTENTION ON  
THE EFFECTIVENESS OF THE TECHNIQUES AND METHODS  
EMPLOYED IN THE SEARCH FOR SOLUTIONS. NEVERTHELESS  
WE ARE VERY COGNIZANT OF THE FACT THAT EFFECTIVE  
PROGRAM DELIVERY DOES NOT REST ON THE EXPRESSION OF  
GOOD INTENTIONS AND APPROPRIATE ORGANISATIONAL  
STRUCTURES ALONE. THE HIGH COMMISSIONER'S OFFICE  
MUST COUNT ON

EXPERIENCED, QUALIFIED AND COMMITTED PERSONNEL AT ALL LEVELS. FOR THIS REASON WE SUPPORT UNHCR MEASURES AIMED AT RATIONALIZING AND IMPROVING PERSONNEL POLICIES RELATING TO RECRUITMENT, TRAINING, ROTATIONALITY, CLASSIFICATION, PROMOTIONS AND CONDITIONS OF SERVICE IN THE FIELD. SUCH POLICIES MUST RESPECT THE RELEVANT GENERAL ASSEMBLY RESOLUTIONS. WE BELIEVE THAT ABOVE ALL ELSE PERSONNEL POLICIES MUST RECOGNIZE INDIVIDUAL MERIT AND QUALIFICATIONS. IN AN ORGANIZATION SUCH AS THE HIGH COMMISSIONER'S THE NEED FOR PROGRESSIVE AND ENLIGHTNNED PERSONNEL PRACTICES CANNOT BE OVERSTRESSED.

AS I HAVE INDICATED WE BELIEVE IT IS TIME TO SHIFT THE MAIN FOCUS OF THE EXECUTIVE COMMITTEES' ATTENTION AWAY FROM THE INTERNAL ORGANIZATION AND OPERATIONS OF THE OFFICE OF THE HIGH COMMISSIONER. WE MUST DIRECT OUR ATTENTION TO THE MAJOR REFUGEE SITUATIONS THAT HAVE PERSISTED FOR SO LONG. THE HIGH COMMISSIONER HAS SIGNALLED HIS DETERMINATION TO FIND SOLUTIONS TO THESE PROBLEMS. THE EXECUTIVE COMMITTEE MUST LEND ENERGETIC SUPPORT TO HIS EFFORTS.