

DRAFT

GLOBAL STRATEGIC PRIORITIES

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Global Strategic Priorities

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Draft Global Strategic Priorities

(To be further developed and refined during Annual Programme Review)

<p>1. Favourable Protection Environment: Promote a favourable protection environment for all populations of concern to UNHCR</p>		
<p>1.1 International and Regional Instruments; National Legal and Administrative Frameworks</p>		
<p>The rights of persons of concern are recognized in law and in practice. There is adequate administrative capacity to support the implementation of international protection standards.</p>		
<p>Current Challenges and Opportunities: Recognition in law and administrative practice of responsibilities to protect persons of concern is in need of strengthening around the world. Gaps in legislation weaken the protection of persons of concern and can have disproportionate impact on women, children and other discriminated groups. Age, gender and diversity concerns need to be further enhanced in capacity building activities conducted with government and other partners.</p>		
Indicators	Baseline	Targets
<ul style="list-style-type: none"> • Extent national legal framework consistent with international protection standards • Extent administrative arrangements provide effective protection • Extent IDPs are addressed in a manner consistent with the Guiding Principles • # of countries that have ratified and incorporated the 1951 Convention and/or 1967 Protocol • # of countries that have ratified and incorporated the 1954 and 1961 Statelessness Conventions 	<ul style="list-style-type: none"> • The national legal framework of X# countries does not fully meet international protection standards • The administrative arrangements in X# countries do not provide effective protection • There are X# populations of internally displaced persons whose needs are not addressed in a manner consistent with the Guiding Principles • 147 countries have ratified and incorporated the 1951 Convention and/or 1967 Protocol • 63 countries have ratified and incorporated the 1954 Convention Relating to the Status of Stateless Persons and 35 countries have ratified the 1961 Convention on the Reduction of Statelessness 	<ul style="list-style-type: none"> • The number of countries in which the national legal framework is not consistent with international protection standards decreased from X to Y • The number of countries whose administrative arrangements do not provide effective protection decreased from X to Y • The number of countries where IDPs needs are not addressed in a manner consistent with the Guiding Principles reduced from X to Y • The number of countries that have ratified and incorporated the 1951 Convention and/or 1967 Protocol increased from 147 to 148 • The number of countries that have ratified and incorporated the 1954 and 1961 Statelessness Conventions increased from 63 to 66 and from 35 to 38 respectively

1.2 National and Regional Migration Policy

National and regional migration policies are protection sensitive. Measures to combat smuggling and trafficking of persons permit refugees to seek asylum and help to reduce risks of violence and exploitation, particularly of children and women.

Current Challenges and Opportunities: Mixed migration is a growing phenomenon. Efforts of States to counter irregular migration, and the smuggling and trafficking of persons, can inhibit access to asylum and stateless procedures for those in need of it. Regional plans of actions in this area are an opportunity to instil a protection perspective and ensure that appropriate mechanisms are in place to identify, register and refer persons of concern as well as to address specific needs of individuals of concern.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent broader migration policies contain protection safeguards 	<ul style="list-style-type: none"> In X # of countries broader migration policies do not contain protection safeguards 	<ul style="list-style-type: none"> Number of countries whose migration policies do not contain acceptable protection safeguards reduced from X to Y

1.3 Prevention and Reduction of Statelessness

Measures are in place and implemented to prevent or reduce statelessness.

Current Challenges and Opportunities: National strategies in many situations are insufficient to prevent statelessness and address its causes. Failure to register births is also a cause of statelessness.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent persons born on territory who would otherwise be stateless are granted nationality 	<ul style="list-style-type: none"> X# of countries grant nationality to persons born in the territory of the state, if they would otherwise be stateless 	<ul style="list-style-type: none"> Number of countries who grant nationality to persons born in their territory who would otherwise be stateless increased from X to Y
<ul style="list-style-type: none"> Extent nationality legal framework consistent with international standards 	<ul style="list-style-type: none"> In X# of countries nationality legal framework is not consistent with international standards 	<ul style="list-style-type: none"> Number of countries whose nationality legal framework is not consistent with international standards decreased from X to Y
<ul style="list-style-type: none"> Extent administrative arrangements effectively prevent statelessness 	<ul style="list-style-type: none"> In X# of countries administrative arrangements do not effectively prevent statelessness 	<ul style="list-style-type: none"> Number of countries, lacking administrative arrangements that effectively prevent statelessness decreased from X to Y
<ul style="list-style-type: none"> % of stateless persons for whom nationality granted or confirmed 	<ul style="list-style-type: none"> X % of stateless persons had their nationality granted or confirmed 	<ul style="list-style-type: none"> The % of stateless persons who had their nationality granted or confirmed increased from X% to Y%

1.4 Partnerships:

Strong partnerships exist between host countries, international and national partners and other States for the protection of persons of concern without any discrimination on the ground of age, sex or diversity.

Current Challenges and Opportunities: While good partnerships exist in most countries of the world for the protection of persons of concern, there are areas in need of improvement. Strengthening the capacity of governments to be able to expand their own protection services remains a key priority as does strengthening the capacities of local NGOs. Additional work is needed to ensure that all concerned provide protection without discrimination on the basis of age, sex or diversity. In IDP situations, additional efforts are needed to strengthen the collaborative and cluster approaches.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent State cooperates with UN and NGO partners in addressing protection concerns Extent cooperation among partners effective 	<ul style="list-style-type: none"> In X# of countries there are not yet fully cooperative partnerships between the State and international and national partners In X# of countries the cooperation among partners is not yet effective 	<ul style="list-style-type: none"> The number of countries where there are not yet fully cooperative partnerships between the State and international and national partners decreased from X to Y The number of countries where cooperation among partners is not yet effective reduced from X to Y

1.5 Access to Territory and Non Refoulement

Refugees and asylum-seekers have access to age and gender sensitive asylum systems and are protected from refoulement.

Current Challenges and Opportunities: Admission practices in a notable number of States do not adequately differentiate between asylum-seekers and irregular migrants, and treatment at borders does not consistently meet international standards, heightening the risk of refoulement. Specific needs of persons of concern may not be addressed in an appropriate and timely manner.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> # of credible cases of refoulement Extent asylum-seekers have access to territory 	<ul style="list-style-type: none"> In X# of countries credible reports of refoulement received In X# of countries asylum-seeker access to the territory falls below acceptable standards 	<ul style="list-style-type: none"> Number of countries where credible cases of refoulement received reduced from X# to Y# Number of countries where asylum-seekers' access to territory falls short of acceptable standards reduced from X to Y
<ul style="list-style-type: none"> Extent border authorities refer asylum-seekers to competent authorities 	<ul style="list-style-type: none"> Border authorities in X # of countries do not systematically refer asylum-seekers to competent authorities 	<ul style="list-style-type: none"> Number of countries where border authorities do not systematically refer asylum-seekers to competent authorities reduced from X to Y

1.6 Environmental Protection		
Natural resources and shared environment are better protected.		
Current Challenges and Opportunities: The presence of significant numbers of displaced persons can have an adverse impact on the environment. Experience has shown that when environmental issues are taken into account from the earliest possible stage, negative environmental consequences of displacement can be mitigated and costly rehabilitation projects at a later stage avoided.		
Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent environmental issues pose a protection risk Extent operation poses a risk to the environment 	<ul style="list-style-type: none"> Environmental issues in X# of countries poses a protection risk In X# of countries, UNHCR operations pose a risk to the environment 	<ul style="list-style-type: none"> Number of countries where environmental issues pose a protection risk decreased from X to Y Number of countries where UNHCR operations pose a risk to the environment decreased from X to Y

2. Fair Protection Processes and Documentation: Ensure persons of concern are treated fairly, efficiently and without discrimination when seeking protection and that they receive adequate documentation.		
2.1 Reception Conditions, Registration and Profiling		
Persons of concern are registered or profiled in a manner that enhances protection. Reception arrangements improve their security and access to essential services.		
Current Challenges and Opportunities: Reception arrangements for persons of concern may be non-existent or unable to fully respond to their needs. Reception centres may lack trained personnel or not be equipped to ensure basic sanitary requirements, to protect women and children or to ensure access to legal counselling and required social services.		
Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent reception conditions need improvement % of refugees and asylum-seekers registered on an individual basis 	<ul style="list-style-type: none"> In X# of countries reception conditions do not meet acceptable standards X% of refugees and asylum-seekers are registered on an individual basis 	<ul style="list-style-type: none"> The number of countries where reception conditions do not meet acceptable standards reduced from X to Y In % of refugees and asylum-seekers registered on an individual basis increased from X to Y
<ul style="list-style-type: none"> # of asylum-seekers detained for illegal entry/stay 	<ul style="list-style-type: none"> In X# of countries, asylum-seekers are detained for illegal entry/stay 	<ul style="list-style-type: none"> The number of countries were asylum-seekers are detained for illegal entry/stay reduced from X to Y

2.2 Access to Procedures		
Persons of concern have access to asylum procedures.		
<p>Current Challenges and Opportunities: While a growing number of States have assumed responsibility for determining refugee status, considerable work needs to be done to ensure that access to asylum procedures is ensured. The establishment of proper statelessness determination procedures and protection interventions are particularly important for identification and protection of stateless persons.</p>		
Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent asylum-seekers have access to status determination procedures Extent stateless persons have access to status determination procedures 	<ul style="list-style-type: none"> In X# of countries asylum-seekers do not have access to status determination procedures In # of countries stateless persons do not have access to status determination procedures 	<ul style="list-style-type: none"> The number of countries in which asylum-seekers do not have access to status determination procedures reduced from X to Y The number of countries in which stateless persons do not have access to status determination procedures reduced from X to Y
2.3 Fair and Efficient Status Determination		
Asylum systems provide for effective and fair decision-making.		
<p>Current Challenges and Opportunities: Fair and efficient procedures need to be ensured and continuously promoted in light of restrictive attitudes, legal developments and high rotation of staff involved in RSD procedures. Innovative solutions to expedite procedures for large number of asylum claims need to be disseminated. Regional harmonization efforts need to be monitored to ensure that higher denominator standards prevail. Considerable work needs to be done to ensure that procedures are fair, efficient, and age and gender sensitive.</p>		
Indicators	Baseline	Targets
<ul style="list-style-type: none"> Average # of days from first instance interview and notification of result (asylum-seekers) Extent persons of concern have access to legal advice and counselling 	<ul style="list-style-type: none"> In X# of countries asylum-seekers wait more than 30 days between first instance interview and notification of result In X # of countries asylum-seekers do not have access to information and counselling on RSD procedures 	<ul style="list-style-type: none"> The number of countries in which asylum-seekers wait more than 30 days pass from first instance interview to notification of result reduced from X to Y The number of countries where asylum-seekers do not have access to information and counselling on RSD procedures decreased from X to Y
<ul style="list-style-type: none"> Extent status determination decisions reached in a fair manner 	<ul style="list-style-type: none"> In X# of countries status determination decisions are not reached in a fair manner 	<ul style="list-style-type: none"> The number of countries where status determination decisions are not generally reached in a

		fair manner decreased from X to Y
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2.4 Family Reunification

Effective procedures are in place to facilitate family reunification.

Current Challenges and Opportunities: Family separation invariably leads to hardship and may also create serious obstacles to integration. Ensuring family reunification remains a challenge. Standard procedures and coordination with partners needs to be reinforced.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • % of separated families seeking reunification that are reunified • % of identified unaccompanied/or separated children reunited with their families 	<ul style="list-style-type: none"> • X% of separated families have not been reunited • X% of unaccompanied/separated children have not been reunited with their families 	<ul style="list-style-type: none"> • The percentage of separated families that have not been reunited falls from X% to Y% • The percentage of unaccompanied/separated children who have not been reunited with their families falls from X% to Y%

2.5 Individual and Civil Documentation

Refugees, asylum-seekers and stateless persons receive individual documentation confirming their protected status, and documents confirming civil status are provided to all persons of concern.

Current Challenges and Opportunities: In a number of States, refugees, asylum-seekers and stateless persons are not provided with individual identity documents, increasing their risk of being refouled, arrested, detained, and denied access to employment and basic social services. Moreover, in many States there are no effective means for legally registering birth, marriage and deaths of persons of concern.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • % of newborns registered and issued birth certificates • Extent persons of concern have access to national identity documents 	<ul style="list-style-type: none"> • X% of newborns are registered and issued a birth certificate • In X# countries populations of concern do not have access to national identity documents 	<ul style="list-style-type: none"> • The percentage of newborns registered and issued birth certificates rise from X% to X% • The number of countries where populations of concern do not have access to national identity documents decreased from X# to Y#

3. Security from Violence and Exploitation: Intensify efforts to ensure a safe and secure environment for people of concern, including protection from violence and exploitation.

3.1 Security from Violence (particularly SGBV)

Persons of concern, particularly children, women, older and disabled, are safe from acts of violence, abuse and exploitation.

Current Challenges and Opportunities: Persons of concern continue to be exposed to violence due to

armed conflict. In many situations, sexual and gender based violence is a prevalent protection risk which is often not properly reported. Response and prevention mechanisms continue to expand but are inadequate to meet the needs of the populations.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • % of persons of concern living in areas accessible to humanitarian workers • Extent authorities investigate and prosecute • % SGBV survivors receiving support • Extent SGBV response mechanisms effective • Extent SGBV is a problem in the community 	<ul style="list-style-type: none"> • X% of populations of concern live in areas that are not accessible to humanitarian workers • In X# of countries authorities do not systematically investigate and prosecute • X% of SGBV survivors are not receiving support • In X# of countries SGBV response mechanisms are not effective • In X# of countries SGBV is a problem in the community 	<ul style="list-style-type: none"> • The % of populations of concern living in areas that are not accessible to humanitarian workers decreased from X% to Y% • The number of countries where authorities do not systematically investigate and prosecute decreased from X to Y • The % of SGBV survivors not receiving support reduced from X% to Y% • The number of countries where SGBV response mechanisms are not effective reduced from X to Y • The number of countries where SGBV is a problem in the community reduced from X to Y

3.2 Access to Legal Remedies

Persons of concern are able to access, in an effective manner, national justice systems

Current Challenges and Opportunities: National justice systems may be ill-equipped, poorly staffed and/or geographically distant from populations of concern. Access may also be restricted due to discrimination, or due to lack of knowledge amongst persons of concern regarding their rights and how they may be enforced.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • Extent of effective access to national justice systems 	<ul style="list-style-type: none"> • In X# of countries populations of concern do not have effective access to national justice systems 	<ul style="list-style-type: none"> • Number of countries in which populations of concern do not have effective access to national justice systems decreased from X to Y

3.3 Protection of Children

Children of concern live in safety without exposure to the effects of armed conflict, forced recruitment, sexual exploitation, abuse and violence and child labour.

<p>Current Challenges and Opportunities: Children in many situations continue to face violence, abuse and exploitation with limited protection mechanisms available for prevention and response. National and community structures often lack sufficient capacity to reduce and respond to such risks and ensure that children are adequately protected and enjoy the right to education, rest and leisure. Children best interest determination should be undertaken for every protection event affecting their life, from decisions on foster or institutional care to relocation and durable solutions.</p>		
Indicators	Baseline	Targets
<ul style="list-style-type: none"> • % of children with specific needs receiving support/assistance • % of out of school adolescents who participate in targeted programmes 	<ul style="list-style-type: none"> • In X # of countries children under 18 years of age with specific needs do not receive support/assistance • In X number of countries a large proportion of out of school adolescents between 12 and 17 years of age do not participate in targeted programs 	<ul style="list-style-type: none"> • The number of countries where children under 18 years of age with specific needs do not receive support/assistance reduced from X to Y • The number of countries where a large proportion of out of school adolescents between 12 and 17 years of age do not participate in targeted programs reduced from X% to Y%
<ul style="list-style-type: none"> • % of unaccompanied/separated children for whom a BID has been carried out • Extent children being recruited by armed groups 	<ul style="list-style-type: none"> • X% of unaccompanied and separated children have not had a Best Interest Determination carried out • In X# of countries children are at risk of being recruited by armed groups 	<ul style="list-style-type: none"> • The % of unaccompanied and separated children who have not had a Best Interest Determination carried out decreased from X% to Y% • The number of countries where children are at risk of being recruited by armed groups reduced from X to Y

3.4 Freedom of Movement and Non-Arbitrary Detention

Persons of concern are able to move freely and are not at risk of arbitrary detention.

Current Challenges and Opportunities: In many situations, the freedom of movement of persons of concern is restricted, limiting possibilities for economic, social and cultural participation and heightening risks of exploitation and prolonged reliance on assistance. Arbitrary detention, including for entry related reasons, continues to be a pressing concern.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • Extent persons of concern enjoy freedom of movement • Extent to which UNHCR has access to persons of concern in detention 	<ul style="list-style-type: none"> • In X# of countries populations of concern do not enjoy freedom of movement • In X# of countries UNHCR does not have full access to populations of concern in detention 	<ul style="list-style-type: none"> • The number of countries in which populations of concern do not enjoy freedom of movement reduced from X to Y • The number of countries where UNHCR does not have full access to populations of

		concern reduced from X to Y
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4. Basic Needs and Essential Services: Ensure provision of the basic needs and essential services for people of concern without discrimination.

4.1 Food Security and Nutrition

Persons of concern have sufficient quantity and quality of food, appropriate public health and hygiene conditions and social care environment to maintain good health and adequate to their specific needs, according to their age and physical condition.

Current Challenges and Opportunities: Nutritional indicators continue to reveal high malnutrition rates and micro-nutrient deficiencies in many situations. Limited livelihood options combined with inadequate social protection mechanisms prevent persons of concern from supplementing food assistance and contribute to the incidence of harmful coping strategies and poor nutritional status. Nutrition status is further affected by poor health status of the population, inadequate public health and hygiene conditions, and unfavourable social care environment.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> Global acute malnutrition rate (GAM) % of prevalence of anaemia in children under five years of age # of operations where the food ration in terms of Kcals, as agreed with WFP, has been distributed as planned 	<ul style="list-style-type: none"> In X# of countries the global acute malnutrition rate exceeds acceptable standards In X# of countries the prevalence of anaemia in children under five years of age exceeds acceptable standards In X# of operations the food ration in terms of Kcals, as agreed with WFP, has not been distributed as planned 	<ul style="list-style-type: none"> The # of countries where the global acute malnutrition rate exceeds acceptable standards reduced from X to Y The # of countries where the prevalence of anaemia in children under five years of age exceeds acceptable standards reduced from X to Y The # of operations where the food ration in terms of Kcals, as agreed with WFP, has not been distributed as planned decreased from X to Y

4.2 Shelter and Basic Domestic and Hygiene Items

Persons of concern have access to adequate housing and the basic domestic and hygiene items necessary to reduce protection risks and for a dignified life.

Current Challenges and Opportunities: Adequate shelter in camps, settlements and urban locations is essential. Housing in camps, settlements and urban setting does not uniformly provide protection from the elements, proximity to essential services or sufficient space for family unity and privacy. Housing is also often not accessible for persons with disabilities. Moreover, in many situations available clothing and other essential non-food items (e.g. cooking fuel, blankets, soap, mosquito nets, sanitary materials and school uniforms) are insufficient and are related to serious health risks. They also can lead to critical protection risks, including sexual exploitation and abuse and prevent girls from attending school.

Indicators	Baseline	Targets
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<ul style="list-style-type: none"> • % of households living in adequate dwellings • Extent clothes and household items sufficient • % of person months without sanitary supplies 	<ul style="list-style-type: none"> • X% of populations of concern do not live in adequate dwellings • X% of populations of concern do not have sufficient clothes and household items • # of operations where the distribution of sanitary supplies per month falls below acceptable standards 	<ul style="list-style-type: none"> • The % of populations of concern that do not live in adequate dwellings reduced from X to Y • The % of populations of concern who do not have sufficient clothes and household items falls from X to Y • The number of operations where the distribution of sanitary materials falls below acceptable standards reduced from X% to Y%
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4.3 Water and Sanitation Services

Persons of concern, including people with limited movement capability, have access to safe and drinkable water and to proper sanitation services.

Current Challenges and Opportunities: Access to water and sanitation is a fundamental human right and essential to life, health and dignity. Timely and adequate provision of clean water and sanitation services are of special importance to refugees and displaced persons given that they have traditionally faced difficulties in fully exercising their rights and are prone to exploitation. Information gathered during the past five years indicates that over 50% of refugee camps still do not meet the minimum daily water requirement of 20 litres/person/day.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • Average # of litres of potable water available per day available to persons of concern 	<ul style="list-style-type: none"> • In X# of countries, populations of concern do not have 20 litres of water available per person per day 	<ul style="list-style-type: none"> • The number of countries where populations of concern do not have 20 litres of water available per day reduced from X to Y
<ul style="list-style-type: none"> • % of persons of concern with access to adequate sanitation facilities 	<ul style="list-style-type: none"> • In X# of countries populations of concern do not have access to adequate sanitation facilities 	<ul style="list-style-type: none"> • Number of countries where populations of concern do not have access to adequate sanitation facilities decreased from X to Y

4.4 Primary Health Care

Persons of concern have access to adequate primary curative and preventative health-services as well as appropriate health education, according to their age and physical condition.

Current Challenges and Opportunities: Even when primary, curative and preventative healthcare services are available, they are often insufficient to meet the needs of refugees and others of concern.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • Crude mortality rate 	<ul style="list-style-type: none"> • In X # of countries the crude mortality rate of populations of concern exceeds acceptable 	<ul style="list-style-type: none"> • The number of countries where the crude mortality rate of populations of concern exceeds

	standards	acceptable standards reduced from X to Y
<ul style="list-style-type: none"> Measles vaccination coverage among 9-59 months old children Coverage of complete antenatal care Mortality rate of children under five 	<ul style="list-style-type: none"> In X # of countries the measles vaccination coverage of populations of concern under five years of age is below acceptable standards In X# of countries the availability of antenatal care is insufficient In X# countries the mortality rate of populations of concern under five years of age exceeds acceptable standards 	<ul style="list-style-type: none"> The number of countries where the measles vaccination coverage of populations of concern under five years of age is below acceptable standards decreased from X% to Y% The number of countries where there is insufficient availability of antenatal care reduced from X to Y The number of countries where the mortality rate of populations of concern under five years of age exceeds acceptable standards reduced from X to Y

4.5 Prevention and Treatment of HIV Aids

Persons of concern have voluntary and non-discriminatory access to HIV/AIDS testing, counseling and treatment.

Current Challenges and Opportunities: To ensure universal access to HIV prevention, treatment, care and support remains a priority in all aspects of the Office's interventions with persons of concern.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> % of sites where at-risk groups are targeted with HIV prevention programmes 	<ul style="list-style-type: none"> In X % of sites at-risk groups are not targeted with HIV prevention programmes 	<ul style="list-style-type: none"> The % of sites where at-risk groups are not targeted with HIV prevention programmes reduced from X to Y.

4.6 Education

Boys and girls of concern have equal access to quality primary and secondary education and the development of children and youth is supported.

Current Challenges and Opportunities: Access to free primary education remains elusive for many children of concern. Even when the right to attend school is recognized, obstacles such as the lack of a safe learning environment, fees, language difficulties, school supplies/uniforms, lack of support for education in the community and lack of documentation and certification as well as poverty can hinder access. Lack of secondary schooling for adolescent boys and girls can lead to lack of protection, increased risks such as child labour, military recruitment and exploitation and abuse, as well as a loss of productive capacity for the future.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent to which persons 	<ul style="list-style-type: none"> X% of children do not have access 	<ul style="list-style-type: none"> The% of children of concern

of concern have access to free primary education	to free primary education	who do not have access to free primary education reduced from X% to Y%
<ul style="list-style-type: none"> • % of population of concern aged 6-11 enrolled in primary education • % of population of concern aged 12-17 enrolled in secondary education 	<ul style="list-style-type: none"> • X% of population of concern between 6 and 11 years of age are not enrolled in primary education • X% of children between 12 and 17 years of age are not enrolled in secondary education. 	<ul style="list-style-type: none"> • The % of population of concern between 6 and 11 years of age who are not enrolled in primary education reduced from X% to Y% • The % of children between 12 and 17 years of age who are not enrolled in secondary education decreased from X% to Y%

4.7 Services for Groups with Specific Needs

Persons of concern with specific protection needs have access to appropriate support.

Current Challenges and Opportunities: Services provided to those with specific needs are often in short supply including services for women, single-parent families, older persons and persons with disabilities as well as household headed by children or grandparents. Good practices exist which could be replicated elsewhere.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • % of persons of concern with disabilities with improved independence 	<ul style="list-style-type: none"> • The independence of X% of populations of concern with disabilities is improved 	<ul style="list-style-type: none"> • The % of populations of concern with disabilities whose independence is improved increased from X% to Y%
<ul style="list-style-type: none"> • % of persons of concern with psycho/ social needs with improved independence • % of older persons with specific needs with improved independence 	<ul style="list-style-type: none"> • The independence of X % of populations of concern with psycho/ social needs is improved • The independence of X% of older persons with specific needs is improved 	<ul style="list-style-type: none"> • The % of populations of concern with psycho/ social needs whose independence is improved increased from X% to Y% • The % of older persons of concern with specific needs whose independence is improved increased from X% to Y%

5. Community Participation and Self Management: Promote community participation and self-reliance to help people of concern live constructive lives

5.1 Community Self-management and Equal Representation

Many communities have self-management structures where men and women of different ages and backgrounds actively participate.

Current Challenges and Opportunities: Participatory assessments are regularly undertaken by UNHCR with groups broken down by age and sex and from diverse backgrounds, and results are incorporated into

operations plans. More needs to be done to follow-up on the results of these assessments and to work closely with the community to address their most pressing concerns. Community based approaches need to be expanded that are informed by participatory assessments, and that are designed and implemented by multifunctional teams using an age, gender and diversity perspective.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • Extent participatory assessment informs programme design • Extent persons of concern represented in leadership management structures • % active female participants in leadership/ management structures 	<ul style="list-style-type: none"> • Participatory assessment informs programme design in X% of all operations • In X# of operations, populations of concern are not sufficiently represented in leadership management structures • In X# of operations leadership/ management structures do not have 50% active female participants 	<ul style="list-style-type: none"> • In 100% of operations participatory assessment informs programme design • The number of operations where populations of concern are not sufficiently included reduced from X to Y • The number of operations where leadership/ management structures do not have 50 % active female participation reduced from X to Y

5.2 Self-Reliance and Livelihoods

Men and women of any age and different capabilities are able to pursue self-reliance activities necessary to lead dignified lives, reduce protection risks and enhance the sustainability of any future durable solution.

Current Challenges and Opportunities: Many refugees and other persons of concern face restrictions on their right to work and engage in self-reliance activities. Such restrictions increase the risk of exploitation and limit the ability to live in dignity. Other obstacles are loss of productive and financial assets, language barriers, discrimination, non-recognition of foreign diplomas, loss of professional and educational documentation, property restrictions, administrative barriers, and/or limited access to vocational training, technical education and financial support for small businesses.

Self-reliance and livelihood projects are successfully implemented in certain operations. A number of protracted refugee situations are implementing multi-year strategies for self-reliance and have strengthened coordination with development and private sector partners. These good practices can be expanded elsewhere, notably for urban refugees.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • Extent persons of concern have right to work and to earn income • % adult (16-60 yrs) persons of concern earning income (formal 	<ul style="list-style-type: none"> • In X# of countries populations of concern do not have right to work and to earn income • X% of adult populations of concerns are not earning an income either in the formal or 	<ul style="list-style-type: none"> • The number of countries where populations of concern are not permitted to work and earn an income reduced from X to Y • The % of adult populations of concern who do not earn an income either in the formal or

and informal)	informal sectors	informal sectors reduced from X to Y
<ul style="list-style-type: none"> • % of distributed items partly or fully produced by persons of concern • Extent refugee qualifications recognized 	<ul style="list-style-type: none"> • X% of distributed items are partly or fully produced by populations of concern • In X# of countries refugee qualifications are not systematically recognised 	<ul style="list-style-type: none"> • The % of distributed items partly or fully produced by populations of concern increased by X% • The number of countries where refugee qualifications are not systematically recognised reduced from X to Y

6. Durable Solutions: Intensify efforts and gain sustained international support to find durable solutions for people of concern.

6.1 Voluntary Return

Safe and dignified return is promoted, and voluntariness is assured, informing and consulting men and women individually.

Current Challenges and Opportunities: Potential for voluntary return can be strengthened in many situations where stability and peace has been restored, through enhanced cooperation and agreement, well-adapted information dissemination and the provision of return assistance.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> • Extent persons of concern able to return with means of livelihoods or productive assets • Extent return has been voluntary, and in safety and dignity 	<ul style="list-style-type: none"> • In X# of countries populations of concern are not able to return with means of livelihoods or productive assets • In X# of countries return has not been voluntary, and in safety and dignity 	<ul style="list-style-type: none"> • The number of countries to which populations of concern are not able to return home with means of livelihood or productive assets reduced from X to Y • The number of countries where return has not been voluntary, and in safety and dignity decreased from X to Y
<ul style="list-style-type: none"> • % unaccompanied/separated (returnees) for whom a BID has been carried out 	<ul style="list-style-type: none"> • X% of returning unaccompanied and separated children have not had a Best Interest Determination carried out 	<ul style="list-style-type: none"> • The % of returning unaccompanied and separated children who have not had a Best Interest Determination carried out decreased from X% to Y%

6.2 Rehabilitation and Reintegration Support

The right of return is respected and returnees are reintegrated within an acceptable framework that guarantees political, social and economic rights to all, men and women of all ages and with different capabilities.

Current Challenges and Opportunities: Refugees, IDPs and non-refugee stateless persons often return to

areas where the infrastructure and community networks have been destroyed. Basic social services may not be available and security is fragile. Socio-economic recovery is a pressing need in areas of return for both returnees and other nationals. Discrimination against returnees, often against minorities, can also hinder the maintenance of peace and sustainable return. In many communities of origin where peace or stability has been restored, unresolved issues can also be obstacles to further development. These can include the absence of housing restitution, the non-recognition of land and property rights, insufficient guarantees of security, and non-recognition of birth, education, marriage and divorce. Cross-sectoral programmes aimed at fostering peace and reconciliation and strengthening national capacities are often key to sustaining return and accelerating reintegration.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent national rights of returnees are re-established Extent of access to effective mechanisms for housing, land and property restitution 	<ul style="list-style-type: none"> In X# of countries of return the national rights of returnees have not been re-established In X# of countries of return there is insufficient access to effective mechanisms for housing, land and property restitution 	<ul style="list-style-type: none"> The number of countries of return where the national rights of returnees have not been re-established reduced from X to Y The number of countries of return where there is insufficient access to effective mechanisms for housing, land and property restitution decreased from X to Y

6.3 Resettlement

Resettlement is actively used as a protection tool, a durable solution and a means to effect greater responsibility sharing.

Current Challenges and Opportunities: Resettlement is integrated into comprehensive protection and durable solutions strategies. The strategic use of it can be reinforced and group resettlement expanded.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> % of identified individuals actually resettled 	<ul style="list-style-type: none"> X% of identified individuals are resettled 	<ul style="list-style-type: none"> The percentage of identified individuals for resettlement that are resettled increased from X to Y
<ul style="list-style-type: none"> % identified urgent and emergency cases actually resettled 	<ul style="list-style-type: none"> X% of identified urgent and emergency cases are not resettled 	<ul style="list-style-type: none"> The % of identified urgent and emergency cases that are not resettled reduced from X to Y

6.4 Local Integration Support

Refugee and non-refugee stateless men and women are granted the range of rights and entitlements by the State necessary to integrate locally. Possibilities for self-reliance are improved through the provision of opportunities to refugees appropriate to their capabilities and age.

Current Challenges and Opportunities: Local integration is often the least preferred durable solution for hosting States yet, for many thousands of refugees and non-refugee stateless, it is their only hope for a durable solution. Ensuring that state services include them can be a challenge especially where services

have mostly been funded by UNHCR. Encouraging development actors to invest in hosting areas remains another challenge as persons of concern often reside in marginalised areas in the country. Local integration projects successfully implemented in certain operations could be reviewed and adapted to other regions.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent refugees treated favourably in naturalisation procedures Extent local integration permitted 	<ul style="list-style-type: none"> In X# of countries refugees are not treated favourably in naturalisation procedures In X# of countries local integration of refugees is not permitted 	<ul style="list-style-type: none"> The # of countries where refugees are not treated favourably in naturalisation procedures falls from X to Y The number of countries where local integration of refugees is not permitted falls from X to Y

7. External Relations: Strengthen advocacy and fundraising efforts, raising the profile of UNHCR as a humanitarian agency with the voice of authority worthy of public, political and financial support.

7.1 Donor Relations and Resource Mobilisation

Donors are regularly informed of policy and operational matters and resource mobilization strategies are strengthened at headquarters and country levels.

Current Challenges and Opportunities: Donor relations and resource mobilization, especially at these times of economic and financial crisis, require constant attention to increase the funding base and ensure that the comprehensive needs of persons of concern are fully met.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent needs of persons of concern seen as priority by donors % of financial needs covered by donor contributions 	<ul style="list-style-type: none"> In X# of countries the needs of persons of concern are seen as priority by donors X% of financial needs are covered by donor contributions 	<ul style="list-style-type: none"> The number of countries where donors see the needs of persons of concern as priority increased from X to Y The % of financial needs covered by donor contributions increased from X% to Y%

7.2 Public Information

Provide coherent and thorough information to the media and the public at large to raise attention to the refugee cause and promote values of tolerance and respect for persons of concern raising UNHCR's visibility, branding and image.

Current Challenges and Opportunities: Persons of concern are often not at the centre of media attention. Misperception, misrepresentation and confusion with other groups of people are common and continued intervention is needed. Societies need to be more open and welcoming to people of concern, receptive to diversity and address issues of xenophobia, discrimination and marginalisation. These actions will in addition facilitate local integration into host communities.

Indicators	Baseline	Targets
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<ul style="list-style-type: none"> Extent public information interventions focuses on protection of persons of concern 	<ul style="list-style-type: none"> In X# of operations public information interventions do not systematically focus on protection of persons of concern 	<ul style="list-style-type: none"> The number of operations where public information interventions do not systematically focus on persons of concern reduced from X to Y
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7.3 Partnership

Dialogue with strategic and new partners is promoted and partner operational contributions are strengthened.

Current Challenges and Opportunities: Recent changes in the selection process and in implementation agreements at the field level provide new opportunities to widen the pool of implementing and operational partners.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent partnerships seen as fulfilling potential 	<ul style="list-style-type: none"> In X# of operations partnerships do not yet fulfil their potential 	<ul style="list-style-type: none"> The number of operations where partnerships do not fulfil potential reduced from X to Y
<ul style="list-style-type: none"> % of UNHCR budget implemented through partners 	<ul style="list-style-type: none"> X% of UNHCR budget is implemented through partners 	<ul style="list-style-type: none"> The % of UNHCR budget implemented through partners increased from X% to Y%

8. Operations Management Support: Sustain and strengthen an efficient results-oriented operations management support system, including a highly responsive emergency response capacity.

8.1 Supply Chain and Logistics

Supply management system and emergency response capacity are constantly improved.

Current Challenges and Opportunities: Supply management is key to respond to unforeseen emergencies but also to ensure the regular provision of materials and relief items. Review of UNHCR's supply management has already introduced changes that will strengthen the Office's capacity. Timely delivery, but also timely orders and distribution are the challenges. Actions to reinforce oversight, control and flexibility of the use of logistical assets need to be further implemented.

Indicators	Baseline	Targets
<ul style="list-style-type: none"> Extent sufficient supplies received in time 	<ul style="list-style-type: none"> In X# of operations sufficient supplies are not systematically received on time 	<ul style="list-style-type: none"> The number of operations where sufficient supplies are not systematically received on time reduced from X to Y