

Global Strate

UNHCR'S Global Strategic Priorities (GSPs) reflect areas of critical concern where the Office seeks improvement. The broad-ranging set of priorities for the biennium 2010-2011 established areas of special focus for global operations within the context of the Global Needs Assessment. Priorities 1-6 identified critical areas of concern in UNHCR's operations where standards in protection and assistance were not being met at the start of the biennium. They set targets for improvements that would have a positive impact on the lives of people of concern by the end of 2011. Priority 7 reflected a number of management priorities for 2010-2011, as well as targeted areas for enhancing Headquarters and Regional services.

The GSPs were used by all offices to identify activities that were to be implemented as a matter of priority with the funds put at UNHCR's disposal. They informed the choices leading to the allocation of resources towards objectives that are central to the Office's mandate, and targeted the delivery of protection and assistance.

The global targets set for the GSPs in 2009 represented UNHCR's best estimates as to what could be achieved with full funding of

UNHCR's Global Needs Assessment budget for the 2010-2011 (two-year) planning period. The humanitarian situation has evolved rapidly for a number of UNHCR's operations in the course of the biennium, with many emergencies and new situations arising. This has affected the availability of data for some GSPs, while in other areas, the range and severity of needs identified in 2009 has changed.

UNHCR has monitored progress closely. Results have been compiled using data from a variety of sources, including standards and indicators reports, UNHCR's RBM software *Focus* and its Health Information System, as well as other data-gathering reports. Problems of access hindered data collection in some locations, while elsewhere, emergency operations focused monitoring around fewer indicators, putting emphasis on those that were key for measuring life-saving objectives. As camps opened or expanded to receive new victims of displacement, others closed, affecting the continuity of reporting.

Despite these data limitations, results point to significant progress in many areas. Improvements in the overall protection environment in many countries attest to the concerted action of Governments and

INDICATORS

1 FAVOURABLE PROTECTION ENVIRONMENT: *Promote a favourable protection environment for all populations of conc*

International and Regional Instruments; National Legal Frameworks

1.1

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.

Extent national legal framework consistent with international protection standards

of countries that have ratified and incorporated the 1951 Convention and/or 1967 Protocol

of countries that have ratified/ acceded to the 1954 Convention Relating to the Status of Stateless Person

of countries that have ratified/ acceded to the 1961 Convention on the Reduction of Statelessness

Extent IDPs protection needs are addressed in a manner consistent with the Guiding Principles

gic Priorities

communities to raise standards of protection for persons of concern, with the support of UNHCR. Notable steps forward included new accessions to the Refugee and Statelessness Conventions, improved participation of persons of concern in decision-making processes and higher levels of registration and profiling. Increased support for survivors of gender-based violence, and for others with specific needs, also underlines the critical role of the Office, other humanitarian actors, communities and donors in addressing risks faced by persons of concern.

However, the results also show that progress in some areas of great importance for the well-being of persons of concern was slower than expected, notably in relation to the protection of children and the assurance of adequate nutrition, water and sanitation. The succession of displacement crises which marked the biennium stretched the capacities of refugee-hosting countries, UNHCR and partners to their limits. For instance, in Kenya and Ethiopia, the massive influx of Somali refugees in 2011 severely strained reception facilities, essential services and natural resources for meeting basic needs. Elsewhere the persistence of insecurity slowed prospects for solutions. Raising levels of well-

being and self-reliance in situations of protracted displacement was dependent on factors that UNHCR could not always influence, including continued government receptivity, community engagement, and/or sustained stability in certain regions. Although UNHCR received higher levels of funding in 2010 and 2011 than in previous years in order to respond to these challenges, contributions did not cover all needs. Efforts have been made throughout the Global Report to indicate areas of unmet needs and provide information on the context of situations where the end of biennium results reported in the following chart did not reach the expected targets.

The most significant findings in respect of the Office's field operations will be used to inform future planning with Governments, other partners and persons of concern. A more focused set of Global Strategic Priorities for 2012-2013 is already in use to guide management around fundamental objectives that require sustained investment, such as nutrition, education and supply of potable water; as well as UNHCR's core responsibilities for supporting protection and finding solutions. UNHCR will redouble its efforts to address the needs of persons of concern in all areas where standards have not been met. ■

TARGETS

RESULTS

ern to UNHCR

- In at least 25 of 108 countries targeted, the national legal framework improved to be more consistent with international protection standards
- The number of countries that have ratified and incorporated the 1951 Convention and/or 1967 Protocol increased to 148.
- The number of countries that have ratified/ acceded to the 1954 Statelessness Convention increased to 68.
- The number of countries that have ratified/ acceded to the 1961 Statelessness Convention increased to 41.
- In 13 of 24 targeted countries where UNHCR is operationally involved with IDPs, there is an improvement in the manner in which the needs of IDPs are addressed, consistent with the Guiding Principles

- ➔ In 23 countries the national legal framework was improved to be more consistent with international standards
- ➔ 1 State acceded to the 1951 Convention and 1 State acceded to the 1967 Protocol, bringing the total number of State Parties to the 1951 Convention and/or 1967 Protocol to 149
- ➔ 6 States ratified/ acceded to the 1954 Convention relating to the Status of Stateless Persons, bringing the total number of State Parties to 71
- ➔ 5 States ratified/ acceded to the 1961 Convention on the Reduction of Statelessness, bringing the total number of State Parties to 42
- ➔ In 13 of these countries, there was an improvement in the manner in which the needs of IDPs are addressed, consistent with the Guiding Principles

National and Regional Migration Policy

1.2

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.

Extent broader migration policies contain protection safeguards

Prevention and Reduction of Statelessness

1.3

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

Extent persons born on territory who would otherwise be stateless are granted nationality

of stateless persons for whom nationality granted or confirmed

Partnerships

1.4

Strong partnerships exist between host countries, international and national partners and States for the protection of persons of concern.

Extent States cooperate with UN and NGO partners in addressing protection concerns

Extent cooperation among partners effective

Access to Territory and Non Refoulement

1.5

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

of credible cases of refoulement

Extent asylum-seekers have access to territory

Extent border authorities refer asylum-seekers to competent authorities

Environmental Protection

1.6

Natural resources and shared environment are better protected.

Extent consequences of displacement pose a risk to the environment

2

FAIR PROTECTION PROCESSES AND DOCUMENTATION: *Ensure persons of concern are treated fairly, efficiently and*

Reception Conditions, Registration and Profiling

2.1

Persons of concern are registered or profiled in a manner that enhances protection. Reception arrangements improve their security and access to essential services.

Extent reception conditions need improvement

Extent population of concern registered and/or profiled (IDPs)

% of refugees and asylum-seekers registered on an individual basis

of asylum-seekers detained for illegal entry/stay

TARGETS

- Migration policies improved in at least 25 of 71 countries where UNHCR operations reported that broader migration policies did not contain protection safeguards
- Legislation improved to grant nationality to persons born on the territory who would otherwise be stateless in 8 of 77 countries targeted
- Of an estimated 12 million stateless persons, half a million persons have their nationality granted or confirmed
- In 30 of 73 operations targeted, cooperative partnerships between the State, international and national partners improved to address protection concerns
- In at least 15 of the countries where UNHCR is operationally involved with IDPs, cooperation among partners improved
- The risk of refoulement is reduced in at least 16 of the 60 countries where credible reports of refoulement have been received
- In 13 of 49 targeted countries, access to the territory for asylum-seekers is improved
- In 20 of 63 targeted countries, border officials more frequently refer asylum-seekers to competent authorities
- In at least 13 of the 21 countries where there were negative environmental consequences of displacement, rehabilitation efforts improved and risks reduced

RESULTS

- Migration policies were improved in 21 of these countries
- Legislation was improved so as to grant nationality to persons born on the territory who would otherwise be stateless in 3 of these countries, and 5 further countries introduced other safeguards against statelessness
- Out of an estimated 12 million stateless persons (2009), some 257,600 had their nationality granted or confirmed
- In 31 of these countries cooperative partnerships between the State, international and national partners improved so as to address protection concerns
- In 15 of these countries, cooperation among partners was improved
- The risk of refoulement was reduced in 23 of the 60 countries where credible reports of refoulement were received
- In 30 of these countries, access to the territory for asylum-seekers was improved
- In 15 of these countries, border officials more frequently referred asylum-seekers to competent authorities
- In 13 of these countries rehabilitation efforts improved and risks were reduced

without discrimination when seeking protection and that they receive adequate documentation.

- In 38 of 78 countries targeted, reception conditions improved
- The percentage of refugees and asylum-seekers in 139 camps registered on an individual basis increased from 87% to 89%
- The percentage of refugees and asylum-seekers in 103 urban areas registered on an individual basis increased from 44% to 50%
- In at least 7 countries where UNHCR is operationally involved with IDPs, registration and/or profiling improved
- In at least 13 of 41 countries targeted the use of detention of asylum-seekers for illegal entry/ stay is reduced
- Reception conditions improved in 46 of these countries
- 97% of refugees and asylum-seekers in 137 camps were registered on an individual basis
- 94% of refugees and asylum-seekers in 110 urban areas were registered on an individual basis
- In 10 countries, IDP registration and/or profiling was improved
- The use of detention of asylum-seekers for illegal entry/ stay was reduced in 9 countries

Access to Procedures

2.2

Persons of concern have access to status determination procedures.

Extent asylum-seekers have access to status determination procedures

Extent stateless persons have access to status determination procedures

Fair and Efficient Status Determination

2.3

Asylum systems provide for effective and fair decision-making.

Extent State status determination decisions reached in a fair manner

of mandate RSD operations with a backlog

Family Reunification

2.4

Effective procedures are in place to facilitate family reunification.

% of separated families seeking reunification that are reunited

% of identified unaccompanied/ separated children reunited with their families

Individual and Civil Documentation

2.5

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

% of newborns registered and issued birth certificates

Extent persons of concern have access to identity documents

3

SECURITY FROM VIOLENCE AND EXPLOITATION: Intensify efforts to ensure a safe and secure environment for people

Security from Violence (particularly SGBV)

3.1

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

% SGBV survivors receiving support

Extent SGBV is acknowledged to be a problem in the community

Extent SGBV incidents are reported

Access to Legal Remedies

3.2

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

Extent of effective access to national justice systems

Protection of Children

3.3

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

% of out of school adolescents who participate in targeted programmes

% of unaccompanied/separated children for whom a BID has been carried out (camp and urban)

Extent children being recruited by armed groups

Freedom of Movement and Non-Arbitrary Detention

3.4

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

Extent persons of concern enjoy freedom of movement

Extent UNHCR has access to persons of concern in detention

TARGETS

- In 20 of 82 targeted countries, asylum-seekers have improved access to status determination procedures
- In at least 6 of 17 countries targeted, stateless persons have improved access to status determination procedures
- In at least 20 of 95 targeted countries, status determination decisions by States improved
- There is a 15% reduction of the backlog in refugee status determination decisions under UNHCR's mandate in 7 of the largest RSD operations
- In 10 of 31 countries targeted, family reunion improved
- In 9 of 27 countries reunification of unaccompanied or separated children with their families is improved
- The percentage of newborn refugees in 103 camps who are issued with birth certificates increases from 46% to 65%
- The percentage of newborn refugees in 94 urban areas who are issued birth certificates increased from 49% to 55%
- The percentage of refugees and asylum-seekers in camps who have identity documents increased from 49% to 55%
- The percentage of refugees and asylum-seekers in urban areas who have identity documents increased from 41% to 47%
- In 7 of 13 countries targeted where UNHCR is operationally involved with IDPs, access to civil documentation is improved

of concern, including protection from violence and exploitation.

- The percentage of SGBV survivors receiving support increased from 83% to 88%
- In 22 operations, prevention and response to SGBV is significantly improved
- The reporting rate of SGBV improves and the # of SGBV incidents reported per 10,000 persons annually is increased from 22 to 30
- In 22 of 64 targeted countries, persons of concern have improved access to national justice systems
- In 7 of 18 targeted countries where UNHCR is operationally involved with IDPs, IDPs have improved access to national justice systems
- The % of refugee adolescents between 12 and 17 years of age in camps who participate in targeted programmes is increased from 33% to 40%
- The % of refugee adolescents between 12 and 17 years of age in urban areas who participate in targeted programmes is increased from 15% to 18%
- The % of unaccompanied and separated refugee children (UASC) who have undergone a best interest determination (BID) is increased from 31% to 37%
- In at least 6 of 15 relevant countries, the risk of children being recruited by armed groups is reduced
- In 13 of 15 targeted countries, persons of concern enjoy greater freedom of movement
- In 22 of 52 targeted countries, UNHCR has greater access to persons of concern

RESULTS

- In 23 of these countries, asylum-seekers have improved access to status determination procedures
- In 5 of these countries stateless persons have improved access to status determination procedures
- In 15 of these countries, status determination by decisions by States improved
- The global backlog in refugee status determination decisions under UNHCR's mandate increased by 17%
- In 2 of these countries family reunion was improved
- In 12 countries reunification of unaccompanied and separated children with their families was improved
- 51% of newborn refugees in 140 camps were issued with birth certificates
- 89% of newborn refugees in 73 urban areas were issued birth certificates
- 53% of refugees and asylum-seekers in 104 camps had identity documents
- 81% of refugees and asylum-seekers in 95 urban areas had identity documents
- In 10 of these countries, access to civil documentation was improved
- 92% of SGBV survivors received support
- In 22 operations prevention and response to SGBV was significantly improved
- There were 22 reports of SGBV per 10,000 persons in refugee camps
- In 17 of these countries, persons of concern had improved access to national justice systems
- In 4 of these countries, IDPs had improved access to national justice systems
- 18% of refugee adolescents between 12 and 17 years of age in camps participated in targeted programmes
- 56% of refugee adolescents between 12 and 17 years of age in urban areas participated in targeted programmes
- 19% of unaccompanied and separated children underwent a BID. The completion of BIDs increased by 13% but was offset by a significant increase in the numbers of UASC
- In 3 of these countries the risk of child-recruitment by armed groups was reduced
- In 8 of these countries, persons of concern enjoyed greater freedom of movement
- In 4 of these countries, UNHCR had greater access to persons of concern in detention

4 BASIC NEEDS AND ESSENTIAL SERVICES: *Ensure provision of basic needs and essential services for persons of concern*

4.1 Food Security and Nutrition

Persons of concern have a sufficient quantity and quality of food, appropriate hygiene conditions and access to public health and social care services adequate to their specific needs, including their age and physical condition.

Global acute malnutrition rate (GAM) (camp)

of operations where the food ration in terms of Kcals, as agreed with WFP, has been distributed as planned (camp)

% of prevalence of anaemia in children under five years of age (camp)

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.

% of households living in adequate dwellings

Extent need for sanitary materials met (camp)

Extent clothes and household items sufficient

4.3 Water and Sanitation Services

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

% of refugee camps that meet the standard of providing (an average of) 20 litres of water available per person per day (camp)

% of refugee camps that have adequate sanitation facilities (camp)

% of families in returnee areas that have improved water supply at an adequate level of service (returnee areas)

% of returnee areas where all families have latrines (returnee areas)

4.4 Primary Health Care

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

Crude mortality rate

Measles vaccination coverage children under 5 years of age (camp)

Mortality rate of children under five years of age

Skilled birth attendance (proportion of births that are being attended by a skilled health worker)

4.5 Prevention and Treatment of HIV/Aids

Persons of concern have non-discriminatory access to HIV prevention, treatment, care and support services.

% of locations where PoCs have the same access to Anti Retroviral Therapy (ART) programmes as the surrounding host communities

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.

% of refugee population aged 6-11 enrolled in primary education

% of refugee population aged 12-17 enrolled in secondary education

n without discrimination.

- In at least 15 of 64* targeted camps, the global acute malnutrition rate meets acceptable standards
- In at least 8 of 14 countries targeted, the prevalence of anaemia in children under five years old does not exceed acceptable standards
- In at least 17 operations there is a significant improvement in distribution of the food ration in terms of Kcals, as agreed with WFP

* In 2010 UNHCR identified discrepancies between the number of camps included in the GSP baseline data and the number of countries for which GAM prevalence data is available. The number of baseline camps has been revised from 73 to 64 accordingly.

- The % of refugee households in camps who live in adequate dwellings increased from 60% to 65%
- In 4 of 33 returnee areas targeted, all returnees live in adequate dwellings
- In 8 of 16 targeted countries where UNHCR is operationally involved with IDPs, shelter for IDPs is significantly improved
- In 9 of 23 targeted countries, refugees/ asylum-seekers have sufficient clothes and household items
- The need for sanitary materials for women is met according to acceptable standards in 30 of 53 camps targeted

- 20 of 56 camps targeted meet the standard of providing an average of 20 litres of water per person per day.
- In 6 of 34 targeted areas of refugee return, all families have access to improved water supply at an adequate level of service
- In 30 of some 96 refugee camps targeted, there are adequate sanitation facilities
- In 8 of 28 targeted areas of refugee return, all families have latrines

- In 18 of 27 targeted countries, the crude mortality rate of populations of concern meets acceptable standards
- In 15 of 20 targeted countries, the measles vaccination coverage of populations of concern under five years of age meets acceptable standards
- In at least 20 of 135 targeted camps, the attendance of skilled health workers at birth meets acceptable standards
- The mortality rate of populations of concern under five years of age meets acceptable standards in 21 of 28 countries where it exceeded acceptable standards

- In at least 13 of 16 targeted countries, persons of concern have the same access to ART programmes as surrounding communities

- % of children aged 6-11 in camps enrolled in primary schools increased from 69% to 79%, with special attention to gender parity
- % of children aged 6-11 in urban areas enrolled in primary schools increased from 63% to 68%, with special attention to gender parity
- % of children aged 12-17 in camps enrolled in secondary schools increased from 33% to 40%, with special attention to gender parity
- % of children aged 12-17 in urban areas enrolled in secondary schools increased from 38% to 42%, with special attention to gender parity

In 4 of these camps, the global acute malnutrition rate met acceptable standards, while GAM levels improved in a further 28 camps. 47% of UNHCR managed camps surveyed in 2011 had levels of GAM that met minimum standards.

The prevalence of anaemia in children under five years of age exceeded acceptable standards in all 11 countries reporting; however, improvements were made in 28 individual camps in 9 of these countries

In 3 of these countries there was an improvement in the distribution of the food ration in terms of Kcals. There were no pipeline breaks in 67% of all camps reporting

The % of refugee households in camps who live in adequate dwellings was 59%. Shelter conditions improved in 45% of camps reporting. Returnees lived in adequate dwellings in 4 of these returnee areas, while shelter conditions improved in 8 additional returnee areas

Shelter was improved for IDPs in 6 of these countries, although shelter conditions were inadequate for groups of IDPs in all countries reporting. UNHCR assisted refugees/ asylum-seekers with clothes and household items in 19 of these countries and 67 operations overall but was unable to fully address clothing and household needs. Levels of assistance increased in 3 countries targeted

Women's needs were fully met in 16 of 42 operations targeting distribution of sanitary materials

10 of these camps met the standard of providing an average of 20 litres of water per person per day, and a further 28 camps increased water supply to refugees

In 5 of these areas of refugee return, all families had access to improved water supply at an adequate level of service

11 of these camps met standards for adequate sanitation facilities

In 2 of these areas of refugee return, all families had latrines

100% of the targeted countries reporting the crude mortality rate met acceptable standards, including 17 of the countries initially targeted

In 4 of these countries, the measles vaccination coverage of populations of concern under five years of age met acceptable standards, while overall 40% of countries reporting met the standard

In 28 of these camps, the attendance of skilled health workers met acceptable standards, while overall 42% of camps reporting met the standard

In 24 of these countries, the mortality rate of populations of concern under five years of age met acceptable standards

In 10 of these countries, persons of concern have the same access to ART programmes as surrounding host communities, while overall, 77% of countries reporting met the standard

69% of children aged 6-11 in 95 camps were enrolled in primary schools (65% of girls and 72% of boys)

53% of children aged 6-11 in 84 urban areas were enrolled in primary schools (48% of girls and 57% of boys)

28% of children aged 12-17 in 89 camps were enrolled in secondary schools (25% of girls and 31% of boys)

27% of children aged 12-17 in 79 urban areas were enrolled in secondary schools (28% of girls and 25% of boys)

Services for Groups with Specific Needs

4.7

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

% of persons of concern with disabilities with improved independence

Extent services are available for groups with specific needs (IDPs)

% of older persons with specific needs with improved independence (camp)

5 COMMUNITY PARTICIPATION AND SELF MANAGEMENT: *Promote community participation and self-reliance to help people*

Community Self-Management and Equal Representation

5.1

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

Extent participatory assessment informs programme design

% active female participants in leadership/ management structures (camp)

Extent persons of concern represented in leadership management structures

Self-Reliance and Livelihoods

5.2

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

Extent to which refugees have the right to engage in gainful employment

Extent population of concern is able to engage in livelihoods and become self reliant (IDPs)

Extent government allows refugees/ asylum-seekers to access land/ agricultural production

6 DURABLE SOLUTIONS: *Intensify efforts and gain sustained international support to find durable solutions for people*

Voluntary Return

6.1

Safe and dignified return is promoted, voluntariness is assured and men and women are individually informed and consulted.

Extent durable solutions strategy for IDPs needs strengthening

Extent potential for voluntary return realized (IDPs)

Extent persons of concern able to return with means of livelihood or productive assets

Rehabilitation and Reintegration Support

6.2

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.

Extent national rights of returnees are re-established

Extent rehabilitation and reintegration efforts sustainable (IDPs)

Extent of access to effective mechanisms for housing, land and property restitution

TARGETS

- % of adult refugees with disabilities in 92 camps who have been assisted to improve their independence increased from 47% to 53%
- % of adult refugees with disabilities in 82 urban areas who have been assisted to improve their independence increased from 41% to 47%
- % of older refugees with specific needs in 92 camps who have been assisted to improve their independence increased from 47% to 55%
- % of older refugees with specific needs in 84 urban areas who have been assisted to improve their independence increased from 35% to 39%
- Services for IDP groups with specific needs improved in 6 of 12 targeted countries where UNHCR is operationally involved with IDPs

people of concern live constructive lives.

- In at least 35 of 53 targeted operations, participatory assessments adequately inform programme design
- In at least 31 of 49 targeted operations, refugees are sufficiently represented in leadership management structures
- In at least 4 of 8 targeted operations where UNHCR is operationally involved with IDPs, IDPs are sufficiently included in leadership management structures
- In 40 of 95 targeted camps, leadership management structures improved so as to have 50% active female participation

- In 6 of 47 targeted countries, refugees have the right to engage in gainful employment
- In 8 of 50 targeted countries, the government allows refugees/ asylum-seekers access to land/ agricultural production
- In 5 of 16 targeted countries where UNHCR is operationally involved with IDPs, the livelihoods and self-reliance potential of IDPs is significantly improved

of concern.

- In 8 of 11 targeted countries where UNHCR is operationally involved with IDPs, the durable solutions strategy is strengthened
- In 10 of 23 targeted countries populations are able to return with means of livelihood or productive assets
- In 5 of 12 targeted countries where UNHCR is operationally involved with IDPs, the potential for voluntary return is reached for more IDPs

- In at least 6 of 21 targeted countries of return the national rights of returnees are sufficiently re-established
- In 4 of 22 targeted countries of return, access to effective mechanisms for housing, land and property restitution improved
- In at least 7 of 15 countries where UNHCR is operationally involved, reintegration efforts improved to be sustainable

RESULTS

- 36% of adult refugees with disabilities in 105 camps were assisted to improve their independence
- 48% of adult refugees in 68 urban areas were assisted to improve their independence
- 60% of older refugees with specific needs in 105 camps were assisted to improve their independence
- 40% of older refugees with specific needs in 82 urban areas were assisted to improve their independence
- In 8 of these countries, services for groups with specific needs were improved

- In 35 of these operations participatory assessments adequately informed programme design
- In 33 of these operations refugees were sufficiently represented in leadership management structures
- In 4 of these countries, IDPs were sufficiently included in leadership management structures
- 13 of these camps had 50% active female participation, while a further 30 camps increased female participation to at least 45%

- in 8 of these countries refugees had the right to engage in gainful employment
- In 4 of these countries the government allows refugees/ asylum-seekers access to land/ agricultural production, while in a further 5 countries access to agricultural land was facilitated for some refugees and asylum-seekers
- In 5 of these countries the livelihoods and self-reliance potential of IDPs was significantly improved

- In 10 of these countries, the durable solutions strategy was strengthened for IDPs
- In 6 of these countries, populations were able to return with means of livelihood or productive assets
- In 3 of these countries, the potential for voluntary return was reached for more IDPs

- In 4 of these countries of return targeted the national rights of returnees were sufficiently re-established
- In 3 of these countries, access to effective mechanisms for housing, land and property restitution improved
- In 10 of these countries, progress was made towards sustainable reintegration

6.3

Resettlement

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

of resettlement places

% individuals identified for urgent or emergency resettlement actually resettled

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 age and capabilities.

Extent refugees treated favourably in naturalization procedures

Extent local integration permitted

7

HEADQUARTERS AND REGIONAL SUPPORT: *Ensure the Office maintains a leadership role in international protection*

7.1

Policy, Advice and Support

UNHCR's policies, standards and doctrine ensure coherent quality protection for populations of concern across regions.

Extent HQ and regional offices support achievement of targets in GSPs 1 - 6

Extent inspected UNHCR field offices and HQ units comply with the recommendations in inspection reports

Extent UNHCR formulates coherent, consistent and operationally relevant policies

Extent UNHCR utilizes the findings and recommendations of evaluations

7.2

Global Strategic Direction and Management

UNHCR has a clearly articulated corporate vision, strategy, results framework and set of priorities that guide its operations worldwide in meeting its commitment to protect and find solutions for people of concern.

Extent the capabilities of UNHCR's results-based management tools are maximized

7.3

Prioritization, Resource Allocation and Financial Management

UNHCR's global budget provides a comprehensive picture of the organization's operational, staffing and administrative requirements. Financial resources are allocated effectively and transparently to meet the organization's global strategic priorities and UNHCR's system of financial management has integrity.

Extent resources allocated according to an accurate and prioritized presentation of needs

Extent all elements that contribute to good internal financial control mechanisms are understood

TARGETS

- The number of resettlement places offered by resettlement countries increased by 10%
- The percentage of individuals identified for urgent and emergency resettlement who are resettled increased from 46.5% to 60%
- In 10 of 78 targeted countries refugees are treated favourably in naturalization procedures
- In 7 of 41 targeted countries local integration is permitted for groups of refugees

RESULTS

- The number of resettlement places increased by 2%. 5 countries announced the establishment of resettlement programmes or pilots, broadening the base of resettlement countries from 21 to 26
- 47% of individuals identified for urgent and emergency resettlement (5,000 persons) were resettled, representing 8% of overall departures.
- In 5 of these countries refugees were treated favourably in naturalization procedures
- In 7 of these countries local integration was permitted for groups of refugees

and that field operations are supported to provide the fullest possible coverage of the needs of people of concern.

- Targeted HQ functional and regional oversight and support provided on a priority basis to 20 operations where GSP's 1-6 demonstrate comparatively critical gaps in meeting the needs of persons of concern
- At least 10 of these areas are updated and/or developed to provide coherent, consistent and operationally relevant guidance
- The rate of compliance with recommendations in inspection reports is maintained
- A systematic means of agreeing upon and implementing evaluation recommendations exists
- RBM tools are aligned and their use by field operations and HQ maximized
- Resource allocation informed by an accurate and prioritized presentation of needs of each population of concern
- A comprehensive internal financial control framework exists and staff are aware of its elements, which contribute to good financial internal control

- Targeted cross-functional support was provided to 22 operations. Priority was given to supporting emergency operations and major operations with protracted displacement, as well as pilot locations under UNHCR's urban refugee policy. Support covered a range of areas including health, shelter, livelihoods, education and gender. Policy guidance was updated and disseminated to the field in 10 priority programmatic areas. Some 15 policies on operations management issues were adopted in preparation for the transition to the implementation of International Public Sector Accounting Standards (IPSAS).
- Projections indicate a compliance level at 80%. Average inspection cycle stands at two years, so the precise figures will be known only in 2013.
- In line with the new evaluation policy introduced in 2010, managers were asked to comment on evaluations and recommendations. The Independent Audit and Oversight Committee, which will provide external guidance on audit and oversight in UNHCR, was established. The setting up of an internal oversight committee and the commissioning of an independent review of UNHCR's evaluation function are envisaged.
- The RBM tool Focus was further enhanced through simplification of the planning and budgeting functionalities. Reporting on the AGDM accountability framework stood at 92% at the end of 2011. The Global Management Accountability Framework was finalized in 2010 and has been applied progressively to clarify accountabilities, authorities and responsibilities throughout the organization.
- Global needs assessments at population group level informed the prioritization of resource allocation. The resource allocation decisions made during 2011 were informed by in-depth review and analysis.
- More than 100 admin/ finance staff members attended workshops on new finance tools and policies and 80 senior managers were trained in financial control mechanisms. A comprehensive internal financial control framework exists and will be updated in 2012.

Organizational Development and Design

7.4

UNHCR's headquarters provides overall direction and maximum support to its field operations from the most efficient and streamlined platform.

Extent regional offices have requisite understanding and capacities for achievement of GSPs 1-6 as targeted in the operations they cover

Extent UNHCR is able to monitor the achievement of results in the field and through a combination of self-assessment, monitoring and analysis, improve impact and performance

Resource Mobilization

7.5

Donors are regularly informed of policy, operational matters, and funding requirements. Resource mobilization strategies are strengthened globally, regionally and locally.

% of financial needs covered by pooled funding mechanisms

% of annual budget met by contributions from the private sector and % of which is unearmarked.

Media Relations and Public Affairs

7.6

Public, political and financial support for UNHCR is generated through pro-active and reactive multi-media communication and targeted campaigns. Coherent and accurate information is provided to the media and the public to focus attention on the plight of persons of concern, promoting values of tolerance and respect.

% of countries in which media reporting and commentary towards persons of concern is favourable and frequent

% of international news media coverage in which the full spectrum of UNHCR work is represented

Inter-Agency Relations and Strategic Partnerships

7.7

Strong operational and strategic partnerships are promoted and inter-agency cooperation strengthened, including through participation in humanitarian country teams and through the cluster approach in IDP situations.

Extent strong partnerships exist with other UN bodies

% of UNHCR budget implemented through partners

Strategic Human Resource and Workforce Management

7.8

UNHCR has a diverse and gender-balanced workforce that is motivated and safe, has integrity and meets the current and future needs of the organization.

Extent staff and managers perceive postings system as transparent and effective in placing the right staff in the right positions

Extent staff assisted in meeting their learning needs

Extent staff perceive staff counselling as a valuable resource in assisting them to make career choices

Extent staff assisted in meeting their learning needs

% of UNHCR senior staff positions in deep field duty stations

TARGETS

- All regional offices capacitated to support achievement of GSPs 1-6 as targeted in the operations they cover
- A programme management, analysis and support function monitors UNHCR's global performance and assists operations to achieve maximum results for populations of concern

- The % of financial needs covered by pooled funds increased to 5%
- The proportion of global UNHCR financial needs covered by private sector donations increased to 6%, and the proportion that is unearmarked increased to 65%

- The % of countries in which UNHCR operates where media reporting on persons of concern is favourable and frequent increased to 35%
- The % of international media coverage that represent the full spectrum of UNHCR's work increased to 45%

- Joint advocacy and mutual understanding with UN bodies optimized
- At least 37% of UNHCR budget implemented through partners

- 75% of staff perceive staff counselling as a valuable resource in assisting them to make career choices
- 75% of staff and managers perceive the postings system to be transparent and effective in placing the right staff in the right positions
- 75% of staff indicate that they know how to identify their learning needs and how to access relevant learning activities
- 50% of staff that identified their learning needs participated in a relevant learning activity
- The percentage of UNHCR's senior staff positions (D-1/P-4/P-5) in the deep field (D/E/U duty stations) increases to 24%.

RESULTS

9 regional offices and 2 regional hubs were capacitated to support achievements of GSPs 1-6. More than 800 participants benefited from training activities related to the GSPs.

A Programme Analysis and Support Section was established to provide performance monitoring and RBM support.

At the end of 2011, 2.4% of UNHCR's global financial requirements were covered by pooled funds, which corresponds to an increase of 0.6%. 3% of the annual global needs were met by contributions from the private sector, out of which 40% is unearmarked.

2011 saw elevated news coverage of forced displacement issues and statelessness. UNHCR's media work on the overlapping refugee crises in Côte d'Ivoire, North Africa and the Horn of Africa in particular has resulted in frequent and favourable reporting on persons of concern.

UNHCR's media coverage was expanded mainly through online and social media channels. Video content and visits across the main web platforms increased significantly. UNHCR's social media followers reached over 1.3 million.

UNHCR committed itself and participated in the development of the Transformative Agenda for humanitarian emergency response under the Inter-Agency Standing Committee. The Global MoU with WFP was thoroughly updated and revised. Bilateral partnership with UNICEF was strengthened and a joint letter sent to all staff from heads of agency reflecting new commitments. An MoU was developed and signed with UNODC.

More than 37% of UNHCR's budget was implemented through partners in 2011. An Implementing Partner Management Service was created at the end of the reporting period.

40% of the staff participating in the 2011 Global Staff Survey agreed to the statement that UNHCR provides support for their career planning.

33% of staff and managers perceived the posting system to be transparent. 78% of the interviewed staff believe to be the right person for their position.

80% of staff are aware of relevant training and learning opportunities and are familiar with the enrolment procedures, as indicated in the 2011 Global Staff Survey.

More than 60% of staff identified learning needs and participated in a relevant learning activity.

The percentage of senior staff positions in the deep field had increased to 23.3% by the end of 2011.

Information and Communications Technology (ICT) Management

7.9

CT strategic organizational objectives and priorities are fully aligned and supportive of Field ICT needs. Cost effective ICT infrastructure, equipment, and systems are maintained and data protection mechanisms are effective.

Extent ICT security policy is comprehensive

of offices with access to reliable and secure data, information, and communications systems and applications

Supply Chain and Logistics

7.10

UNHCR is able to ensure the expeditious and cost effective delivery of critical services to people of concern.

Extent global stock management is harmonized under a single system with simplified supply chain for core non-food items and other items (high volume and/or high value)

Extent sufficient supplies received on time

Central Emergency Preparedness and Response Capacity

7.11

UNHCR responds rapidly and robustly to the urgent needs of persons of concern in complex emergencies. Emergency preparedness is ensured and the exposure of UNHCR staff and partners to risks is reduced.

Extent early warning, contingency planning and a robust emergency standby capacity are effective

Field Safety and Security

7.12

UNHCR manages security effectively in cooperation with the UN system, enabling the Office to meet the needs of persons of concern in a manner that minimizes risks to staff, partners and persons of concern.

% of field operations achieving full compliance with MOSS guidelines

Extent UNHCR has the capacity to respond to sudden or unforeseen security and safety needs of offices in the field

TARGETS

- ICT Security Policy implemented, disseminated, and monitored
- In at least 35 of these offices, ICT infrastructure, services, and applications improved

- Global Stock Management System fully established and aligned with central emergency and regional stockpiles
- In at least these 41 operations, sufficient supplies are systematically received on time

- Early warning mechanisms improved and global emergency response capacity able to immediately respond to an emergency of 500,000 persons

- 100% of field operations meet DSS standards of compliance with MOSS guidelines
- Support coverage is provided and field safety advisers are deployed in a timely manner to assist offices to respond to sudden or unforeseen security needs

RESULTS

→ An ITC Security Policy was developed and a dedicated post created to assure systematic implementation and monitoring of the policy. To reduce security risks, outdated software was identified and eliminated.

→ In 106 field offices, ICT infrastructure, services and applications were improved. More operations were covered than initially targeted in order to cover essential needs, notably a significant increase in connectivity bandwidth.

→ The Global Stock Management strategy adopted at the end of 2010 and a newly established financial mechanism helped ensure timely releases and replenishment of stocks.

→ 98 operations received core relief items in a timely manner in 2011 and hence target was clearly exceeded.

→ Thanks to increased emergency standby capacity and improved early warning mechanisms, UNHCR was able to respond to the critical needs of over 500,000 persons of concern within 72 hours.

→ 90% of field operations met DSS standards of compliance with MOSS guidelines at the end of 2011. The target was not fully met as a number of offices had been newly established, relocated or evacuated.

→ Additional field safety advisor positions were created and all offices were assisted in responding to unforeseen security needs. Emergency support staff were deployed within hours.