

UNHCR Programme Glossary List for Partners	
Term	Definition
COMPASS	<p><b>COMPASS</b> is UNHCR's results-based management approach to strategic planning, and allows an operation to manage resources, activities and record measurable results that show UNHCR's impact on improving the lives of displaced and stateless persons.</p> <p>See also <a href="#">COMPASS   UNHCR</a></p>
Competitive Selection	<p>The competitive selection is a formal or informal process, where organizations, who are interested in partnering with UNHCR on a given set of results, have an equal footing in submitting their applications and undergoing the same screening process and technical evaluation. The process of competitive selection commits UNHCR, through an MFT approach, to select the best-fit partner in an objective, consistent, transparent and timely manner in order to:</p> <ul style="list-style-type: none"> <li>• Meet the requirements of results within the operational context;</li> <li>• Build on partnership principles, complementarities and comparative advantages;</li> <li>• Demonstrate transparency, objectivity and accountability for decisions; and</li> <li>• Demonstrate sound stewardship of funds provided by donors.</li> </ul>
Controller-to-Controller (C2C)	<p><b>Controller-to-Controller (C2C)</b> is a relationship between UNHCR and a partner for processing the data of forcibly displaced and stateless persons where UNHCR and the partner act as data controllers. It includes a transfer of personal data between two data controllers. Both Controllers determine the purposes and essential means of the personal data processing that is required for the project/service, and thus they are separately accountable for the personal data processing they control, including the responsibility for addressing requests by data subjects relating to their data subject rights.</p> <p><i>See also Controller-to-Processor (C2P).</i></p>
Controller-to-Processor (C2P)	<p><b>Controller-to-Processor (C2P)</b> is a relationship between UNHCR and a partner for processing the data of forcibly displaced and stateless persons. UNHCR is the data controller, defining the purposes and essential means of the personal data processing. The Partner processes the personal data on behalf of UNHCR and under UNHCR's instructions. UNHCR is accountable for the personal data processing including the responsibility for addressing requests by data subjects relating to their data subject rights.</p> <p><i>See also Controller-to-Controller (C2C).</i></p>
Core Relief Items (CRIs)	<p><b>Core Relief Items (CRI)</b> are those life-sustaining non-food items that are most widely used by UNHCR operations around the world. The following items are defined as CRIs: reinforced plastic tarpaulins, canvas rolls, mosquito nets, refugee housing units, multi-purpose sleeping mats, cloth for sanitary material, UNHCR family tent, synthetic sleeping mat, plastic buckets, self-standing family tents, synthetic blankets, semi-collapsible jerry cans and kitchen sets (type B).</p> <p><i>See also Non-Food Items.</i></p>
Data Protection Agreement (DPA)	<p>A <b>data protection agreement (DPA)</b> is a legally binding document between UNHCR and a partner (funded or non-funded) that establishes the terms and conditions of how the personal data of forcibly displaced and stateless persons benefiting from a project/service delivered/provided by the partner will be used. The DPA is subject to a partnership framework agreement (PFA), could be for multi-years for the duration of or within the relevant PFA, and does not bear any financial obligations. This agreement includes details about the roles and responsibilities of the parties with respect to processing of personal data that is required for the project/service and the safeguards that will be put in place.</p> <p><i>See also Global Partnership Agreement (GPA), Partnership Framework Agreement (PFA), Project Workplan (PW) and Grant Agreement.</i></p>
Force Majeure	<p>As used in UNHCR funded partnership agreements, <b>force majeure</b> means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, terrorism, or any other acts of a similar nature or force, provided that such acts arise from causes beyond the control and without the fault or negligence of the partner and that such acts or unrest were not in existence at the time that the project started or reasonably contemplated at the time that the project was defined.</p>
Funded Partner	<p>A <b>funded partner</b> is an entity to which UNHCR has entrusted the implementation of projects specified in a signed partnership document or grant agreement along with the assumption of full responsibility and accountability for the effective use of resources and the delivery of outputs as set forth in such a document. Funded partners could be governmental, intergovernmental, or non-governmental bodies, UN organizations, or other non-profit organizations. The term is used in UNHCR policies and guidance documents instead of the term "implementing partner".</p> <p><i>See also Non-Funded Partner and Non-Governmental Organization (NGO).</i></p>
Global Appeal	<p>The <b>global appeal</b> is the annual presentation of UNHCR's strategies, operations and financial requirements to donors, with the aim to facilitate funding decisions early in the year. It is usually issued towards the end of November for the following year.</p>

<b>Global Partnership Agreement (GPA)</b>	<p>This refers to a global Memorandum of Understanding (MoU) and an annexed non-standard PFA Cover Sheet template, which include special provisions agreed upon with an INGO for global use and signature by UNHCR operations. The global MoU encompasses strategic partnership opportunities and commitments, as well as policies, procedures, and rules that have been approved by IMAS/LAS and, where relevant, other divisions, services, or entities for application at a global level by the INGO. This category includes Global Partnership Agreements (GPAs) for international partnerships, often with INGOs, at a global scale. These agreements are not time-bound but will incorporate triggers for modification in alignment with changes in policies, procedures, or rules. <i>See also Data Protection Agreement (DPA), Partnership Framework Agreement (PFA), Project Workplan (PW) and Grant Agreement.</i></p>
<b>Global Report</b>	<p>The annual <b>global report</b> provides information on impact and achievements in UNHCR's operations worldwide. It aims to satisfy the reporting requirements of the majority of UNHCR's donors and to replace, to the extent possible, ad hoc individual reporting. The global report is normally issued in early June of the year following implementation.</p>
<b>Grant Agreement</b>	<p>A grant agreement is a type of agreement with organizations or groups in which persons with direct lived experience of forced displacement play a primary leadership role and whose stated objectives and activities are focused on responding to the needs of refugees and/or related communities. Grant agreements are capped at USD 12,000 per agreement, allowing for multiple agreements with the same organization within a calendar year, as long as the total budget does not exceed USD 12,000 during that year.</p> <p><i>See also Data Protection Agreement (DPA), Global Partnership Agreement (GPA), Partnership Framework Agreement (PFA), and Project Workplan (PW).</i></p>
<b>Intergovernmental Organization (IGO)</b>	<p>An intergovernmental organization (IGO) is an organization made up of member States. Examples include the United Nations Organization (UN), the African Union (AU), the Organization of American States (OAS) and the Commonwealth of Independent States (CIS).</p> <p><i>See also Non-Governmental Organization (NGO).</i></p>
<b>Instalments</b>	<p><b>Instalments</b> are advances paid to a UNHCR funded partner or a commercial entity as per a schedule of payments in an agreement or contract.</p>
<b>Liquidation Period</b>	<p>The <b>liquidation period</b> is the time during which a UNHCR funded partner may settle commitments that they entered into during the project implementation period.</p>
<b>Multi-Country Office (MCO)</b>	<p>A <b>multi-country office (MCO)</b> is a UNHCR presence with responsibility for engagement in more than one country. In addition to the host country where the office is located, the countries within the area of operation of an MCO may include one or more national offices in nearby countries. An MCO may also cover any UNHCR interests in countries in which UNHCR has no presence.</p>
<b>Multi-Year Programme Cycle</b>	<p>UNHCR's <b>multi-year programme cycle</b> is divided in three phases: PLAN for Results, during which operations develop 3-to-5-year strategies; GET Results, during which operations operationalize their strategies; and SHOW Results, during which operations review their progress towards results and report on this internally and externally.</p>
<b>Multi-Year Strategic Planning</b>	<p><b>Multi-year strategic planning</b> is the first phase of the multi-year programme cycle and provides direction on how UNHCR organises itself to achieve protection and solutions for forcibly displaced and stateless persons at a given time and place. The multi-year strategy is developed during multi-year strategic planning, which concludes at the end of April of the year preceding the start of implementation.</p>
<b>Multi-Year Strategy</b>	<p>A <b>multi-year strategy</b> establishes the mid to long-term strategic vision and plans for UNHCR's deliverables at the level of an operation. It articulates a situation analysis, including the socio-political contexts affecting forcibly displaced and stateless people, the partners engaged in displacement issues, and the protection environment, risks and opportunities faced by affected communities. It also describes the strategic vision based on that analysis, and articulates the theory of change, prioritising results for forcibly displaced and stateless persons and considering UNHCR's operational and coordination responsibilities and capacities.</p>
<b>Non-Food Item (NFI)</b>	<p><b>Non-Food Items (NFIs)</b> are any items other than food that are distributed to those affected by natural hazard-induced displacement or conflict crises. NFIs are household items that enable forcibly displaced and stateless persons to conduct their daily lives (eat, drink, sleep, wash and store belongings). Core Relief Items (CRIs) are a specific type of life sustaining NFI.</p> <p><i>See also Core Relief Items.</i></p>
<b>Non-Funded Partner</b>	<p>A <b>non-funded partner</b> is any organization or agency (governmental, inter-governmental, non-governmental or UN) with which UNHCR collaborates to provide protection, assistance and to achieve durable solutions for forcibly displaced and stateless persons, but which does not receive funds from UNHCR to implement activities on its behalf.</p> <p><i>See also Funded Partner and Non-Governmental Organization (NGO).</i></p>
<b>Civil Society Organizations (CSOs) / Non-Governmental Organizations (NGO)</b>	<p>A <b>Civil Society Organization (CSO)</b> is an organized entity that is functionally independent of, and does not represent, a government or state. This term is often applied to not-for-profit organizations devoted to humanitarian and human rights causes or to other social, political, scientific, professional or public-interest issues.</p> <p><b>CSOs</b> are also often referred to as <b>non-governmental organization (NGO)</b>. NGOs with suitable standing in their field of competence may be granted consultative status with the United Nations [notably at the Economic and Social Council (ECOSOC)], or with other international organizations. Many programmes are implemented by NGOs in partnership with UNHCR and other organizations.</p> <p>An <b>international NGO</b> (sometimes called INGO) operates in countries outside of the one where its headquarters is located. This includes organisations that are affiliated to an international organisation through inter-linked financing, contracting, governance and/or decision-making systems. This category does not include local and national organisations that are part of networks,</p>

	<p>confederations or alliances wherein those organisations maintain independent fundraising and governance systems.</p> <p>A <b>national or local NGO</b> operates exclusively in the country where its headquarters is located.</p> <p>See agreed definitions for localization marker:  <a href="https://interagencystandingcommittee.org/sites/default/files/migrated/2018-01/hftt_localisation_marker_definitions_paper_24_january_2018.pdf">https://interagencystandingcommittee.org/sites/default/files/migrated/2018-01/hftt_localisation_marker_definitions_paper_24_january_2018.pdf</a></p> <p><i>See also: Funded Partner and Non-Funded Partner.</i></p>
<b>Office of Internal Oversight Services (OIOS)</b>	<b>OIOS</b> is a UN entity that conducts internal audits of several UN agencies, funds and programmes, including UNHCR multi country, country offices, regional bureaux, headquarters and thematic areas.
<b>Office of the Inspector General (IGO)</b>	UNHCR's <b>Office of the Inspector General (IGO)</b> provides the High Commissioner with independent assurance and oversight of UNHCR's activities and operations. Through strategic oversight and investigation services, the work of the IGO helps deter fraud and abuse and improve the efficiency of UNHCR's programmes and operations. It contributes to the integrity of the organization and its accountability towards forcibly displaced and stateless people, host communities, donors and other stakeholders.
<b>Operation</b>	UNHCR defines an <b>operation</b> as an Area of Budgetary Control (ABC) within the organization. This includes country operations, multi-country offices, regional bureaux, headquarters divisions, services and entities. The term is most frequently used to describe an office that establishes programmes within a country/region to advocate for and/or support and assist forcibly displaced and stateless persons.
<b>Partnership Framework Agreement (PFA)</b>	<p>A <b>partnership framework agreement (PFA)</b> defines the terms and conditions of the partnership between UNHCR, the partner and government (in the case of tripartite agreements), often over a multi-year duration, typically aligned with the operation's strategic plan of 3-5 years. In the event that a GPA exists for the same partner, the terms and conditions in the PFA refer to the global agreement clauses, limiting duplication but ensuring contractual obligation. The PFA describes the purpose and scope of the partnership for which the partner was selected and does not go beyond the Area of Budgetary Control (ABC). The PFA may be bipartite or tripartite where the government also signs. It does not include any financial commitment.</p> <p><i>See also Data Protection Agreement (DPA), Global Partnership Agreement (GPA), Project Workplan (PW), and Grant Agreement.</i></p>
<b>Principles of Partnership (PoP)</b>	The relationship between UNHCR and its partners is guided by shared humanitarian principles and a commitment to common objectives, guided by the five <b>Principles of Partnership (PoP)</b> established by the <b>Global Humanitarian Platform (GHP)</b> in 2007. They include equality, transparency, results-oriented approach, responsibility and complementarity.
<b>Project Workplan (PW)</b>	<p>A <b>project workplan (PW)</b> is subject to a PFA and is for partnerships on an annual basis stipulating the responsibilities, obligations and accountabilities of the participating parties for undertaking specific activities. It concludes negotiations and formalizes common understandings among involved parties. The project workplan is between UNHCR and the partner only. It includes a financial commitment through a purchase order.</p> <p><i>See also Data Protection Agreement (DPA), Global Partnership Agreement (GPA), Partnership Framework Agreement (PFA), and Grant Agreement.</i></p>
<b>Project Reporting Oversight Monitoring Solution (PROMS)</b>	<b>Project Reporting Oversight Monitoring Solution (PROMS)</b> consists of the Oracle Aconex software, and it integrates with other UNHCR systems such as Cloud ERP and COMPASS to provide an end-to-end solution to establish, manage and close projects.
<b>Results Framework</b>	UNHCR has developed a global <b>results framework</b> to facilitate a systematic approach to planning, budgeting and reporting through a hierarchy of pre-defined impact and outcome areas (called results areas), enabling areas as well as standardised core indicators to measure achievements. UNHCR's budget structure is strictly aligned to the results framework to ensure a link between resource allocation and expected results. This organisational framework for planning and implementation allows UNHCR to present results and global resources in a structured manner. The application of the <b>global results framework</b> at country level is the basis for the design of a context-specific results framework.
<b>Results-based Management (RBM)</b>	As defined by the UN Development Group (UNDG), <b>Results-based Management (RBM)</b> is a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and higher-level goals or impact). The actors in turn use information and evidence on actual results to inform decision making on the design, resourcing and delivery of programmes and activities, as well as for accountability and reporting. In UNHCR, the organization's results-based management approach is called COMPASS.
<b>Right of Use Agreement (RoU)</b>	<p>A <b>Right of Use Agreement (RoU)</b> grants a partner or entity the right of use of UNHCR's assets (for example, vehicles) for a defined period. At the end of the period, the assets must be returned to UNHCR, or the agreement is renewed.</p> <p><i>See also Transfer of Ownership Agreement (ToO).</i></p>
<b>Risk-Based Project Audit</b>	In UNHCR, the <b>risk-based project audit</b> refers to a comprehensive methodology encompassing the process of selecting projects to be audited by reputable global external audit firms assigned to operations centrally by UNHCR HQ. A prioritization process informs the selection of such projects based on risk assessments, through analysing different risks indicators, such as financial exposure and operational contexts. The audits of the project are conducted in compliance with the most recent International Standard on Auditing (ISA) and with procedures tailored to the level of risks associated to each project, the partner, and UNHCR working environment.
<b>Termination</b>	<b>Termination</b> is the cessation of an agreement or contract prior to the end of its planned period. The reasons for termination of an agreement are set out in the terms and conditions.

<b>Transfer of Ownership Agreement (ToO)</b>	<p>A <b>transfer of ownership agreement (ToO)</b> is a legal and binding agreement entered into by UNHCR and a partner or entity that defines the procedures and terms for the transfer of ownership of property plan and equipment (PPE) and serially tracked items (STIs) from UNHCR to the partner for its permanent use.</p> <p><i>See also Right of Use Agreement (RoU).</i></p>
<b>UNHCR’s Strategic Directions 2022-2026</b>	<p><b>UNHCR’s Strategic Directions 2022-2026</b> guide UNHCR’s efforts to achieve a collective and sustainable impact for forcibly displaced and stateless persons and the States and communities that host them.</p>
<b>UNHCR’s Strategic Directions – Eight Focus Areas</b>	<p><b>Eight priority areas</b>, situated within the wider framework of <a href="#">UNHCR’s Strategic Directions 2022-2026</a>, where the organization seeks transformative, measurable change by 2026. The 8 Focus Areas are: 1. Safeguard International Protection, including in the context of mixed movements; 2. Strengthen accountability to the people UNHCR serves, especially women and children; 3. Reinforce efforts to strengthen gender-based violence prevention, risk mitigation and response; 4. Expand, pursue and adapt options for resettlement and complementary pathways; 5. Mainstream development engagement in UNHCR’s responses from the outset, especially by building coalitions with development partners; 6. Grow UNHCR’s engagement on responses and solutions for internally displaced people; 7. Re-double efforts on statelessness so that the objectives of the #IBelong campaign are best pursued; 8. Proactively act to mitigate the effects of the climate change crisis on displacement and in line with UNHCR’s protection mandate.</p>