FRAMEWORK FOR COOPERATION
BETWEEN THE OFFICE OF THE UNITED NATIONS HIGH COMMISSIONER
FOR REFUGEES
AND THE BUREAU OF POPULATION, REFUGEES, AND MIGRATION,
U.S. DEPARTMENT OF STATE
FOR THE YEAR 2008

This Framework for Cooperation is undertaken by the Office of the United Nations High Commissioner for Refugees (hereinafter referred to as UNHCR) and the Bureau of Population, Refugees, and Migration, U.S. Department of State (hereinafter referred to as PRM). It is understood that this document, in its entirety, constitutes policy commitments by UNHCR and PRM, and is therefore not intended to be legally binding. In the interest of transparency, it will be posted on the U.S. Department of State and UNHCR websites.

I.   Reform Efforts:

The United States (hereinafter referred to as the U.S.) is undertaking reform of its foreign assistance framework to align all assistance funding in support of the goal of transformational diplomacy and development. Humanitarian assistance remains one of five key objectives of the revised U.S. framework. The U.S. provides humanitarian assistance on the basis of need according to principles of universality, impartiality, and human dignity, and recognizes that provision of assistance requires an integrated, coordinated, and multi-sectoral approach to be most effective. The primary objectives of this reform process are to demonstrate performance and accountability in all U.S. foreign assistance programs, and clearly link programming and funding directly to U.S. policy goals.

UNHCR is undertaking or participating in a series of internal or broader UN reforms as well with the goal of becoming more effective and results-oriented with a workforce that can more easily adapt to complex emergencies. PRM shares particular interest in and support for four of these reform initiatives:

A. The Structural and Management Change process under which structures, systems, processes and staffing arrangements are being reviewed to ensure that they are fully aligned with current needs and challenges;

B. UNHCR efforts to utilize more effectively its own standards, objectives, and indicators, and Results-Based Management (RBM) system, including roll-out of the FOCUS software, to ensure that beneficiary needs are met and the impact of UNHCR's work is demonstrated;

C. UNHCR's and the broader UN effort to address the needs of internally displaced persons (IDPs) in a predictable, comprehensive and collaborative manner. PRM supports the "cluster leadership approach," and believes it is essential that UNHCR continues to work within the cluster system to develop further guidelines on involvement and activation of the cluster approach including the development of clear strategies to implement the recommendations of the

OCHA evaluation of the cluster leadership approach due to be released at the end of 2007 and to exit and handover operations in coordination with relevant partners;

D. UNHCR's proposed new budget structure and the manner in which it will align its budget with the way it plans its programs to ensure greater clarity and transparency in terms of how it addresses the different categories of populations of concern. In so doing, UNHCR expects to provide a better basis for results-based management and improved governances.

PRM intends to continue to focus considerable attention in the coming year on these initiatives in order to help UNHCR achieve success. In line with this support, UNHCR is fully committed to share information and consult with PRM and other interested governments on these key issues during the year.

II.   PRM Priorities and UNHCR Global Strategic Objectives:

PRM supports UNHCR's Global Strategic Objectives (GSOs) for 2008 which largely reflect the broad PRM priorities for UNHCR. PRM and UNHCR intend that the commitment to meet these objectives and targets will continue to serve as the basis of the Framework agreement. UNHCR is committed to providing standardized reporting on progress made in accomplishing its objectives and targets. UNHCR is also committed to making progress in meeting its Standards and in measuring and reporting on that progress. Reflecting the principles of Good Humanitarian Donorship to which the U.S. and UNHCR subscribe, PRM believes, with a few exceptions (see the list in section V below), that standardized UNHCR reporting on its Global Strategic Objectives and Performance Targets and Standards and Indicators will satisfy PRM requirements.

PRM believes that the following UNHCR 2008 global strategic objectives, and their associated accomplishments and targets, deserve particular attention and should be the focus of UNHCR progress reports, particularly in strengthening UNHCR as an effective, fully engaged, responsive and respected humanitarian agency:

A) UNHCR Reform:
   - Maintain financial stability; improve decision making, coordination and support to operations; and strengthen UNHCR's human resources policies;
   - Institutionalize RBM as a fundamental performance and accountability framework for the organization;
   - Enhance the quality of monitoring and evaluation activities that UNHCR undertakes;

B) Protection and Durable Solutions:
   - Strengthen protection, especially for women and children, as well as standards of care, self-reliance, education, health, and prevention and zero-tolerance of sexual and gender based violence, sexual exploitation and abuse;
   - Ensure that UNHCR actively participates in the interagency processes that focus on the particular protection and reintegration needs of children who are or have been associated with armed forces or groups are being met;

- Improve the level and quality of registration, data collection, analysis and documentation at all stages of an operation;
- Implement comprehensive strategies to resolve refugee situations, particularly those that are protracted;
- Address situations of statelessness more effectively;
- Help expand resettlement capacity of non-traditional resettlement countries and promote and apply resettlement as an effective protection tool, durable solution, and burden and responsibility-sharing mechanism.

C) IDPs:
- Protect internally displaced persons when mandated to do so either directly ("by the United Nations Secretary General or a competent organ of the United Nations") or within the agreed inter-agency framework of collective responsibilities;
- Promote respect for international standards in relation to the protection of IDPs;
- Continue to coordinate with other humanitarian and development actors responsible for IDP response under the cluster approach;
- Clarify how best to integrate IDP work into its programming and budgeting.

D) Age, Gender and Diversity:
- Ensure international standards of protection are met for all persons of concern to UNHCR taking into account their age, gender, or personal background, including through participatory approaches in the design, implementation, and monitoring of programs;
- Applying age, gender and diversity analysis to all operational activities;
- Improving gender balance in UNHCR's workforce in the field and at Headquarters within the context of UNHCR's Gender Policy.

E) Strengthen UNHCR's preparedness and emergency response capacity
- Implement effective contingency planning, continue to support a robust stand-by and logistics capacity;
- Effectively balance staff security with operational needs through an active contribution to the ongoing reform of the UN Security Management System;
- Meeting the needs of women, children and groups with specific needs in emergency situations.

In addition, PRM and UNHCR believe it is critical, especially in years when funding is limited, that resources are managed and activities prioritized in a way that maximizes refugee protection, solutions, and care.   In addition, PRM believes it is vital that UNHCR monitors and reports comprehensively on impact of its programs in 2008.

III.   PRM and UNHCR further identify the following issues of a more bilateral nature:

i.   UNHCR and PRM are committed to holding semi-annual discussions on program and policy issues of mutual interest, and to preparing a joint written report on the these discussions following the mid-year consultations.

ii.   PRM confirms its commitment to remain a strong supporter of UNHCR and to continue to partner with UNHCR to protect and find durable solutions for the millions of refugees, IDPs and other persons of concern around the world. PRM and UNHCR will work to expand UNHCR's donor base and increasing government and private sector contributions.

iii.   PRM supports UNHCR's efforts to build self-reliance of refugees and other persons of concern and to strengthen refugees' capacity as agents of solutions and development.

iv.   Recognizing the need for early and predictable funding, PRM will strive to provide a large and early contribution to UNHCR. Subject to the availability of funds, PRM will strive to maintain its funding level for the year at between 22 –25%- of the annual program budget for 2008;

v.   PRM and UNHCR support the strategy for needs-based resource allocation and budgeting, which should lead towards a fundable budget covering all UNHCR's "persons of concern," bearing in mind the requirement to ensure that the needs of refugees remain a priority consideration consistent with UN General Assembly resolutions.

vi.   In the event that new and unforeseen large-scale refugee crises occur during the year, PRM may consider supplementary appeals for programs that cannot be accommodated within the Operational Reserve, as well as supplementary appeals that are already foreseen to continue in 2008;

vii.   PRM supports UNHCR's role in the IDP cluster approach, and will consider supplementary appeals for IDP operations issued during the year as well as for recurrent global cluster lead costs for UNHCR's protection, camp coordination/management and emergency shelter responsibilities.

viii.   PRM is committed to continuing to provide support to UNHCR to increase its resettlement capacity and encourages further efforts to ensure that resources are focused on improving the identification and referral of cases in need of resettlement. UNHCR is committed to continuing to make every effort to meet the agreed upon referral targets, recognizing the need to harmonize it with voluntary repatriation operations, in order to prevent any adverse impact on return movements;

ix.   UNHCR acknowledges U.S. concerns regarding appropriate representation of U.S. national staff with the Office. While fully respecting related UN Rules and Regulations, UNHCR fully intends to continue to make every effort to attract and promote U.S. interest in employment with UNHCR by providing information on external vacancies via the Internet and other fora, wide dissemination of the entry exam to be included on the International Professional Roster (IPR) and through the Junior Professional Officer program. UNHCR is committed to ensuring that current American staff is fully considered for promotion in accordance with UNHCR Human Resources rules and regulations. UNHCR is also committed to reviewing the level of retention of American staff and, in consultation with PRM, to undertake an "awareness-raising" tour prior to the next IPR call in various U.S. cities.

IV.   Performance Measures and Targets

UNHCR confirms its commitment to regularly monitor performance against its Global Strategic Objectives and Performance Targets for 2008-2009, and to report to the United States and other Executive Committee members on performance results in a timely manner, including its Standards and Indicators Report.

PRM has developed performance measures and targets that relate specifically to the work of UNHCR and that in many cases mirror UNHCR's objectives and targets. Efforts to narrow the differences between the measures, objective and targets established by PRM and UNHCR will continue. To the extent that they differ or the timing of the reporting on these activities differs, UNHCR is committed to providing PRM with the additional information it requires. PRM measures and targets on which it requires specific reporting from UNHCR are listed in Annex I of the Framework. UNHCR's 2008 Global Strategic Objectives and Performance Targets are attached as Annex II.

Although PRM does not require direct reporting from UNHCR on Crude Mortality Rates (CMR) and Global Acute Malnutrition (GAM) for refugees, PRM does rely on UNHCR to provide data to the Center for Research on the Epidemiology of Disasters (CRED) on these indicators, who in turn provides PRM with this data. UNHCR is committed to providing this data to CRED in a timely manner.
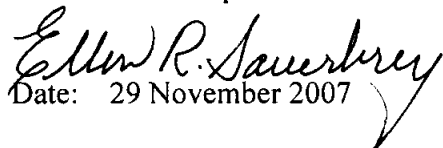
V.   Reporting

In addition to standard reporting made broadly available by UNHCR, PRM requires reporting and/or input from UNHCR each year on activities of particular interest to PRM, as listed below and based on the following general reporting/input schedule:

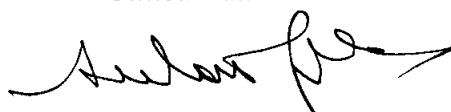| Reporting/Input	Timing
Reporting on Goals in the U.S. Mission Performance Plan	January 15
Reporting on previous quarter resettlement referrals to U.S.	January 31
Out-year budget forecasts	March 1
Annual reporting on PRM performance measures/targets	March 15
Reporting on previous quarter resettlement referrals to U.S.	April 30
Progress report in advance of mid-year Framework discussions	June 15
Joint report on mid-year Framework discussions	July 31
Reporting on previous quarter resettlement referrals to U.S.	July 31
Reporting on previous quarter resettlement referrals to U.S.	October 31
Progress report on Framework priorities and objectives in advance of year-end Framework discussions	November 20

Done in two originals in the English language.

This Framework for Cooperation is valid from 1 January 2008 until 31 December 2008.

Ellen R. Sauerbrey
Assistant Secretary of State for
Population, Refugees, and Migration
United States Department of States

Date: 29 November 2007

António Guterres
High Commissioner for Refugees
United Nations

Date: 29 November 2007

Annexes:
      Annex I: PRM Performance Measures with Relevance to the Work of UNHCR
      Annex II: UNHCR's 2008 Global Strategic Objectives

Annex 1: PRM Performance Measures with Relevance to the Work of UNHCR

UNHCR is committed to addressing and reporting to the Bureau of Population, Refugees, and Migration on the following performance measures and targets established by PRM for the current year. Reporting is requested annually by March 15, on efforts as of December 31 of the previous year.

Long-term Objective	Performance Indicator	Target for 2007	Target for 2008	Target for 2009
1) Improve refugee protection, care, and provision of lasting solutions to their plight through deployment of an effective refugee registration system.	Number of countries where UNHCR has deployed its Project Profile refugee registration system. By 2006 the goal is to have Project Profile deployed worldwide, followed by the roll out of Project Profile to governments in 2007 and beyond.	5 governments receive Project Profile	10 governments and NGOs receive Project Profile	12 governments and NGOs receive Project Profile
2) Enhance UNHCR's protection capacity through creation and mainstreaming of additional protection-related posts.	Number of additional UNHCR protection posts created worldwide with USG support. Target is twofold: a) Cumulative number of posts created with USG support; b) cumulative number of posts mainstreamed into UNHCR's budget.	a) 50; b) 27	a) 50; b) 39	a) 50; b) 41
3) Provide Refugee Solutions through Third-country Resettlement	Number of individual and group refugee referrals to the U.S. from UNHCR.	25,000 referrals.	25,000 referrals.	25,000 referrals.
4) Improve the care of refugees by assessing their needs and prioritizing refugee programs based on assessed needs	Undertake an assessment of refugee needs in countries where UNHCR operates.	Needs assessments are provided to donors for each country where UNHCR assists refugee populations greater than 10,000.	Needs assessments are provided to donors for each country where UNHCR assists refugee populations greater than 5,000.	Needs assessments are provided to donors for each country where UNHCR assists refugee populations.
5) Demonstrate strong budget and program	The percentage of critical recommendations in UNHCR's annual	60% addressed; 35% being addressed	65% addressed; 30% being addressed	65% addressed; 35% being addressed

management	audit report that are fully addressed by June of the year following issuance of the audit report.			
6) Demonstrate sound resource management	UNHCR Inventory Control: Value of non-expendable items procured versus total value of recorded non-expendable property procured.	Track and account for items procured worldwide (at headquarters and in the field), the ratio is 1.5:1	Track and account for items procured worldwide (at headquarters and in the field), the ratio is 1.4:1	Track and account for items procured worldwide (at headquarters and in the field), the ratio is 1.3:1

Note: PRM does not require direct reporting from UNHCR on Crude Mortality Rates (CMR) and Global Acute Malnutrition (GAM) for refugees, however, PRM does rely on UNHCR to provide data to the Center for Research on the Epidemiology of Disasters (CRED) on these indicators, who in turn provides PRM with this data.

Annex 2: UNHCR Strategic Objectives and Performance Targets for 2008 - 2009

1 **Ensuring protection for all persons of concern to UNHCR,** with priority given to:
   1.1 Securing access to asylum and protection against *refoulement*
   1.2 Protecting against violence, abuse, intimidation and exploitation, including sexual and gender-based violence
   1.3 Strengthening the protection of refugees within broader migration movements
   1.4 Protecting internally displaced persons when mandated to do so either directly or within the agreed inter-agency framework of collective responsibilities
   1.5 Maintaining the civilian character of refugee and IDP settlements
   1.6 Assisting stateless individuals and groups, particularly in the context of protracted situations, to realise their rights

2 **Affirming and developing an international protection regime,** with priority given to:
   2.1 Promoting compliance with the 1951 Refugee Convention and commitment by States to adhere to international protection standards
   2.2 Promoting a full and inclusive application of the 1951 Convention refugee definition and appropriate use of complementary forms of protection
   2.3 Improving the quality of asylum legislation, policy and practice
   2.4 Enhancing host country capacity to provide asylum and protection
   2.5 Promoting respect for international standards in relation to the protection of IDPs
   2.6 Fostering effective action to prevent and reduce situations of statelessness

3 **Realizing the social and economic well being of persons of concern,** with priority given to:
   3.1 Reducing malnutrition, and major risks to the health of populations of concern, notably malaria, HIV/AIDS and inadequate reproductive health services
   3.2 Reducing vulnerability and improving standards of living, especially in relation to water, shelter, and sanitation services
   3.3 Facilitating women's economic empowerment and meaningful participation
   3.4 Enhancing education and skills training for young people
   3.5 Creating opportunities for self-reliance through a community-based approach

4 **Responding to emergencies in a timely and effective manner,** with priority given to:
   4.1 Implementing effective contingency planning and establishing a robust stand-by and logistics capacity
   4.2 Meeting the needs of women, children and groups with specific needs in emergency situations

5 **Attaining durable solutions,** with priority given to:
   5.1 Promoting conditions conducive to voluntary return and to sustainable reintegration
   5.2 Implementing comprehensive strategies to resolve refugee situations, particularly protracted ones
   5.3 Promoting and supporting local integration as a durable solution

5.4 Promoting and applying resettlement as an effective protection tool, durable solution, and burden and responsibility sharing mechanism

5.5 Transitioning from relief to development within the context of effective exit and phase-down strategies

Strategies and Management Priorities

The following strategies and management priorities will be given particular importance in the pursuit of the above objectives:

6 **Developing dynamic partnerships**, with priority given to:
   6.1 Strengthening partnership arrangements on internal displacement, mixed migratory flows, statelessness, peace building and the transition from relief to development
   6.2 Intensifying UNHCR's engagement in and commitment to the effectiveness of UN Country Teams
   6.3 Implementing participatory planning and needs assessment for refugees, returnees and IDPs
   6.4 Increasing implementation through partnerships

7 **Guaranteeing age, gender and diversity perspective in operations**, with priority given to
   7.1 Applying age, gender and diversity analysis to all operational activities
   7.2 Improving gender balance in UNHCR's workforce in the Field and at Headquarters
   7.3 Improving the level and quality of registration, data collection, analysis and documentation at all stages of an operation
   7.4 Implementing the Accountability Framework for Age, Gender and Diversity Mainstreaming

8 **Strengthening external relations**, with priority given to:
   8.1 Advocating and defending the rights of all persons of concern to UNHCR and promoting a climate in which they are treated with understanding, tolerance and respect
   8.2 Demonstrating UNHCR's effectiveness, efficiency and relevance
   8.3 Expanding UNHCR's donor base and increasing government and private sector contributions

9 **Optimizing security arrangements,** with priority given to:
   9.1 Operationalizing an integrated approach to security risk assessment and management that promotes the safety of staff, populations of concern, and organizational assets

10 **Improving management**, with priority given to:
   10.1 Consolidating results-based management throughout the organization including improved   policy development, planning, reporting and evaluation
   10.2 Ensuring an appropriate and sustainable distribution of responsibilities between Headquarters and the Field
   10.3 Improving the responsiveness of Headquarters' services to the needs of the Field

10.4 Creating and implementing efficient resource allocation procedures that support a sustainable balance between the operational, administrative and staffing components of UNHCR's budget

10.5 Putting in place human resource policies that care for individual staff members' well-being, ensure maximum operational effectiveness, including in situations of insecurity, and uphold and promote integrity, professionalism and respect for diversity

Measurable Performance Targets for 2008

Following are Priority Performance Targets for 2007 articulated as quantifiable results for each of the Global Strategic Objectives based upon the priority areas for action. These Performance Targets are listed with a reference to the Sub-Objective/Priority Area of Action to which it refers.

1. Ensuring protection for all persons of concern to UNHCR, with priority given to:		
UNHCR Global Strategic Objective	**Performance Targets**	**Source of Data**
1.1. Securing access to asylum and protection against *refoulement*	1.1.1. Credible reports indicate a decrease in cases of refoulement of asylum-seekers and refugees.	Standards and Indicators Report and Annual Protection Report
	1.1.2. Number of states in which procedures for border monitoring established and measures to assist border guards to distinguish asylum seekers from migrants in place increased.	Annual Protection Report
	1.1.3. Number of states in which measures taken to prevent and combat terrorism and safeguard national security are in line with international law, in particular, human rights, refugee and humanitarian law increased.	Annual Protection Report, reports to UN Counter Terrorism Committee and self-assessment
	1.1.4. RSD processes in the 12 countries accounting for 90% of UNHCR's global RSD work, where UNHCR is undertaking RSD under the mandate in the absence of willingness or capacity of the host countries to conduct RSD, are further improved in terms of quality, efficiency and fairness.	Self-assessment by DIPS
1.2. Protecting against violence, abuse, intimidation and exploitation, including sexual and gender-based violence	1.2.1. Number of UNHCR operations having in place standard operating procedures to prevent and respond to sexual and gender based violence including systematic and timely reporting increased.	Standards and Indicators Report and Annual Protection Report
	1.2.2. 100% of victims/ known survivors of sexual and gender-based violence receive appropriate remedial care and support.	Standards and Indicators Report and Annual Protection Report

	1.2.3. Decrease in the number of countries in which children of concern to UNHCR are being recruited into militaries (state\ non-state).	Standards and Indicator Report and Annual Protection Report
1.3. Strengthening the protection of refugees within broader migration movements	1.3.1. States increasingly turn to UNHCR to provide practical solutions in responding to the need to protect refugees within broader migration movements.	Self-Assessment by Bureaux and DIPS
	1.3.2. The UNHCR 10-Point Plan of Action: "Addressing Mixed Migratory Movements" is being partially or fully implemented in 20 countries.	Self-assessment by Bureaux
1.4. Protecting internally displaced persons when mandated to do so either directly or within the agreed inter-agency framework of collective responsibilities	1.4.1. IDPs better protected and assisted as a result of effective implementation of the Cluster approach.	Self-assessment by Bureaux, Annual Protection Report
	1.4.2. Adequate funding support from the donor community received to enable UNHCR to undertake its cluster-lead role in countries selected for implementation of the new collaborative response to IDP situations.	DRRM
	1.4.3. UNHCR continues to actively respond to IDP situations in which it has a specific mandate (by the UNSG) in cooperation with relevant actors.	Self-assessment by Bureaux, DOS
1.5. Maintaining the civilian character of refugee and IDP settlements	1.5.1. Reduction in number of countries in which the civilian character of refugee and IDP settlements is jeopardized.	Self-assessment by Bureaux
	1.5.2. UNHCR's active participation in Task Forces on Monitoring and Reporting on Children and Armed Conflict in countries where such have been established pursuant to Security Council Resolution 1612.	Annual Protection Report
1.6. Assisting stateless individuals and groups, particularly in the context of protracted situations, to realize their rights	1.6.1. Increase in the number of States which guarantee basic rights to stateless persons.	Annual Protection Report
	1.6.2. Improved identification and recording of stateless populations and populations with undetermined nationality.	Annual Protection Report, Annual Statistics Report, Standards and Indicators Report and Participatory Assessments

2. Affirming and developing an international protection regime, with priority given to:

2.1. Promoting compliance with the 1951	2.1.1. New countries accede to the 1951 Convention and other relevant international and regional	Assessment by

Refugee Convention and commitment by States to adhere to international protection standards	refugee law instruments.	Bureaux and DIPS
	2.1.2. Number of states in which UNHCR can effectively exercise its supervisory role increased.	Annual Protection Report
	2.1.3. Number of states resorting to unduly broad application of the exclusion provisions in 1951 Convention reduced.	Annual Protection Report
2.2. Promoting a full and inclusive application of the 1951 Convention refugee definition and appropriate use of complementary forms of protection	2.2.1. Increased number of states which are applying the 1951 Convention refugee definition in line with international standards.	Standards and Indicators Report and Annual Protection Report
	2.2.2. Increase in the number of States granting complementary forms of protection to persons in need of international protection who do not meet the 1951 Convention/1967 Protocol criteria.	Annual Protection Report
	2.2.3. Increased recognition of refugees on the basis of gender-related persecution.	Annual Protection Report
2.3. Improving the quality of asylum legislation, policy and practice	2.3.1. Increase in the number of states which have improved their legal frameworks and administrative capacities in order to ensure compliance with their international protection obligations.	Annual Protection Report
	2.3.2. Decrease in number of countries detaining asylum seekers for non-legitimate reasons.	Annual Protection Report
	2.3.3. Increase in number of states ensuring proper reception standards and guardians for unaccompanied children seeking asylum.	Annual Protection Report
2.4. Enhancing host country capacity to provide asylum and protection	2.4.1. Number of countries assuming responsibility from UNHCR for RSD increased.	Annual Protection Report
	2.4.2. Number of operations working on comprehensive protection strategies collaboratively with host governments, partners and affected communities increased.	Annual Protection Report
2.5. Promoting respect for international standards in relation to the protection of IDPs	2.5.1. Number of countries which have drafted, established and implemented policies and legislation consistent with the Guiding Principles on Internal Displacement increased.	Annual Protection Report
2.6. Fostering effective action to prevent and reduce situations of statelessness	2.6.1. Number of states which have taken steps to amend nationality laws or change administrative practices that lead to statelessness increased.	Annual Protection Report
	2.6.2. Number of protracted statelessness situations reduced.	Standards and Indicators and

		Annual Protection Report
	2.6.3. Increase in number of states who have acceded to the Statelessness Conventions.	Annual Protection Report
	2.6.4. Number of states systematically facilitating birth registration to help prevent statelessness increased.	Annual Protection Report

3.	**Realizing the social and economic well being of persons of concern, with priority given to:**	
3.1. Reducing malnutrition, and major risks to the health of populations of concern, notably malaria, HIV/AIDS and inadequate reproductive health services	3.1.1. Percentage of stable refugee operations receiving food aid, in collaboration with WFP, and recording reduced acute malnutrition prevalence of < 5% (z-score) increased.	Standards and Indicators
	3.1.2. Percentage of populations of concern to UNHCR with access to culturally appropriate HIV and AIDS information-education-communication (IEC) materials increased.	Standards and Indicators
	3.1.3. Percentage of population of concern benefiting from antiretroviral therapy (ART) when ART is available to surrounding local host populations increased.	Standards and Indicators Report
	3.1.4. Percentage of populations of concern to UNHCR in malaria endemic areas with access to artemesinin-based combination therapy (ACT) with no running out of stocks for more than one week in the previous 12 months increased.	Annual Health Report
	3.1.5. Percentage of refugee camps in malaria endemic areas with access to prevention measures (insecticide treated nets / spraying) and culturally appropriate IEC materials increased.	Standards and Indicators Report
	3.1.6. Percentage of live births attended by midwife, nurse or doctor (excluding Traditional Birth Attendants) increased.	Standards and Indicators Report
3.2. Reducing vulnerability and improving standards of living, especially in relation to water, shelter, and sanitation services	3.2.1. Percentage of country operations meeting UNHCR standards for sanitary materials for women and girls increased.	Standards and Indicators Report
	3.2.2. Number of country operations meeting UNHCR standards for potable water increased.	Standards and Indicators Report
	3.2.3. Number of country operations meeting UNHCR standards for shelter increased.	Standards and Indicators Report
	3.2.4. Number of camps meeting UNHCR standards for provision of latrines increased.	Standards and Indicators Report

3.3. Facilitating women's economic empowerment and meaningful participation	3.3.1. Number of camps in which women represent less than 50% of Camp Committees reduced.	Standards and Indicators Report
	3.3.2. Number of women participated in gender sensitive training events related to their empowerment increased.	Self-assessment by Bureaux and DOS
3.4. Enhancing education and skills training for young people	3.4.1. Proportion of school enrolment of primary-aged boys and girls in camp and urban situations increased.	Standards and Indicators Report
	3.4.2. The number of girls who complete secondary and vocational training increased.	Standards and Indicators Report
3.5. Creating opportunities for self-reliance through a community-based approach	3.5.1. Number of countries implementing self-reliance interventions including community development, income generating activities and skills training benefiting persons of concern (in particular women) increased.	Standards and Indicators Report and Assessment by DOS
	3.5.2. Number of countries in which persons of concern are granted the rights necessary for them to engage in wage earning employment and self-employment increased.	Annual Protection Report and Standards and Indicators Report

4. Responding to emergencies in a timely and effective manner, with priority given to:		
4.1. Implementing effective contingency planning and establishing a robust stand-by and logistics capacity	4.1.1. UNHCR's global emergency response capacity (including non-food relief items, vehicles, office accommodation, and staffing surge capability) sustained so as to have in place a capacity to respond to an emergency of 500,000 persons.	DOS analysis
	4.1.2. UNHCR's regional response capacity strengthened through improved contingency planning, preparedness and cooperation with regional and national actors.	DOS analysis
4.2. Meeting the needs of women, children and groups with specific needs in emergency situations	4.2.1. Participatory assessments at an early stage of emergency are conducted in 100% of all emergencies.	Self-Assessment by DOS
	4.2.2. Emergency protection and assistance interventions in the first three months of an emergency increasingly respond to age, gender and diversity considerations including specific interventions for women, children and groups with specific needs.	Self-Assessment by Bureaux and DOS

5. Attaining durable solutions, with priority given to:		
5.1. Promoting conditions conducive to voluntary return and to sustainable reintegration	5.1.1. Within one year of return, returnees are making steady progress towards self-reliance by establishing some sources of income.	Self-Assessments by Bureaux, DIPS

		and DOS, Standards and Indicators Report
	5.1.2. Within one year of return, planning mechanisms involving relevant development actors for early reintegration are set up and returnees are fully integrated into national and area recovery and development programmes.	Self -Assessments by Bureaux, DIPS and DOS, Standards and Indicators Report
	5.1.3. All returnees have access to national identity documentation and birth registration, including country of origin's recognition of birth certificates issued by the country of asylum.	Annual Protection Report
5.2. Implementing comprehensive strategies to resolve refugee situations, particularly protracted ones	5.2.1. Number of protracted situations in which comprehensive durable solutions strategies, including the strategic use of resettlement and local integration, jointly developed by UNHCR and relevant actors increased.	Self-Assessment by Bureaux, DIPS and DOS
	5.2.2. Best interests determination procedures to identify durable solutions for unaccompanied and separated children implemented in all UNHCR operations.	Annual Protection Report
5.3. Promoting and supporting local integration as a durable solution	5.3.1. Number of states allowing local integration as a durable solution for refugees and IDPs increased, while no state that currently allows local integration as a durable solution reverses its policies.	Standards and Indicators Report
5.4. Promoting and applying resettlement as an effective protection tool, durable solution, and burden and responsibility sharing mechanism	5.4.1. Continued expansion of the strategic use of resettlement including group resettlement.	Resettlement Statistics
	5.4.2. Number of persons identified and submitted for resettlement by UNHCR, and the number of persons resettled with UNHCR's support increased.	Standards and Indicators Report, Annual Statistics Report, Annual Protection Report and resettlement statistics
5.5. Transitioning from relief to development within the context of effective exit and phase-down strategies	5.5.1. UNHCR's presence and cost of operations reduced in situations in which durable solutions are being achieved without undermining protection standards for the remaining caseload by building national capacity, including the government.	Self-Assessment by Bureaux and DOS

	5.5.2. UNHCR's active involvement in UN common programming processes at the country level, especially CCA and UNDAF, post-conflict needs assessments and the preparation of poverty reduction strategies results in early and sustained engagement of development actors in supporting sustainable reintegration of returnees, early recovery of affected communities, and support to refugee and IDP-impacted areas.	Self-Assessment by Bureaux and DOS
	5.5.3. Number of joint or partnership programmes with the UN and other development actors increased, which fills the operational gaps caused by the UNHCR phasing down its operations.	Self-Assessment by Bureaux and DOS

STRATEGIES AND MANAGEMENT PRIORITIES

The following strategies and management priorities will be given particular importance in the pursuit of the above objectives:

6.   Developing dynamic partnerships, with priority given to:

6.1. Strengthening partnership arrangements on internal displacement, mixed migratory flows, statelessness, peace building and the transition from relief to development	6.1.1. Number of joint initiatives resulting from UNHCR's active participation in relevant mechanisms and groups increased.	Self-Assessment by Bureaux and DOS
	6.1.2. UNHCR's continued participation in the Inter-Agency task force on women, peace and security and other country level joint gender initiatives with UNIFEM, UNFPA and UNDP, etc.	Self-Assessment by Bureaux and DOS
	6.1.3. UNHCR-led clusters include members from the government, NGOs, inter-governmental organisations, civil society, and the Red Cross/Red Crescent Movement, as appropriate.	Self-Assessment by Bureaux and DOS
6.2. Intensifying UNHCR's engagement in and commitment to the effectiveness of UN Country Teams	6.2.1. All UNHCR Field teams are active participants in the UNCT processes including improved functions of the Resident Coordinators within the context of UN reform.	Self-Assessment by Bureaux and DOS
	6.2.2. UNHCR's active involvement in the UN humanitarian reform process including the cluster system and improved functions of the Humanitarian Coordinators.	Self-Assessment by Bureaux and DOS
6.3. Implementing participatory planning and needs assessment for refugees, returnees and IDPs	6.3.1. 100% of UNHCR Country/ Regional Operation plans reflect active participatory planning and needs assessment including participatory assessment with populations of concern.	COP

6.4. Increasing implementation through partnerships	6.4.1. Percentage of UNHCR implementation through partners increased.	Self-Assessment by Bureaux and NGO Unit
	6.4.2. Quality of UNHCR's partnership with NGOs improved.	Self- Assessment by Bureaux and NGO Unit

7.	**Guaranteeing age, gender and diversity perspective in operations,** with priority given to:		
	7.1. Applying age, gender and diversity analysis to all operational activities	7.1.1. Five countries in each region are surveyed and assessed to verify if these country operations have been modified from the previous year to reflect the specific needs of various groups and if activities are being implemented to address these specificities.	COP/ ROP, Standards and Indicators Report and Annual Protection Report and IGO/mission reports.
	7.2. Improving gender balance in UNHCR's workforce in the Field and at Headquarters	7.2.1. Percentage of women in UNHCR increased particularly at senior management levels.	MSRP/ DHRM data
	7.3. Improving the level and quality of registration, data collection, analysis and documentation at all stages of an operation	7.3.1. Number of country operations registering refugees and others of concern are implementing Standard Operating Procedures for continuous registration increased.	Assessment by FICSS
	7.4. Implementing the Accountability Framework for Age, Gender and Diversity Mainstreaming	7.4.1. Accountability Framework for Age, Gender and Diversity Mainstreaming implemented across UNHCR.	Statistics from AGDM website

8.	**Strengthening external relations,** with priority given to:		
	8.1. Advocating and defending the rights of all persons of concern to UNHCR and promoting a climate in which they are treated with understanding, tolerance and respect	8.1.1. Increase in number of states UNHCR perceives as having improved respect and tolerance for refugees and other persons of concern.	Annual Protection Report and Bureaux assessment
	8.2. Demonstrating UNHCR's effectiveness, efficiency and relevance	8.2.1. UNHCR's budget fully funded.	DRRM statistics
	8.3. Expanding UNHCR's donor base and increasing government and private sector	8.3.1. UNHCR donor base expanded and funding increased.	DRRM & PSPA statistics

contributions	8.3.2. Number of governments expanding their annual contribution to UNHCR increased.	DRRM statistics
	8.3.3. Level of funding from individuals, companies and foundations as well as the number of private individuals donating regularly to UNHCR increased.	PSPA Statistics

9. Optimizing security arrangements, with priority given to:

9.1. Operationalizing an integrated approach to security risk assessment and management that promotes the safety of staff, populations of concern, and organizational assets	9.1.1. Security Risk Assessments undertaken in all Phase Three locations.	ETSS assessment
	9.1.2. UNHCR is MOSS compliant in 100% of its operations.	ETSS Assessment
	9.1.3. Post-event evaluations indicate no instances of casualties attributed to UNHCR's negligence in managing security.	ETSS Assessment

10. Improving management, with priority given to:

10.1. Consolidating results-based management throughout the organization including improved policy development, planning, reporting and evaluation	10.1.1. UNHCR RBM Software Focus implemented worldwide.	ODMS Self-assessment
	10.1.2. Improved Accountability Framework/ System introduced within UNHCR.	Self-Assessment
	10.1.3. Capacity of the new Policy Development and Evaluation Service (PDES) strengthened so that it can meet the norms and standards for evaluation in the UN system and expand the numbers of evaluations conducted.	Staffing Table and PDES self-Assessment
	10.1.4. UNHCR management responds in a timely to all UNHCR evaluations and implements all accepted recommendations.	PDES assessment
10.2. Ensuring an appropriate and sustainable distribution of responsibilities between Headquarters and the Field	10.2.1. UNHCR staff survey indicates responsibilities between Headquarters and Field are appropriately balanced.	UNHCR Staff Survey
10.3. Improving the responsiveness of Headquarters' services to the needs of the Field	10.3.1. Percentage of field staff expressing satisfaction with services and support from Headquarters increased.	UNHCR Staff Survey

10.4. Creating and implementing efficient resource allocation procedures that support a sustainable balance between the operational, administrative and staffing components of UNHCR's budget	10.4.1. UNHCR's programme support and administrative support costs reduced as a percentage of UNHCR's overall budget.	MSRP
10.5. Putting in place human resource policies that care for individual staff members' well-being, ensure maximum operational effectiveness, including in situations of insecurity, and uphold and promote integrity, professionalism and respect for diversity	10.5.1. UNHCR staff members perceive themselves to be safe and secure in hardship duty stations.	360° assessment, Staff Welfare Section/Joint Medical Service assessments
	10.5.2. The work on UNHCR's core values has resulted in enhanced professionalism, integrity and respect for diversity.	Mediator's assessment