

**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 2007**

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. The U.S. has identified humanitarian assistance as one of five key objectives of its revised 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 flexible, effective, and results-oriented. PRM shares particular interest in and support for three 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 create its own standards, objectives, and indicators and in establishing a Results-Based Management (RBM) system, to better ensure that beneficiary needs are met.

C. UNHCR's and the broader UN effort to address the needs of the internally displaced in a predictable, comprehensive, collaborative manner. PRM supports the "cluster leadership approach", and believes it is essential that UNHCR establishes a clear plan on its approach to IDPs to guide its involvement and gain support of donors, and that UNHCR's IDP operations not detract resources – human or financial – from its core refugee mandate.

PRM intends to focus considerable attention in the coming year on these three 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 2007 which largely reflect the broad PRM priorities for UNHCR. PRM continues to believe that the Performance Targets associated with the GSOs should be more quantifiable and results-oriented, and consequently UNHCR intends to review the GSOs, targets and indicators with interested governments and to determine how the targets and relevant indicators can be improved for 2008. 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 refining its Indicators in 2007 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 2007 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;
- Institutionalizing RBM as a fundamental performance and accountability framework for the organization;
- Enhance the quality of monitoring and evaluation activities that UNHCR undertakes.

B) Durable Solutions:

- Increase and improve the level and quality of registration of persons of concern through implementation of Standard Operating Procedures for continuous registration, including through the use of Project Profile;
- Addressing situations of statelessness and protracted refugee situations more effectively;
- Enhance resettlement as a protection tool, durable solution, and responsibility-sharing mechanism.

C) IDPs:

- Support UNHCR's global cluster leadership in the areas of protection, camp management and coordination, and emergency shelter for persons displaced internally due to conflict as part of the UN "cluster lead" approach.

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;
- Strengthen protection, especially for women and children, as well as standards of care, self-reliance, education, health, and prevention and zero-tolerance of sexual exploitation and abuse.

E) Strengthen UNHCR's preparedness and emergency response capacity

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. PRM notes and encourages UNHCR's recent efforts to improve the effectiveness of its Health Unit.

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 and other persons of concern around the world.
- 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 2007;
- v. PRM recognizes the new budget category entitled "new or additional activities- mandate-related" (formerly known as the Operational Reserve II) as a mechanism that enables UNHCR to accept additional contributions to address needs not included in the program budget. PRM also recognizes UNHCR's goal to strike a balance between overall needs and resource limitations and specific donor interests in addressing unmet requirements through additional contributions. With this in mind as well as PRM's own anticipated financial constraints, this mechanism may be used after careful consideration and negotiation.
- 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;
- vii. PRM supports UNHCR's role in the new IDP cluster approach, and may consider supplementary appeals for IDP operations issued during the year. PRM intends to support and

work with UNHCR in its efforts to: 1) clearly articulate its vision for its work with conflict-generated IDPs, especially within the cluster system; 2) clarify how best to integrate its IDP work into overall programming and budgeting; and 3) develop a strategy for needs-based resource allocation and budgeting which should lead towards a 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.

viii. PRM is committed to continuing to provide support to UNHCR to increase its resettlement capacity and encourages further efforts to ensure that additional 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 to undertake an "awareness-raising" tour prior to the next IPR call in various U.S. cities as it did in 2005.

IV. PRM Performance Measures and Targets

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 differ, 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 2007 Global Strategic Objectives and Performance Targets are attached as Annex II.

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/InputTiming

| | |
|--|-------------|
| Drafting of UNHCR/PRM Framework for Cooperation | January |
| 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 15 |
| 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 in advance of year-end Framework discussions | November 20 |

Done in two originals in the English language.

This Framework for Cooperation will remain valid until 31 December 2007.



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



António Guterres
United Nations
High Commissioner for Refugees

Date: 16 April 2007

Date: 16 April 2007

Annexes:

- Annex I: PRM Performance Measures with Relevance to the Work of UNHCR
- Annex II: UNHCR's 2007 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 2007

Overall Mandate Objective: Lead and coordinate worldwide action for the international protection of refugees and other persons of concern and seek permanent solutions to their problems, pursuant to the UNHCR Statute and Resolutions of the General Assembly and the Economic and Social Council and as operationalised in the Agenda for Protection.

1. **Global Strategic Objective 1:** Ensure international standards of protection are met for all persons of concern to UNHCR taking into account their age, gender or personal background with priority given to:
 - 1.1. Improving protection against refoulement and physical security and reducing incidents of violence, in particular preventing and responding to sexual and gender-based violence,
 - 1.2. Preventing malnutrition, and reducing the prevalence and impact of HIV/ AIDS,
 - 1.3. Ensuring civil, social and economic rights are secured and opportunities for self-reliance maximised with particular attention to the rights of women and children,
 - 1.4. Ensuring the right to education,
 - 1.5. Increasing and improving the level and quality of registration of persons of concern.
2. **Global Strategic Objective 2:** Advocate for and support governments in the development and maintenance of an international protection regime including its implementation at the national level with priority given to:
 - 2.1. Preserving asylum space through effective implementation of the 1951 Convention and its 1967 Protocol and related international and regional standards,
 - 2.2. Strengthening host country capacity to undertake RSD, provide quality asylum and offer durable solutions,
 - 2.3. Addressing situations of statelessness more effectively.
3. **Global Strategic Objective 3:** Redoubling the search for durable solutions with priority given to:
 - 3.1. Promoting the creation of conditions conducive for return and ensuring sustainable reintegration,
 - 3.2. Developing and implementing comprehensive strategies to resolve protracted situations,
 - 3.3. Strengthening local integration as a durable solution,
 - 3.4. Enhancing the use of resettlement as a strategic protection tool, durable solution, and burden and responsibility sharing mechanism,
 - 3.5. Implementing effective exit and phase down strategies through partnerships and handover arrangements with development partners and the competent authorities.

4. **Global Strategic Objective 4:** Establish effective partnerships and frameworks for action for responding to the challenges of protecting and finding solutions for persons internally displaced due to conflict and abuses of human rights, protecting refugees in broader migration movements, and bridging the gap between relief and development with priority given to:
 - 4.1. Supporting and leading efforts to provide protection and solutions for persons internally displaced due to conflict and abuses of human rights as part of the collaborative response to IDPs,
 - 4.2. Improving policy and operational responses to ensure that refugees are protected within broader migration movements,
 - 4.3. Mobilising development actors to support reintegration and recovery in returnee-impacted areas so as to make return of the displaced sustainable.

5. **Global Strategic Objective 5:** Strengthen UNHCR's external relations through improved public information, public awareness, media relations and fund raising with priority given to:
 - 5.1. Promoting values of tolerance and respect for asylum seekers, refugees, IDPs and other persons of concern to UNHCR,
 - 5.2. Raising UNHCR's overall visibility, branding and image,
 - 5.3. Expanding UNHCR's donor base and increasing contributions to UNHCR's programmes.

6. **Global Strategic Objective 6:** Strengthen UNHCR as an effective, fully engaged, responsive and respected humanitarian agency worthy of public, political and financial support with priority given to:
 - 6.1. Maintaining financial stability by redesigning the structure of UNHCR so as streamline the organisation and reduce bureaucracy, improve decision-making and support to operations, and reduce fixed costs,
 - 6.2. Strengthening UNHCR's partnerships and cooperation with all stakeholders, in particular with Governments, the UN, and NGOs,
 - 6.3. Developing and maintaining an emergency preparedness and response capacity to respond to emergencies of 500,000 persons,
 - 6.4. Undertaking comprehensive reform of UNHCR's human resource policies, in order to ensure maximum operational effectiveness, including enhanced capacity to operate in situations of insecurity, and progress in the achievement of gender equity,
 - 6.5. Institutionalising results-based management as a fundamental performance and accountability framework for the organisation.

Measurable Performance Targets for 2007

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. **Global Strategic Objective 1:** Ensure international standards of protection are met for all persons of concern to UNHCR, regardless of their age, gender or personal background:

By the end of 2007:

- (I.1) States respect the principle of non-refoulement and grant all asylum-seekers access to asylum procedures that provide for fair, effective and prompt decision-making with UNHCR's monitoring detecting no instances of refugees being returned against their will (*AfP Goal 1 Objective 2*),
- (I.1) 100% of UNHCR operations have in place standard operating procedures to prevent and respond to sexual and gender based violence including systematic and timely reporting (*AfP Goal 4, Objective 4 and Goal 6, Objective 1*),
- (I.2) In operations receiving food aid and recording high malnutrition rates, steps will be taken in collaboration with WFP to stabilize acute malnutrition rates to a level below 10% (measured by Z score) and eliminate micronutrient deficiencies,
- (I.2) At least 85% of refugees in camps will have access to culturally appropriate HIV and AIDS information-education-communication (IEC) materials and at least 80% can benefit from antiretroviral therapy (ART) when ART is available to surrounding local host populations,
- (I.3) 100% of UNHCR operations utilise a Participatory Age, Gender, Diversity Mainstreaming Approach in the design, implementing and monitoring of programmes,
- (I.3) Self-reliance and empowerment of refugees including community self-management enhanced in 100% of UNHCR operations enabling refugees' increased enjoyment of their civil, social and economic rights, reduced dependence on assistance and enhanced sustainability of any of the three durable solutions (*AfP Goal 5, Objective 7*),
- (I.4) School enrolment of primary-aged boys and girls in camp and urban situations increased,

- (1.5) All country operations registering refugees and others of concern are implementing Standard Operating Procedures for continuous registration. (*AfP Goal 1, Objective 11*).
2. **Global Strategic Objective 2:** Advocate for and support governments in the development and maintenance of an international protection regime including its implementation at the national level:

By the end of 2007:

- (2.1) The legal frameworks and administrative capacities of States are strengthened in order to ensure compliance with their international protection obligations,
 - (2.2) The UNHCR's mandate RSD processes in the 15 countries accounting for 90% of UNHCR's global RSD operations further improved in terms of quality of decisions and more efficient processing capacity (*AfP Goal 1, Objective 2*),
 - (2.2) Host countries assume increased responsibility for protection and durable solutions, including their capacity to undertake RSD, provide quality asylum and offer durable solutions, through the provision of technical and financial assistance, and increased usage of international human rights instruments, UNHCR ExCom Conclusions and UNHCR Guidelines, in particular in States not parties to the 1951 Convention/1967 Protocol (*AfP Goal 3 Objective 2*),
 - (2.3) Number of protracted statelessness situations have decreased through acquisition of effective citizenship,
 - (2.3) Minimum rights and a specific legal citizenship regime to address the situation of stateless persons with no prospect of obtaining nationality established in various countries.
3. **Global Strategic Objective 3:** Redoubling the search for durable solutions:

By the end of 2007:

- (3.1) Within one year of return, returnees are making steady progress towards self-reliance and are fully integrated into national and area recovery and development programmes (*AfP Goal 5, Objective 3*),
- (3.2) Comprehensive durable solutions strategies, in which the strategic use of resettlement and local integration have their proper place, jointly developed by UNHCR and relevant actors under implementation in 100% of operations with protracted refugee situations (*AfP Goal 5, Objective 1*),

- (3.2) Best interests determination procedures to identify durable solutions for unaccompanied and separated children are implemented in all UNHCR operations (*AfP Goal 6, Objective 2*),
 - (3.3) Refugee-hosting areas included in national development plans and strategies for sustainable funding based on mechanisms such as the Common Country Assessments (CCA) and United Nations Development Assistance Frameworks (UNDAF), as well as Poverty Reduction Strategy Papers (PRSP) (*AfP Goal 3 Objective 5*),
 - (3.3) Number of countries allowing refugees to locally integrate as a durable solution increased (*AfP Goal 5 Objective 4*),
 - (3.4) Expand the strategic use of resettlement in line with the guidance provided in the Multilateral Framework of Understandings on Resettlement (*AfP Goal 5, Objective 5*),
 - (3.5) UNHCR's presence and cost of operations reduced in situations in which durable solutions are being achieved.
4. **Global Strategic Objective 4:** Establish effective partnerships and frameworks for action for responding to the challenges of protecting and finding solutions for persons internally displaced due to conflict and abuses of human rights, protecting refugees in broader migration movements, and bridging the gap between relief and development:

By the end of 2007:

- (4.1) Cluster arrangements for IDPs and the appropriate tasks and responsibilities of UNHCR as cluster lead have been implemented at the country level in IASC-prioritised situations and have resulted in a better, predictable, coordinated, effective and consistent delivery of protection and assistance,
- (4.1) UNHCR actively engaged in UN Country Team needs assessments, planning and strategy formulation for IDPs, and when appropriate, delivers timely and effective humanitarian assistance in clusters outside of its lead responsibilities,
- (4.1) Adequate funding support from the donor community received so as to enable UNHCR to undertake its cluster-lead role in countries selected for implementation of the new collaborative response to IDP situations,
- (4.2) States increasingly turn to UNHCR to provide practical solutions in responding to the need to protect refugees within broader migration movements (*AfP Goal 3*),

- (4.2) UNHCR in cooperation with States and other relevant actors in regions receiving refugees within mixed flows establish a system through which persons wishing to seek asylum will be identified and given access to the asylum procedure while persons with other needs are channeled into alternative response mechanisms and solutions (*AfP Goal 1, Objective 2 and Goal 2, Objective 1*),
 - (4.3) UNHCR's active involvement in UN common programming processes (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-impacted areas.
5. **Global Strategic Objective 5:** Strengthen UNHCR's external relations through improved public information, public awareness, media relations and fund raising:

By the end of 2007:

- (5.1) Respect and tolerance for asylum seekers and refugees increased through the implementation of preventive and reactive advocacy strategies as elaborated in the UNHCR Respect and Tolerance Strategy (*AfP Goal 1 Objective 8*),
 - (5.2) New Public Information strategy, including a multi-media branding campaign, developed and under implementation, resulting in increased visibility and public awareness of UNHCR,
 - (5.3) New fund raising strategy that includes increased delegation to field representatives, including country-specific strategies that take into account bilateral and other initiatives being implemented, resulting in an enlarged donor base and increased contributions to UNHCR programmes and a reduced gap between UNHCR total budget and funds received,
 - (5.3) Current level of US\$ 28 million from individuals, companies and foundations as well as the number of private individuals donating regularly to UNHCR significantly increased.
6. **Global Strategic Objective 6:** Strengthen UNHCR as an effective, fully engaged, responsive and respected humanitarian agency worthy of public, political and financial support:

By the end of 2007:

- (6.1) A comprehensive review of the design of UNHCR completed and implementation of results underway resulting in a streamlined structure, reduced bureaucracy, improved decision-making and support to operations, and improved internal management control,
- (6.2) All UNHCR Field teams are active participants in UN common programming processes (CCA, UNDAF, PRSP, etc.) and utilise comprehensive assessment of needs and participatory planning with stakeholders to strengthen partnership and develop strategies that utilise the full range of resources available,
- (6.3) UNHCR's global emergency response capacity (including non-food relief items, vehicles, office accommodation, and staffing surge capability) increased so as to have in place a capacity to respond to an emergency of 500,000 persons,
- (6.3) UNHCR's regional response capacity strengthened through improved contingency planning, preparedness and cooperation with regional and national actors,
- (6.4) An integrated workforce strategy being implemented which enhances the speed and effectiveness of organizational response and better meets the needs of the organization and aspirations of staff,
- (6.5) Results-based Management Framework and strategy under implementation resulting in improved strategic and operations planning, performance management and reporting,
- (6.5) Planning and prioritization of and within operations as well as resource allocation decisions is increasingly based on the systematic use of standards and indicators,
- (6.5) A knowledge management strategy for UNHCR developed and implementation underway,
- (6.5) A comprehensive management development strategy under implementation including individual development plans and increased participation in Security Management Learning Programmes,
- (6.5) Management Systems Renewal Project roll-out completed resulting in increased efficiency and savings,
- (6.5) Percentage of unsatisfactory audits and inspections decreased and above average increased.