

# UNHCR's Global S

## OBJECTIVES

## PERFORMANCE TARGETS

**I** ENSURING PROTECTION FOR ALL PERSONS OF CONCERN TO UNHCR, with priority given to:

### 1.1 Securing access to asylum and protection against *refoulement*

Credible reports indicate a decrease in cases of *refoulement* of asylum-seekers and refugees.

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.

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.

Refugee status determination (RSD) processes in the 12 countries accounting for 90% of UNHCR's global RSD work, where UNHCR is undertaking RSD under its mandate in the absence of willingness or capacity of the host countries to conduct it, are further improved in terms of quality, efficiency and fairness.

### 1.2 Protecting against violence, abuse, intimidation and exploitation, including sexual and gender-based violence

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, are increased.

100% of victims or known survivors of sexual and gender-based violence receive appropriate remedial care and support.

Decrease in the number of countries in which children of concern to UNHCR are being subjected to military recruitment by state and non-state entities.

### 1.3 Strengthening the protection of refugees within broader migration movements

States increasingly turn to UNHCR to provide practical solutions in responding to the need to protect refugees within broader migration movements.

UNHCR's Ten-Point Plan of Action for Addressing Mixed Migratory Movements is being partially or fully implemented in 20 countries.

### 1.4 Protecting internally displaced persons when mandated to do so either directly or within the agreed inter-agency framework of collective responsibilities

IDPs are better protected and assisted as a result of effective implementation of the Cluster approach.

UNHCR continues to actively respond to situations of internal displacement in which it has a specific mandate (by the UN Secretary General) in cooperation with relevant actors.

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 situations of internal displacement.

### 1.5 Maintaining the civilian character of refugee and IDP settlements

Reduction in number of countries in which the civilian character of refugee and IDP settlements is jeopardized.

UNHCR's active participation in task forces to monitor and report on children and armed conflict in countries where such have been established pursuant to Security Council Resolution 1612.

### 1.6 Assisting stateless individuals and groups, particularly in the context of protracted situations, to realize their rights

Increase in the number of States which guarantee basic rights to stateless persons.

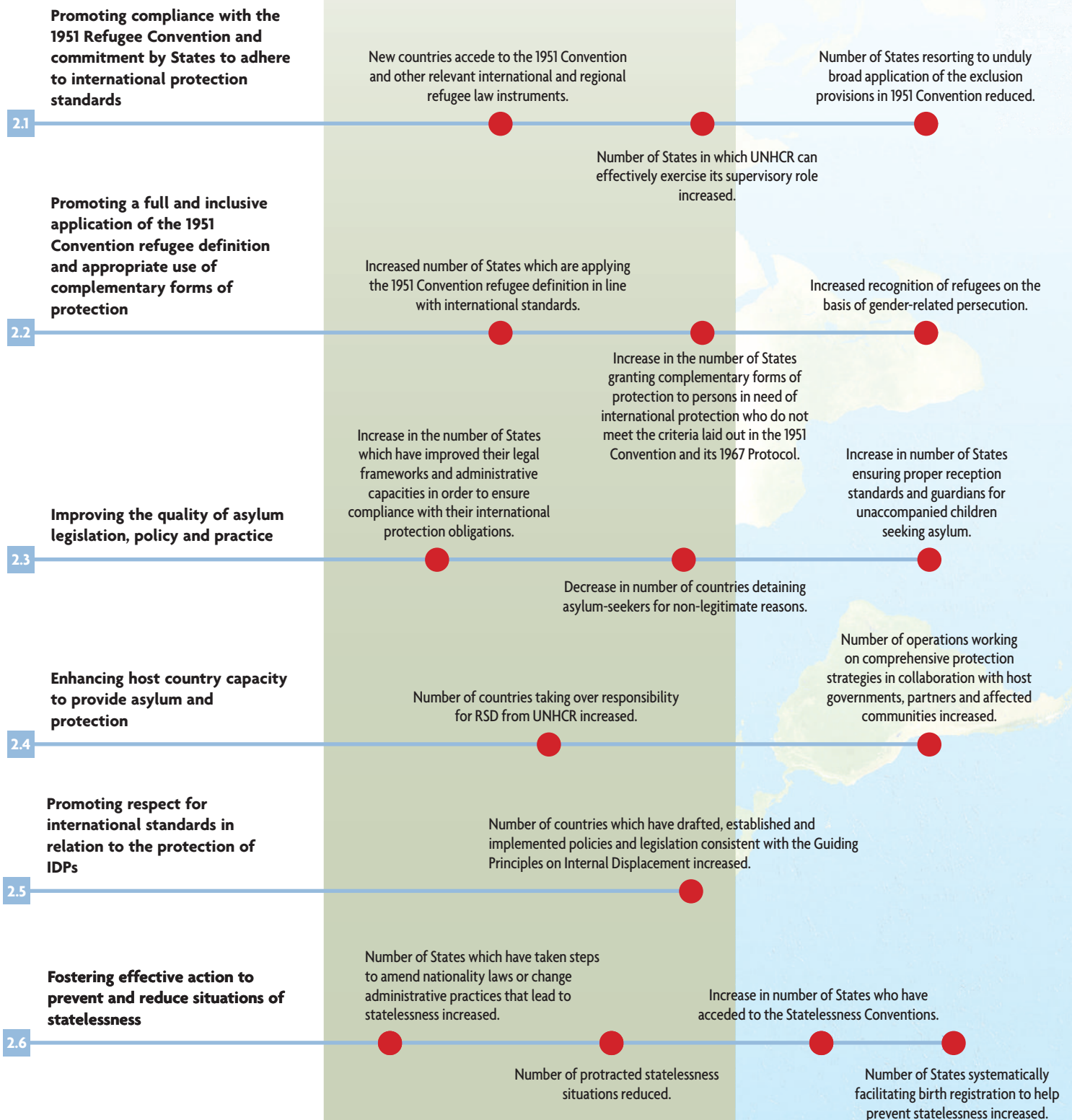
Improved identification and recording of stateless populations and populations with undetermined nationality.

# strategic Objectives

## OBJECTIVES

## PERFORMANCE TARGETS

### 2 AFFIRMING AND DEVELOPING AN INTERNATIONAL PROTECTION REGIME, *with priority given to:*



**3** REALIZING THE SOCIAL AND ECONOMIC WELL BEING OF PERSONS OF CONCERN, *with priority given to:*

**Reducing malnutrition, and major risks to the health of populations of concern, notably malaria, HIV and AIDS and inadequate reproductive health services**

3.1

Percentage of stable refugee operations receiving food aid, in collaboration with WFP, and recording reduced acute malnutrition prevalence of < 5% (z-score) increased.

Percentage of population of concern benefiting from antiretroviral therapy when it is available to surrounding local host populations increased.

Percentage of refugee camps in malaria endemic areas with access to prevention measures (insecticide treated nets and spraying) and culturally-appropriate information, education and communications materials increased.

Percentage of populations of concern to UNHCR with access to culturally-appropriate HIV and AIDS information, education and communication materials increased.

Percentage of populations of concern to UNHCR in malaria endemic areas with access to artemisinin-based combination therapy with no running out of stocks for more than one week in the previous 12 months increased.

Percentage of live births attended by midwife, nurse or doctor (excluding traditional birth attendants) increased.

**Reducing vulnerability and improving standards of living, especially in relation to water, shelter, and sanitation services**

3.2

Percentage of country operations meeting UNHCR standards for sanitary materials for women and girls increased.

Number of country operations meeting UNHCR standards for shelter increased.

Number of country operations meeting UNHCR standards for potable water increased.

Number of camps meeting UNHCR standards for provision of latrines increased.

**Facilitating women's economic empowerment and meaningful participation**

3.3

Number of camps in which women represent less than 50% of camp committees reduced.

Number of women participated in gender-sensitive training events related to their empowerment increased.

**Enhancing education and skills training for young people**

3.4

Proportion of school enrolment of primary-aged boys and girls in camp and urban situations increased.

The number of girls who complete secondary and vocational training increased.

**Creating opportunities for self-reliance through a community-based approach**

3.5

Number of countries implementing self-reliance interventions including community development, income generating activities and skills training benefiting persons of concern (in particular women) increased.

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.

**4** RESPONDING TO EMERGENCIES IN A TIMELY AND EFFECTIVE MANNER, *with priority given to:*

**Implementing effective contingency planning and establishing a robust stand-by and logistics capacity**

4.1

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 people.

UNHCR's regional response capacity strengthened through improved contingency planning, preparedness and cooperation with regional and national actors.

**Meeting the needs of women, children and groups with specific needs in emergency situations**

4.2

Participatory assessments at an early stage of emergency are conducted in 100% of all emergencies.

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.

**5** ATTAINING DURABLE SOLUTIONS, *with priority given to:*

<p><b>Promoting conditions conducive to voluntary return and to sustainable reintegration</b></p>	<p>Within one year of return, returnees are making steady progress towards self-reliance by establishing some sources of income.</p>	<p>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.</p>
<p><b>5.1</b></p>	<p>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.</p>	
<p><b>Implementing comprehensive strategies to resolve refugee situations, particularly protracted ones</b></p>	<p>Number of protracted situations in which comprehensive durable solutions strategies, including the strategic use of resettlement and local integration, have been jointly developed by UNHCR and relevant actors increased.</p>	<p>Best interests determination procedures to identify durable solutions for unaccompanied and separated children implemented in all UNHCR operations.</p>
<p><b>5.2</b></p>		
<p><b>Promoting and supporting local integration as a durable solution</b></p>	<p>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.</p>	
<p><b>5.3</b></p>		
<p><b>Promoting and applying resettlement as an effective protection tool, durable solution, and burden and responsibility sharing mechanism</b></p>	<p>Continued expansion of the strategic use of resettlement including group resettlement.</p>	<p>The number of refugees identified and recommended for resettlement by UNHCR, and the number of refugees resettled with UNHCR's support increased.</p>
<p><b>5.4</b></p>	<p>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's.</p>	<p>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.</p>
<p><b>5.5</b></p>	<p>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.</p>	

**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:*

<p><b>Strengthening partnership arrangements on internal displacement, mixed migratory flows, statelessness, peace building and the transition from relief to development</b></p>	<p>Number of joint initiatives resulting from UNHCR's active participation in relevant mechanisms and groups increased.</p>	<p>UNHCR-led clusters include members from the government, NGOs, inter-governmental organisations, civil society, and others, as appropriate.</p>
<p><b>6.1</b></p>	<p>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.</p>	

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**Intensifying UNHCR's engagement in and commitment to the effectiveness of UN Country Teams**

6.2

All UNHCR Field teams are active participants in the UN Country Team processes, including improved functions of the Resident Coordinators within the context of UN reform.

UNHCR's active involvement in the UN humanitarian reform process, including the cluster system, and improved functions of the Humanitarian Coordinators.

**Implementing participatory planning and needs assessment for refugees, returnees and IDPs**

6.3

100% of UNHCR Country/ Regional Operation plans reflect active participatory planning and needs assessment including participatory assessment with populations of concern.

**Increasing implementation through partnerships**

6.4

Percentage of UNHCR implementation through partners increased.

Quality of UNHCR's partnership with NGOs improved.

## 7 GUARANTEEING AGE, GENDER AND DIVERSITY PERSPECTIVE IN OPERATIONS, *with priority given to:*

**Applying age, gender and diversity analysis to all operational activities**

7.1

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.

**Improving gender balance in UNHCR's workforce in the Field and at Headquarters**

7.2

Percentage of women in UNHCR increased particularly at senior management levels.

**Improving the level and quality of registration, data collection, analysis and documentation at all stages of an operation**

7.3

Number of country operations registering refugees and others of concern are implementing standard operating procedures for continuous registration increased.

**Implementing the Accountability Framework for age, gender and diversity mainstreaming**

7.4

Accountability Framework for age, gender and diversity mainstreaming implemented across UNHCR.

## 8 STRENGTHENING EXTERNAL RELATIONS, *with priority given to:*

**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

Increase in number of States UNHCR perceives as having improved respect and tolerance for refugees and other persons of concern.

**Demonstrating UNHCR's effectiveness, efficiency and relevance**

8.2

UNHCR's budget fully funded.

**Expanding UNHCR's donor base and increasing government and private sector contributions**

8.3

UNHCR donor base expanded and funding increased.

Level of funding from individuals, companies and foundations as well as the number of private individuals donating regularly to UNHCR increased.

Number of governments expanding their annual contribution to UNHCR increased.

**9** OPTIMIZING SECURITY ARRANGEMENTS, *with priority given to:*

**Operationalizing an integrated approach to security risk assessment and management that promotes the safety of staff, populations of concern, and organizational assets**

Security risk assessments undertaken in all Phase Three locations.

UNHCR is MOSS-compliant in 100% of its operations.

Post-event evaluations indicate no instances of casualties attributed to UNHCR's negligence in managing security.

9.1

**10** IMPROVING MANAGEMENT, *with priority given to:*

**Consolidating results-based management (RBM) throughout the organization, including improved policy development, planning, reporting and evaluation**

UNHCR's RBM Software Focus implemented worldwide.

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.

10.1

**Ensuring an appropriate and sustainable distribution of responsibilities between Headquarters and the Field**

Improved accountability framework or system introduced within UNHCR.

UNHCR management responds in a timely manner to all UNHCR evaluations and implements all accepted recommendations.

10.2

**Improving the responsiveness of Headquarters' services to the needs of the Field**

UNHCR staff survey indicates responsibilities between Headquarters and Field are appropriately balanced.

10.3

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

Percentage of field staff expressing satisfaction with services and support from Headquarters increased.

10.4

**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**

UNHCR staff members perceive themselves to be safe and secure in hardship duty stations.

The work on UNHCR's core values has resulted in enhanced professionalism, integrity and respect for diversity.

10.5