

Global strate

UNHCR'S Global Strategic Priorities reflect areas of critical concern for which the Office seeks improvement during 2010 and 2011. The Priorities build upon the global strategic objectives that UNHCR used in previous years to strengthen results-based management. They will help the Office to address the needs of refugees and others of concern by defining a common set of priorities as a blueprint for global operations.

Priorities 1-6 identify areas of concern to UNHCR where international protection standards are not currently met and where the potential for solutions is not fully realized. They set targets for improvement by the end of

2011. Priority 7 reflects management issues and targeted areas for enhancing Headquarters and regional services.

The Priorities are drawn from the Office's *Results Framework* and reflect the most pressing global challenges identified in its 2010 and 2011 assessments and plans. The achievement of priorities will require concerted action with governments and communities of concern, as well as the full support of partners and donors.

Each Priority includes an indicator for measuring progress, a description of the current situation and a target to achieve. The current situation is based on data from a variety of sources, such as standards and indicator reports, needs assessments, operations plans and policy documents.

INDICATORS

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

International and Regional Instruments; National Legal Frameworks

1.1

The rights of persons of concern are recognized in law and in practice. There is adequate administrative capacity to support the implementation of international protection standards.

Extent national legal framework consistent with international protection standards

of countries that have ratified/ acceded to the 1954 and 1961 Statelessness Conventions

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

Extent Internally Displaced Persons (IDPs) protection needs are addressed in a manner consistent with the *Guiding Principles*

National and Regional Migration Policy

1.2

National and regional migration policies are protection sensitive. Measures to combat smuggling and trafficking of persons permit refugees to seek asylum and help to reduce risks of violence and exploitation, particularly of children and women.

Extent broader migration policies contain protection safeguards

gic priorities

The targets are best estimates of what can be achieved within the budgets for 2010 and for 2011. Some targets are beyond UNHCR's ability to control. They may seem modest but this is because they depend on government actions, community engagement or sustained stability in certain regions. Targets may be reviewed on the basis of what is achievable with available resources.

The Priorities are used by all offices to identify local priorities and make detailed plans. They guide the allocation of resources, raise standards, give focus to protection interventions and help to achieve solutions.

They ensure that the Office prioritizes interventions that:

- Deliver life-saving assistance.
- Ensure key protection activities (registration, refugee status determination, and prevention of sexual and gender-based violence).
- Improve access to education and livelihoods in protracted situations.
- Strengthen protection capacity in situations of mixed migration.
- Improve response to urban refugee situations.
- Ensure emergency preparedness and response.
- Facilitate durable solutions.

CURRENT SITUATION

TARGETS

ern to UNHCR

- UNHCR operations report that in at least 108 countries, the national legal framework does not adequately meet international protection standards
- 147 countries have ratified and incorporated the 1951 Convention and/or 1967 Protocol
- 63 countries have ratified/acceded to the 1954 Convention Relating to the Status of Stateless Persons and 35 countries have ratified/acceded to the 1961 Convention on the Reduction of Statelessness
- In at least 24 countries where UNHCR is operationally involved, the protection needs of IDPs are not fully addressed in a manner consistent with the *Guiding Principles*

In at least 25 of these countries, the national legal framework improved to be more consistent with international protection standards

The # of countries that have ratified and incorporated the 1951 Convention and/or 1967 Protocol increased to 148

The # of countries that have ratified/acceded to the 1954 and 1961 Statelessness Conventions increased to 68 and 41 respectively

In at least 13 of these countries, there is an improvement in the manner in which the protection needs of IDPs are addressed, consistent with the *Guiding Principles*

- UNHCR operations report that in at least 71 countries, broader migration policies do not contain protection safeguards

In at least 25 of these countries, migration policies improved to contain more protection safeguards

Prevention and Reduction of Statelessness

1.3

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

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

of stateless persons who have their nationality granted or confirmed

Partnerships

1.4

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

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

Extent cooperation among partners effective

Access to Territory and Non Refoulement

1.5

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

of credible cases of refoulement

Extent asylum-seekers have access to territory

Extent border authorities refer asylum-seekers to competent authorities

Environmental Protection

1.6

Natural resources and shared environment are better protected.

Extent consequences of displacement pose a risk to the environment

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

Reception Conditions, Registration and Profiling

2.1

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

Extent reception conditions need improvement

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

Extent population of concern registered and/or profiled

of asylum-seekers detained for illegal entry/stay

Access to Procedures

2.2

Persons of concern have access to status determination procedures.

Extent asylum-seekers have access to status determination procedures

Extent stateless persons have access to status determination procedures

- At least 77 countries do not grant nationality to persons born on territory who would otherwise be stateless
- There are an estimated 12 million stateless persons.

- 73 operations report that fully cooperative partnerships between the State and international and national partners are not yet in place
- In 20 countries where UNHCR is operationally involved with IDPs, cooperation among partners needs strengthening

- In at least 60 countries, credible reports of *refoulement* (1,777 cases) received
- In at least 49 countries, asylum-seeker access to territory falls below acceptable standards
- In at least 63 countries, border authorities do not systematically refer asylum-seekers to competent authorities

- In 21 countries, there are negative environmental consequences of displacement

In at least 8 of these countries, legislation improved to grant nationality to persons born on territory who would otherwise be stateless

At least half a million of these estimated 12 million stateless persons have their nationality granted or confirmed

In at least 30 of these operations, cooperative partnerships between the State and international and national partners improved to address

protection concerns
In at least 15 of these countries, cooperation among partners improved

In at least 16 of these countries, the risk of *refoulement* is reduced
In at least 13 of these countries, access to territory for asylum-seekers improved

In at least 20 of these countries, border officials more frequently refer asylum-seekers to competent authorities

In at least 13 of these countries, rehabilitation efforts improved and risks reduced

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

- UNHCR operations report that in at least 78 countries reception conditions are not adequate and in need of improvement
- 87% (1,661,294) of refugees and asylum-seekers in 139 camps are registered on an individual basis
- 44% (1,145,839) of refugees and asylum-seekers in 103 urban areas are registered on an individual basis
- In at least 18 countries where UNHCR is operationally involved with IDPs, registration and/or profiling need improvement
- In at least 41 countries, asylum-seekers are detained (16,615) for illegal entry/stay

In at least 38 of these countries, reception conditions improved
The % of refugees and asylum-seekers in these camps registered on an individual basis increased to 89%
The % of refugees and asylum-seekers in these urban areas registered on an individual basis increased to 50%

In at least 7 of these countries, IDP registration and/or profiling improved
In at least 13 of these countries, the use of detention of asylum-seekers for illegal entry/ stay is reduced

- In at least 82 countries, asylum-seekers do not have access to status determination procedures
- In at least 17 countries, it is reported that stateless persons do not have access to status determination procedures

In at least 20 of these countries, asylum-seekers have improved access to status determination procedures

In at least 6 of these countries, stateless persons have improved access to status determination procedures

Fair and Efficient Status Determination

2.3

Asylum systems provide for effective and fair decision-making.

Extent state status determination decisions reached in a fair manner

of mandate RSD operations with a backlog

Family Reunification

2.4

Effective procedures are in place to facilitate family reunification.

% of separated families seeking reunification that are reunited

% of identified unaccompanied or separated children reunited with their families

Individual and Civil Documentation

2.5

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

% of newborns registered and issued birth certificates

Extent persons of concern have access to identity documents

3

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

Security from Violence (particularly SGBV)

3.1

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

% reported SGBV survivors receiving support

Extent SGBV is a problem in the community

Extent SGBV incidents are reported

Access to Legal Remedies

3.2

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

Extent of effective access to national justice systems

Protection of Children

3.3

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

% of out of school adolescents who participate in targeted programmes

% of unaccompanied/ separated children for whom a BID has been carried out

Extent children being recruited by armed groups

Freedom of Movement and Non-Arbitrary Detention

3.4

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

Extent persons of concern enjoy freedom of movement

Extent UNHCR has access to persons of concern in detention

CURRENT SITUATION

- UNHCR operations report that in at least 95 countries, improvements are needed to ensure status determination decisions reached in a fair manner
- There is a backlog of 27,418 RSD decisions in 7 of UNHCR's largest mandate RSD operations
- In at least 31 countries, problems related to family reunification have been identified as a serious concern
- In at least 27 countries, problems related to reunification of unaccompanied or separated children have been identified as a serious concern
- 46% (22,528) of newborns in 103 camps are issued a birth certificate
- 49% (4,580) of newborns in 94 urban areas are issued a birth certificate
- 49% (432,002) of adult refugees and asylum-seekers in 123 camps have individual identity documents
- 41% (646,558) of adult refugees and asylum-seekers in 84 urban areas have individual identity documents
- In 13 countries where UNHCR is operationally involved with IDPs, IDPs do not have sufficient access to civil documentation

of concern, including protection from violence and exploitation.

- 83% of reported SGBV survivors in refugee camps receiving support
- In at least 48 UNHCR operations SGBV is recognized as a problem in the community
- SGBV is underreported in refugee camps. Currently, there are 22 reported incidents of SGBV per 10,000 population annually
- In at least 64 countries, populations of concern do not have effective access to national justice systems
- In at least 18 countries where UNHCR is operationally involved with IDPs, IDPs do not have effective access to national justice systems
- 67% (192,727) of out of school refugee adolescents between 12 and 17 years of age in camps do not participate in targeted programmes
- 85% (123,224) of out of school refugee adolescents between 12 and 17 years of age in urban areas do not participate in targeted programmes
- 69% of unaccompanied and separated refugee children (approximately 3,500) have not had a BID
- In at least 15 countries, children are at risk of being recruited by armed groups
- In at least 35 countries, persons of concern do not enjoy freedom of movement
- In at least 52 countries, UNHCR does not have full access to persons of concern in detention

TARGETS

In at least 20 of these countries, status determination decisions improved

There is at least a 15% reduction in this backlog

In at least 10 of these countries, family reunification improved

In at least 9 of these countries, reunification of unaccompanied or separated children with their families is improved

The % of newborn refugees in these camps that are issued birth certificates increased to 65%

The % of newborn refugees in these urban areas that are issued birth certificates increased to 55%

The % of refugees and asylum-seekers in these camps that have

individual identity documents increased to 55%

The % of refugees and asylum-seekers in these urban areas that have individual identity documents increased to 47%

In 7 of these countries, IDP access to civil documentation is improved

The % of SGBV survivors receiving support increased to 88%

In 22 of these operations, prevention and response to SGBV is significantly improved

The reporting rate of SGBV improves and the # of SGBV incidents reported per 10,000 populations annually increased to 30

In at least 22 of these countries, persons of concern have improved access to national justice systems

In at least 7 of these countries, IDPs have improved access to national justice systems

The % of out of school refugee adolescents between 12 and 17 years of age in camps who do not participate in targeted programmes reduced to 60%

The % of out of school adolescents between 12 and 17 years of age in urban areas who do not participate in targeted programmes reduced to 82%

The % of unaccompanied and separated refugee children who have not undergone a BID decreased to 63%

In at least 6 of these countries, the risk of children being recruited by armed groups is reduced

In at least 13 of these countries, persons of concern enjoy greater freedom of movement

In at least 22 of these countries, UNHCR has greater access to persons of concern

4

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

4.1

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

Global acute malnutrition rate (GAM)

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

% of prevalence of anemia in children under five years of age

Shelter and Basic Domestic and Hygiene Items

4.2

Persons of concern have access to adequate housing and the basic domestic and hygiene items necessary to reduce protection risks.

% of households living in adequate dwellings

Extent need for sanitary materials met

Extent clothes and household items sufficient

Water and Sanitation Services

4.3

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

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

% of refugee camps that have adequate sanitation facilities

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

% of returnee areas where all families have latrines

Primary Health Care

4.4

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

Crude mortality rate

Measles vaccination coverage among populations of concern under five years of age

Mortality rate of children under five years of age

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

Prevention and Treatment of HIV/Aids

4.5

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

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

Education

4.6

Boys and girls of concern have equal access to quality primary and secondary education, and the development of children and youth is supported.

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

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

without discrimination.

- In at least 73 camps, the global acute malnutrition rate exceeds acceptable standards
- In at least 14 countries, the prevalence of anemia in children under five years of age exceeds acceptable standards
- In 17 operations, the food ration in terms of Kcals, as agreed with WFP, has not been distributed as planned

- 40% of refugee households (approximately 1,600) in camps do not live in adequate dwellings
- In at least 33 areas of refugee return, not all returnees live in adequate dwellings
- In at least 19 countries where UNHCR is operationally involved with IDPs, shelter for IDPs does not meet adequate standards
- In at least 23 countries, refugees/asylum-seekers do not have sufficient clothes and household items
- In at least 53 camps, the need for sanitary materials is not met according to acceptable standards

- 56 refugee camps (47%) are currently known not to meet the standard of providing (an average of) 20 litres of water per person per day
- In 34 out of 40 areas of refugee return, not all families have access to improved water supply at an adequate level of service
- 96 refugee camps do not have adequate sanitation facilities
- In at least 28 areas of refugee return, not all families have latrines

- In 27 countries, the crude mortality rate of populations of concern exceeds acceptable standards
- In 28 countries, the mortality rate of populations of concern under five years of age exceeds acceptable standards
- In 20 countries, the measles vaccination coverage of populations of concern under five years of age is below acceptable standards
- In 68 out of 135 camps, the % of births being attended by a skilled health worker is below acceptable standards

- In at least 16 countries, persons of concern do not have the same access to ART as the surrounding host communities

- In 132 refugee camps, 31% of refugee children aged 6-11 are not enrolled in primary schools (37% of girls and 24% of boys)
- In 87 urban areas, it is reported that 37% of refugee children aged 6-11 are not enrolled in primary schools (overall primary enrolment rate is 63%)
- In 92 refugee camps, 69% of children aged 12-17 (73% of refugee girls and 66% of refugee boys) are not enrolled in secondary schools
- In 66 urban areas, it is reported that 62% of refugee children aged 12-17 are not enrolled in secondary schools

In at least 15 of these camps, the global acute malnutrition rate meets acceptable standards
 In at least 8 of these countries, the prevalence of anemia in children under five years of age does not exceed acceptable standards

The % of refugee households in camps that do not live in adequate dwellings is reduced to 35%
 In at least 4 of these areas of refugee return, all returnees live in adequate dwellings
 In at least 8 of these countries, shelter for IDPs is significantly improved

At least 20 of these camps meet the standard of providing (an average of) 20 litres of water per person per day
 In at least 6 of these areas of refugee return, all families have access to improved water supply at an adequate level of service

In at least 18 of these countries, the crude mortality rate of populations of concern meets acceptable standards
 In at least 21 of these countries, the mortality rate of populations of concern under five years of age meets acceptable standards

In at least 13 of these countries, persons of concern have the same access to ART programmes as surrounding host communities

In these 132 refugee camps, the % of children aged 6-11 not enrolled in primary schools reduced to 21%, with special attention to gender parity
 In these 87 urban areas, the % of refugee children not enrolled in primary schools is reduced to 32%, with special attention to gender parity

In at least 17 of these operations there is a significant improvement in distribution of the food ration in terms of Kcals, as agreed with WFP

In 9 of these countries, refugees/asylum-seekers have sufficient clothes and household items
 In at least 30 of these camps, the need for sanitary materials for women is met according to acceptable standards

In at least 30 of these refugee camps, there are adequate sanitation facilities
 In at least 8 of these areas of refugee return, all families have latrines

In 15 of these countries, the measles vaccination coverage of populations of concern under five years of age meets acceptable standards
 In at least 20 of these camps, the attendance of skilled health workers at births meets acceptable standards

In these 92 refugee camps, the % of children aged 12-17 not enrolled in secondary schools is reduced to 60%, with special attention to gender parity
 In these 66 urban areas, the % of refugee children aged 12-17 not enrolled in secondary schools is reduced to 58%, with special attention to gender parity

Services for Groups with Specific Needs

4.7

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

% of persons of concern with disabilities with improved independence

Extent services are available for groups with specific needs

% of older persons with specific needs with improved independence

5

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

Community Self-Management and Equal Representation

5.1

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

Extent participatory assessment informs programme design

% active female participants in leadership/ management structures

Extent persons of concern represented in leadership management structures

Self-Reliance and Livelihoods

5.2

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

Extent refugees have the right to engage in gainful employment

Extent population of concern is able to engage in livelihoods and become self-reliant

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

6

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

Voluntary Return

6.1

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

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

Extent durable solution strategy for IDPs needs strengthening

Extent potential for voluntary return realized

Rehabilitation and Reintegration Support

6.2

The right of return is respected and returnees are reintegrated within an acceptable framework that guarantees political, social and economic rights to all men and women of all ages and with different capabilities.

Extent national rights of returnees are re-established

Extent rehabilitation and reintegration efforts sustainable

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

- 47% (15,455) of adult refugees with disabilities in 92 camps have been assisted to improve their independence
- 41% (6,292) of adult refugees with disabilities in 82 urban areas have been assisted to improve their independence
- 47% (12,200) of older refugees with specific needs in 92 camps have been assisted to improve their independence
- 35% (12,500) of older refugees with specific needs in 84 urban areas have been assisted to improve their independence
- In 12 countries where UNHCR is operationally involved with IDPs, services for groups with specific needs require strengthening

In these camps, the % of adult refugees with disabilities that have been assisted to improve their independence increased to 53% (17,428)

In these urban areas, the % of adult refugees with disabilities that have been assisted to improve their independence increased to 47% (7,673)

In these camps, the % of older refugees with specific needs that have been assisted to improve

their independence increased to 55% (14,200)

In these urban areas, the % of older refugees with specific needs in these urban areas that have been assisted to improve their independence increased to 39% (13,929)

In 6 of these countries, services for IDP groups with specific needs improved

people of concern live constructive lives.

- 53 operations report that participatory assessments do not adequately inform programme design
- In at least 49 operations, it is reported that refugees are not sufficiently represented in leadership management structures
- In at least 8 countries where UNHCR is operationally involved with IDPs, it is reported that IDPs are not sufficiently represented in leadership management structures
- In at least 95 out of 135 camps, leadership/management structures do not have 50% active female participants

In at least 35 of these operations, participatory assessments adequately inform programme design

In at least 31 of these operations, refugees are sufficiently represented in leadership management structures

In at least 4 of these operations, IDPs are sufficiently included in leadership management structures

In at least 40 of these camps, management structures have 50% active female participation

- In at least 47 countries, refugees do not have the right to engage in gainful employment
- In at least 50 countries, the government does not allow refugees/ asylum-seekers to access land/ agricultural production
- In 16 countries where UNHCR is operationally involved with IDPs, IDPs have limited opportunity to engage in livelihoods and become self-reliant

In at least 6 of these countries, refugees have the right to engage in gainful employment

In at least 8 of these countries, the government allows refugees/ asylum-seekers to

access to land/ agricultural production

In at least 5 of these countries, the livelihoods and self-reliance potential of IDPs significantly improved

of concern.

- In at least 23 countries, populations of concern are not able to return with means of livelihoods or productive assets
- In 12 countries where UNHCR is operationally involved with IDPs, the potential for voluntary return is not fully realized
- In 11 countries where UNHCR is operationally involved with IDPs, the durable solution strategy needs strengthening

In at least 10 of these countries, populations of concern are able to return with means of livelihood or productive assets

In 5 of these countries, the potential for voluntary return is reached for more IDPs

In at least 8 of these countries, the durable solution strategy is strengthened

- In at least 21 countries of return, national rights of returnees have not been sufficiently re-established
- In at least 22 countries of return, access to effective mechanisms for housing, land and property restitution is not effective
- In 15 countries where UNHCR is operationally involved with IDPs, rehabilitation and reintegration efforts need strengthening to be sustainable

In at least 6 of these countries of return, national rights of returnees are sufficiently re-established

In at least 4 of these countries of return, access to effective

mechanisms for housing, land and property restitution improved

In at least 7 of these countries, reintegration efforts improved to be sustainable

Resettlement

6.3

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

of resettlement places

% individuals identified for urgent or emergency resettlement actually resettled

Local Integration Support

6.4

Refugee and non-refugee stateless men and women are granted the range of rights and entitlements by the State necessary to integrate locally. Possibilities for self-reliance are improved through the provision of opportunities to refugees appropriate to their age and capabilities.

Extent refugees treated favourably in naturalization procedures

Extent local integration permitted

7

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

Policy, Advice and Support

7.1

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

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

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

Extent UNHCR formulates coherent, consistent and operationally relevant policies

Extent UNHCR utilizes the findings and recommendations of evaluations

Global Strategic Direction and Management

7.2

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

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

Prioritization, Resource Allocation and Financial Management

7.3

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

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

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

CURRENT SITUATION

- 45,000 individuals submitted for resettlement in excess of the number of places offered by resettlement countries
- 46.5% of individuals identified for urgent and emergency resettlement (6,200 persons) have been resettled
- In at least 78 countries, refugees are not treated favourably in naturalization procedures
- In at least 41 countries, local integration of refugees is not permitted for any group of refugees

TARGETS

The # of resettlement places offered by resettlement countries increased by 10%

The % of individuals identified for urgent and emergency resettlement that are resettled increased to 60%

In at least 10 of these countries, refugees are treated favourably in naturalization procedures

In at least 7 of these countries, local integration of refugees is permitted for groups of refugees

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

- The current situation elaborated in GSPs 1 - 6 illustrates that many operations around the world do not adequately meet the needs of persons of concern
- Currently there are approximately 15 policy areas in need of development and/or updating
- The current rate of compliance with inspection report recommendations is 90% (55 % completed and 35% in progress)
- UNHCR lacks a systematic means of agreeing upon and implementing evaluation recommendations

Targeted HQ functional and regional oversight and support provided on a priority basis to 20 operations where GSPs 1-6 demonstrate comparatively critical gaps in meeting the needs of persons of concern
At least 10 of these areas are updated and/or developed to

provide coherent, consistent and operationally relevant guidance
The rate of compliance with recommendations in inspection reports is maintained
A systematic means of agreeing upon and implementing evaluation recommendations exists

- Various RBM tools, such as Focus, the AGDM Accountability Framework and the Global Management Accountability Framework, need to be further aligned and better understood both in the field and at HQ

RBM tools are aligned and their use by field operations and HQ maximized

- UNHCR recently introduced tools to align resources accurately to prioritize needs for each population of concern
- There are many measures in place to ensure sound financial management, but there is no comprehensive framework that articulates all the elements which contribute to good financial internal control

Resource allocation informed by an accurate and prioritized presentation of needs of each population of concern

A comprehensive internal financial control framework exists and staff are aware of its elements, which contribute to good financial internal control

Organizational Development and Design

7.4

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

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

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

Resource Mobilization

7.5

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

% of financial needs covered by pooled funding mechanisms

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

Media Relations and Public Affairs

7.6

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

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

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

Inter-Agency Relations and Strategic Partnerships

7.7

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

% of UNHCR budget implemented through partners

Extent strong partnerships exist with other UN bodies

Strategic Human Resource and Workforce Management

7.8

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

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

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

Extent staff assisted in meeting their learning needs

CURRENT SITUATION

- 8 regional offices require further knowledge and training to support achievement of GSPs 1-6 as targeted in the operations they cover
- A consolidated programme management, analysis and support function does not exist to systematically monitor global impact and performance and to assist operations achieve maximum results for populations of concern

- 3% of financial needs are covered by pooled funding mechanisms
- 4% of global UNHCR financial needs are covered by PSFR income. 60% is unallocated

- In at least 70% of countries in which UNHCR operates, media reporting on persons of concern is either unfavourable or infrequent
- In 60% of international media coverage, UNHCR's work is only partially presented

- 35% of UNHCR budget is implemented through partners
- UNHCR's relationships with other UN bodies can be strengthened, particularly in the context of engagement with priority interagency and policy issues and processes

- Individual career counselling not yet in place
- There are concerns that the present postings system lacks transparency and is not consistently effective in placing the right staff in the right positions
- There is no systematic means for assisting staff to identify learning needs and access relevant learning activities

TARGETS

All these regional offices capacitated to support achievement of GSPs 1-6 as targeted in the operations they cover

A programme management, analysis and support function monitors UNHCR's global performance and assists operations to achieve maximum results for populations of concern

The % of financial needs covered by pooled funds increased to 5%
The proportion of global UNHCR financial needs

covered by private sector donations increased to 6%, and the proportion that is unallocated increased to 65 %

The % of countries in which UNHCR operates where media reporting on persons of concern is unfavourable or infrequent is reduced to 65%

The % of international media coverage that does not represent the full spectrum of UNHCR's work is reduced to 55%

At least 37% of UNHCR budget implemented through partners

Joint advocacy and mutual understanding with UN bodies optimized

75% of staff perceive staff counselling as a valuable resource in assisting them to make career choices
75 % of staff and managers perceive the postings system to be transparent and effective in placing the right staff in the right positions

75 % of staff indicate that they know how to identify their learning needs and how to access relevant learning activities
50 % of staff that identified their learning needs participated in a relevant learning activity

Information and Communications Technology (ICT) Management

7.9

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

Extent ICT security policy is comprehensive

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

Supply Chain and Logistics

7.10

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

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

Extent sufficient supplies received on time

Central Emergency Preparedness and Response Capacity

7.11

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

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

Field Safety and Security

7.12

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

% of field operations achieving full compliance with MOSS guidelines

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

- UNHCR lacks a comprehensive ICT Security Policy
- In at least 70 offices, ICT infrastructure, services, and applications need to be updated

ICT Security Policy implemented, disseminated, and monitored

In at least 35 of these offices, ICT infrastructure, services, and applications improved

- Global Stock Management System needs to be established and aligned with central emergency and regional stockpiles
- In at least 41 operations, sufficient supplies are not systematically received on time

Global Stock Management System fully established and aligned with central emergency and regional stockpiles

In at least these 41 operations, sufficient supplies are systematically received on time

- Early warning mechanisms need improvement and emergency procedures require updating

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

- UNHCR has averaged 88% “[full] compliance with [some] limitations” in DSS evaluations of approximately 50% of field operations
- Recruitment of field safety advisers with suitable profile and technical skills continues to be a challenge

100% of field operations meet DSS standards of compliance with MOSS guidelines

Support coverage is provided and field safety advisers are deployed in a timely manner to assist offices to respond to sudden or unforeseen security needs