

**MINISTRY OF FOREIGN AFFAIRS OF DENMARK**  
**DANIDA** | INTERNATIONAL  
DEVELOPMENT COOPERATION



**Strategy for Denmark's Co-  
operation with United Nations  
High Commissioner for Refugees  
(UNHCR)**

**2014-2016**

**February 2014**

## 1. Introduction

This strategy for the cooperation between Denmark and the Office of United Nations High Commissioner for Refugees (UNHCR) defines Danish priorities in relation to UNHCR's work, and outlines the basis for the Danish cooperation with and financial support to UNHCR. In doing so it builds on the new "Humanitarian Partnership Framework Agreement 2013-2015" signed in July of 2013.

When the Office of the United Nations High Commissioner for Refugees (UNHCR) was established in 1951, there were an estimated 1 million refugees to care for, the majority of whom were European. The number of people worldwide living forcibly displaced from their home by conflict or persecution is increasing. By mid-2013, the total population of persons of concern<sup>1</sup> to UNHCR was 38.7 million. This was the highest level on record and almost three million more than just six months earlier. . Over the past ten years the number of persons of concern for UNHCR has more than doubled. <sup>2</sup> UNHCR works in 124 countries and is mandated to provide international protection and assistance to refugees, returnees and stateless persons. While UNHCR does not have a general or exclusive mandate for internally displaced people (IDPs), the organisation has been authorised by the United Nations General Assembly to be involved operationally under certain circumstances in enhancing protection and providing humanitarian assistance to this group as well<sup>3</sup>.

The work of UNHCR is based on humanitarian principles of neutrality, independence and impartiality which are essential for preserving humanitarian space. The understanding of refugee protection as humanitarian work, meaning that actions are taken with the sole concern of ensuring the safety and welfare of the refugees, allow countries of asylum to respond to the needs of refugees without passing judgment on the country of origin. It also helps to ensure broad political support for the work of the UNHCR. Through its work related to the nexus between humanitarian and development issues, UNHCR also contributes to global development efforts, including the achievements of the Millennium Development Goals among populations of concern<sup>4</sup>. UNHCR has an environmental protection strategy that is supportive of furthering the objective of sustainable development in respect of its work. Among the strengths of the organisation are a broad-based partnership network, long-standing and wide field experience and presence and commitment to effectiveness and reform.

### 1.1 UNHCR and the Transformative Agenda

Following the UN summit in 2005 a Humanitarian Reform process was initiated by the UN Emergency Relief Coordinator (ERC, the Under-Secretary-General in charge of the UN Office of Coordination of Humanitarian Affairs, OCHA) and the Inter-Agency Standing Committee (IASC)<sup>5</sup> to improve the effectiveness of humanitarian response through greater predictability, accountability, responsibility and partnership. The result is normally referred to as the

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<sup>1</sup> A generic term used to describe all persons whose protection and assistance needs are of interest to UNHCR. These include refugees under the 1951 Convention, persons who have been forced to leave their countries as a result of conflict or events seriously disturbing public order, returnees, stateless persons, and, in some situations, internally displaced persons. UNHCR's authority to act on behalf of persons of concern other than refugees is based on General Assembly resolutions.

<sup>2</sup> Report of the United Nations High Commissioner for Refugees, part II: Strategic Review pursuant to General Assembly Resolution 58/153. UNHCR Mid-Year Trends 2013

<sup>3</sup> UNHCR: "Note on the Mandate of the High Commissioner for Refugees and his Office", 2013.

<sup>4</sup> Danida 2013: "Danish Multilateral Development Cooperation Analysis". Copenhagen, 2013

<sup>5</sup> IASC comprises UN humanitarian agencies, the Red Cross Movement, IOM and NGO's.

Transformative Agenda (TA). In order to strengthen humanitarian response a cluster system was developed to ensure clear leadership at section level and clarify the division of labour among various organisations by better defining their roles and responsibilities in various sectors of the response<sup>6</sup>. As a member of IASC UNHCR plays a key role in ensuring the success of system-wide reforms to improve humanitarian response. UNHCR has assumed the role of global cluster lead for Protection as well as co-leadership in the areas of Camp Coordination/Management (with IOM), and emergency shelter (with IFRC). The inter-agency coordination approach of the Humanitarian Reform and the Transformative Agenda also largely defines UNHCR's involvement with regard to internally displaced people<sup>7</sup>. In its role as cluster lead, UNHCR has contributed to norms and standards on international humanitarian response. It has also developed tools and guidelines for use internally and by other cluster actors to ensure greater coherency and quality standards in humanitarian response. The specific mandate for protection and assistance to refugees provided in the 1951-convention, give UNHCR a specific place in the global humanitarian system, including in respect of the coordination of the responses to these issues, which occasionally creates a number of coordination challenges with OCHA, which undertakes overall coordination of humanitarian activities. The High Commissioner and the Emergency Relief Coordinator are aware of this, and are developing coordination models, which can solve the problems.

### *1.2 UNHCR's Global Strategic Priorities: Main objectives for 2014-15*

In carrying out its operations as well as performing as an organisation, UNHCR has developed a number of "Global Strategic Priorities" (GSPs) that are intended as a common set of key priorities and a "blueprint" for planning in UNHCR's operations worldwide<sup>8</sup>. The GSP's are divided in two categories: the operational GSP's, which direct activities in the field with focus on critical areas of concern in protecting, assisting and seeking solutions for people of concern for UNHCR; as well as support and management GSP's, which guide work at headquarters and regional offices. The latter intends to improve the organisation's effectiveness in areas such as protection, financial accountability, emergency response and humanitarian coordination.<sup>9</sup>

The GSP's set out key objectives of the organisation. They are assessed through a number of "impact indicators" providing important insight into how UNHCR is performing. Furthermore, the "Global Engagements" are presented in order to provide reporting on progress and achievements.<sup>10</sup> There is a high degree of convergence between UNHCR's GSP's and the priorities of Danish Humanitarian Assistance, which is elaborated in Chapter 6 on "*Monitoring and reporting*".

## **2. Relevance and Justification of Future Danish Support**

Denmark's humanitarian assistance aims to protect the most vulnerable populations, not least refugees and internally displaced people. The primary objectives of Denmark's humanitarian

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<sup>6</sup> See Annex I: Global Cluster Lead Agencies.

<sup>7</sup> UNHCR: "Note on the Mandate of the High Commissioner for Refugees and his Office", 2013.

<sup>8</sup> UNHCR's Result Based Management contains 64 objectives in which the key objectives are termed the GSP's. This entails that many elements related to organisational management and performance are measured and monitored by the organisation, however, although not part of the GSP's.

<sup>9</sup> UNHCR: Informal Consultative Meeting on Global Strategic Priorities for 2014-2015, 5 February 2013

<sup>10</sup> See Annex II: "Global Strategic Priorities 2014-2015", from UNHCR "Global Appeal 2014-15", published December 1, 2013.

action are to save and protect lives, alleviate suffering and promote the dignity and rights of civilians in crisis situations; as well as to initiate recovery and building resilience<sup>11</sup>. An integral part of the strategy is to strengthen cooperation and partnerships with multilateral organisations, in particular the UN, in crisis situations.

UNHCR has for many years been a key partner in Danish humanitarian assistance. The Transformative Agenda has only further strengthened the organisation's relevance with its recognition of UNHCR's role as global cluster lead on protection, as well as co-lead on camp coordination/management and emergency shelters.

UNHCR contributes directly to the implementation of the priorities of Danish humanitarian and development cooperation by protecting those most vulnerable, including refugees and IDP's and improving their living conditions by working for durable solutions, while simultaneously assist host communities through the provision of services and capacity building. On the basis of the human rights-based approach to development, Denmark has welcomed UNHCR's efforts to integrate human rights across its operations, with focus on the rights of displaced people – and with a particular cross-cutting emphasis on e.g. age- and gender specific rights. The Danish Multilateral Development Cooperation Analysis of April 2013 concludes that UNHCR is among the five organisations perceived as most relevant for Danish development priorities<sup>12</sup>. UNHCR is generally positively assessed and reviewed by other donors DFID's Multilateral Aid Review from 2011 assessed that UNHCR provided "good value for money" for British development aid (2011). A similar assessment of the organisation was made by the Dutch Ministry for Foreign affairs in 2013 (Scorecard UNHCR. Haag 2013). UNHCR was rated between "Strong" and "Very strong" in a number of areas in the Multilateral Assessment of UNHCR made by the Australian Government and AusAID in 2012.

### **3. Background on UNHCR and Lessons Learned**

#### *3.1 The mandate of the High Commissioner for Refugees*

UNHCR's mandate empowers it to provide international protection and humanitarian assistance to refugees and other persons of concern, while seeking lasting solutions to their plight. It aims to ensure that everyone can exercise the right to seek asylum and to find safe refuge in another country with the option to return home voluntarily, integrate locally or resettle permanently in another third country<sup>13</sup>.

The mandate of the High Commissioner for Refugees, and thus the role and functions of UNHCR, is set out in the statute of the Office from 1950, the 1951 Refugee Convention and its 1967 Protocol<sup>14</sup> and has been elaborated in subsequent resolutions of the United Nations General Assembly. UNHCR's core mandate is to pursue protection, assistance and solutions for refugees. UNHCR has an additional mandate concerning issues of statelessness, as it is given a designated role under Article 11 of the 1961 Convention on the Reduction of Statelessness.

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<sup>11</sup> Ministry of Foreign Affairs of Denmark: "Strategy for Danish Humanitarian Action 2010-2015". Copenhagen, 2009

<sup>12</sup> Danida 2013: "Danish Multilateral Development Cooperation Analysis". Copenhagen, 2013; DFID's "Multilateral Aid Review" (2011). AusAID: "Multilateral Assessment UNHCR", 2012; & Dutch Ministry for Foreign affairs: "Scorecard UNHCR", 2013.

<sup>13</sup> UNHCR's Mission Statement, "Global Report 2012". Geneva 2012; AUSAID: Australian Multilateral Assessment for UNHCR. 2012

<sup>14</sup> Report of the High Commissioner for Refugees, Part I: Covering the period 1 January 2012 – 30 June 2013.

The Office has also been requested by the General Assembly to promote the 1954 and 1961 Statelessness Conventions, and to help prevent statelessness by providing to States technical and advisory services on nationality, legislation and practice. Since the UN's humanitarian reform process launched in 2005, the Office has assumed a larger role with respect to internally displaced persons (IDP's). Six decades after its creation, populations of concern to UNHCR now include refugees, returnees, internally displaced persons (IDPs) and stateless people.

### *3.2 Governance of UNHCR*

UNHCR is governed by an Executive Committee (ExCom), which formally is a subsidiary organ of the UN General Assembly, and which is open to all member states who wishes to support the Office. The High Commissioner reports annually to the General Assembly. At its next session in October 2014, ExCom will include 87 members, 10 observer states and 36 observer organisations. The Committee's main function is to approve the budget of the High Commissioner's assistance programmes, advise the High Commissioner in the exercise of his functions (including through policy guidance and the adoption of conclusions on international refugee protection), and oversee the Office's finances and administration. ExCom meets in plenary session for one week every year, and has inter-sessional Standing Committee meetings every three to four months. Due to the size of the ExCom, activities are led by a bureau of 4 officials elected for a one-year period, with members representing Europe, Africa, Asia and Latin America respectively.

### *3.3 UNHCR's budget*

In 2010 and with the full support of member states UNHCR moved from a budget based on estimated donor contributions to a budget based upon an assessment of global humanitarian needs. The change from income- to needs-based budgeting has resulted in a significant growth in the budget leading to a wider funding shortfall in which income is now generally below 2/3 of the budget. The increasing gap between the assessed extent of need and UNHCR's ability to respond by way of funding creates a more visible situation of needs left unmet. It also emphasize the need to focus on how the organization prioritises and plans as well as changes priorities during the course of the year to adjust to developments.

Voluntary contributions from donors are crucial for UNHCR as only 3% of income comes from the regular UN-budget. Donor support for UNHCR's activities has significantly increased in recent years as global needs have evolved. This upward trend is expected to continue in 2014 as the budget recently approved by the Executive Committee is around USD 5.3 billion, but as stated above it is also clear that donor support will most probably continue to fall short of UNHCR's assessment of the global needs. In 2014 the office expects donor contribution at the level of 3 billion USD plus. These are many unknowns, however, in this equation, not least developments in and around Syria, as the conflict deepens.

### *3.4 The MOPAN assessment*

According to the Multilateral Organization Performance Assessment Network (MOPAN) assessment from 2011, UNHCR is recognised for contributions to inter-agency processes and is a strong contributor to common/joint needs assessments and to inter-agency plans and appeals. It also engages fully in Common Humanitarian Action Plans (CHAP) in countries where this programming is being utilised, and it participates in joint missions. However, the assessment also suggests that UNHCR could improve its sharing of relevant information with

partners and disbursing of technical cooperation through coordinated programs<sup>15</sup>. Although concrete steps have been made to improve performance, UNHCR should continue and strengthen its cooperation with partners on needs assessments, support to the Humanitarian Coordinator (HC) system and sharing of information.

### 3.5 Structural and administrative reforms

Under the leadership of the present High Commissioner, Antonio Guterres, UNHCR has undertaken significant structural and administrative reforms in order to become more effective and efficient. Headquarter staff in Geneva has been reduced from more than 1,000 persons in 2006 to less than 700 today. The cost of management and administration has been reduced from 7 % in 2006 to 5 % in 2012, and programme support from 24 % to 12 %, meaning that 83 % of expenditures now (2012) go to programme delivery, as compared to 69 % in 2006. This does, of course, not only reflect efficiency measures: UNHCR's operations have more than doubled since 2006, and bigger operation also means more cost saving opportunities<sup>16</sup>.

## 4. Denmark's partnership with UNHCR and policy priorities

Denmark has a long-standing relationship with UNHCR, dating back to Denmark's signing of the 1951 Convention and membership of the UNHCR Executive Committee since its establishment in 1958. Denmark takes active part in the annual sessions of the Executive Committee as well as participates in other formal and informal meetings during the year. Denmark will serve as 2. vice-chair of the Bureau for the 65<sup>th</sup> session from October 2013 to October 2014<sup>17</sup>.

According to UNHCR's Global Report 2012, Denmark is ranked as the 10<sup>th</sup> largest governmental donor overall with a total contribution of USD 58.14 million. However, looking only at the un-earmarked funding, Denmark was the 5<sup>th</sup> largest donor with a contribution of USD 28.69 million in regular resources.

Denmark's relations with UNHCR are guided by the overall priorities of the strategy for Denmark's development cooperation "*The Right to a Better Life*" from 2012 as well as the priorities of the "*Strategy for Danish Humanitarian Action 2010-2015*"<sup>18</sup>, in particular those related to the Protection of conflict affected populations with a focus on vulnerable groups, and Strengthening Partnerships. Within the broader objective of protecting conflict affected populations, it is a particular priority for Denmark's humanitarian assistance to address complex challenges related to displacement and forced migration, to strengthen protection of refugees and internally displaced peoples (IDPs), and to find durable solutions for refugees and IDPs as the ultimate protection goal.

In 2013 Denmark's relationship with UNHCR has been further strengthened with the signing of the "*Humanitarian Partnership Framework Agreement 2013-15*". This strategy builds on the

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<sup>15</sup> MOPAN: Assessment of UNHCR, 2011

<sup>16</sup> Report of the United Nations High Commissioner for Refugees, part II: Strategic Review pursuant to General Assembly Resolution 58/153

<sup>17</sup> Denmark was elected among the members of the Europe-regional group and may, subject to this groups approval, become chair of Excom at its 67<sup>th</sup> session in 2015-2016.

<sup>18</sup> Among the priorities in the Humanitarian Strategy is e.g. responding to the needs of people affected by armed conflict; addressing the underlying causes of vulnerability through building better links between relief and development; and promoting durable solutions for displaced people through comprehensive means.

vision and elements inherent in the Partnership Agreement as the agreement has clearly formulated strategic priorities for Denmark<sup>19</sup>. These priorities draw from the Humanitarian Strategy as well as the Danish Regions of Origin Initiative (ROI)<sup>20</sup>. The overall objective of the ROI is to help secure access to protection and durable solutions for refugees and internally displaced persons as close to their home as possible. Protection and durable solutions therefore also involves building capacities to address regulation of migration. In order to have a comprehensive Government response it also involves questions of local integration or naturalization of migrants and refugees<sup>21</sup>.

Denmark supports a more strategic, coherent and results based approach to solutions for UNHCR's persons of concern. The new Partnership Agreement is forward looking and provides new funding modalities for UNHCR as well as increases in the level of funding<sup>22</sup>. With the new partnership agreement some of the earlier earmarked contributions is replaced with a fixed annual contribution allocated on the basis of annual bilateral consultations. Thereby, the agreement improves funding predictability and operational flexibility for UNHCR and it introduces regular high-level dialogue meetings, thus providing a constructive framework for consultations on priorities, performance and results.

This strategy sets out a 3-year programme of support to UNHCR with particular view to five policy priorities of Denmark corresponding with both operational and organisation Global Strategic Priorities of UNHCR. These policy priorities are:

*Policy priority 1: Providing international protection and humanitarian assistance to refugees and other people of concern.*

The strategy for Denmark's development cooperation "The Right to a Better Life" implies that a human rights based approach to development (HRBA) will be an overarching theme in Denmark's bilateral and multilateral development cooperation. There is a strong convergence between UNHCR's overall mandate to provide international protection to refugees and other persons of concern and the Human Rights Based Approach (HRBA). In fulfilling its mandate, UNHCR helps to ensure the protection and respect for human rights. Several of the rights included in the Universal Declaration of Human Rights are in practise encompassed in the work of UNHCR<sup>23</sup>.

Denmark strongly supports the principle of non-discrimination, which includes gender equality. Women and girls comprise about half of any refugee, internally displaced or stateless

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<sup>19</sup> Thus, this strategy replaces the current "UNHCR Joint Institutional Strategy with Denmark and Canada 2010-13.

<sup>20</sup> The specific objectives of the ROI are to: i.) Improve living conditions and protection for targeted groups of forced migrants including refugees, IDPs, rejected asylum seekers and host populations. ii.) Support the safe and dignified return of forced migrants to their place of origin and assist their reintegration. iii.) Assist with support to self-reliance or local integration in the country of asylum where possible in line with existing integration/resettlement policies. iv.) Strengthen capacities of asylum and migration authorities in developing countries to address mixed migratory flows. v.) Promote, primarily through the EU and innovative pilots, international cooperation within the field of migration and development.

<sup>21</sup> "The Danish Regions of Origin Initiative – Part 1 Strategic Framework", 2008.

<sup>22</sup> Hitherto, UNHCR has received three different types of grants from Denmark: A core grant (around DKK 130 mio. Before 2012), earmarked contributions to UNHCR programs in a few protracted displacement situations that were in line with overall geographical priorities for Danish development assistance (around DKK 80 mio per year); and earmarked grants in response to UNHCR emergency appeals (annual average of DKK 75 million).

<sup>23</sup> These rights include e.g.: right to life, liberty and security of the person; recognition as a person before the law; equality before the law and equal protection of the law; freedom of movement and residence within a country; right to leave one's country and to return; right to seek asylum; and right to a nationality.

population. UNHCR works to promote gender equality and ensure their equal access to protection and assistance. The integration of a gender perspective cuts across all sectors.

Prevention of, and response to, sexual and gender-based violence is directly linked to the protection of human rights. In situations of displacement, women and girls face specific risks and are less likely than men and boys to have access to their rights. Particularly discrimination and sexual and gender-based violence can be exacerbated. Community support structures break down and traditional or formal justice systems may not uphold women's rights. Unaccompanied women and girls, women heads of households and pregnant, disabled or older women may face particular challenges.

While relevant policies with regard to gender equality as well as sexual and gender based violence is in place, UNHCR still needs to improve its roll-out of the strategies to the field as well as establish more precise data collection on gender and age<sup>24</sup>.

### *Policy priority 2: Finding durable solutions to protracted displacement situations*

Denmark welcomes UNHCR's commitment to the achievement of durable solutions, particularly with regard to protracted conflicts. We support UNHCR's efforts to pursue the full range of durable solutions, be it voluntary repatriation, local integration or resettlement to a third country. All three are regarded as durable because they promise an end to displacement and to the need for international protection and dependence on humanitarian assistance.

The achievement of a durable solution for a person of concern is the ultimate objective of UNHCR. However, balancing and prioritising between immediate humanitarian needs as basic protection and care and maintenance activities versus the search for a durable solution as a long term development goal is difficult. UNHCR needs to maintain this goal high on their agenda as well as donors need to be willing to provide funds for both ends, even in times of scarce resources. This underlines the need for solid monitoring and reporting on progress made in durable solutions.

Denmark realizes that durable solutions for refugees and IDP's will require 'closing the gap' between relief and development; and increasing the engagement and cooperation – from an early stage – between humanitarian organisations, development agencies and governments. The Secretary General's Policy Initiative on Durable Solutions is an important initiative and highlights the importance of working together. Denmark will also maintain its engagement in the Transitional Solutions Initiative (TSI+) and work with key partners to expand the participation of governments, agencies, NGO's, companies and other potential partners in finding durable solutions. These collaborative efforts are expected to intensify over the next few years, both at political and conceptual level, and with regard to specific country situations.

### *Policy priority 3: Coordinated and Efficient Humanitarian Action*

The last three years have added a series of significant humanitarian crisis to the already long list of protracted situations, which serve to illustrate the crucial importance of coordinated and efficient humanitarian action. Three crises evolved in 2011 in Côte d'Ivoire, Libya and Somalia. 2012 witnessed acute crisis unfolding simultaneously in Congo, Mali, Sudan/South Sudan. In 2013 the situation in Syria, categorised as a level 3-emergency, generated over 2 million

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<sup>24</sup> UNHCR's new results based management system – Focus (software system) currently lacks disaggregated sex and age data.



refugees from Syria to its neighbouring countries<sup>25</sup>. UNHCR and other humanitarian agencies must work together effectively to prepare for, and respond to, large as well as smaller emergencies.

UNHCR's leadership role in the responding to refugee emergencies is recognised in the Transformative Agenda Protocols as follows: "...in emergencies which involve refugees, the UNHCR Representative has the mandate to prepare for, lead and coordinate the refugee response"<sup>26</sup>. Protection is broadly defined within the IASC policy framework as "All activities aimed at ensuring full respect for the rights of the individual in accordance with international human rights law, international humanitarian law and refugee law."<sup>27</sup> OCHA's specific role in relation to protection is to support an effective and coordinated approach. Thus, OCHA does not provide direct protection service. However OCHA does have a role to play to ensure effective humanitarian action. This is a balancing act depending on trust and goodwill of all actors who are often in competition for visibility and scarce funds.

Through the Executive Committee as well as in the annual consultations Denmark will continue to discuss UNHCR's role in the implementation of the Transformative Agenda and Inter Agency cooperation. We appreciate the engagement of UNHCR in the Transformative Agenda and commend UNHCR for its key role in the clusters both globally and at the country level. We will encourage the continuing dissemination of the principles of the Transformative Agenda throughout the organisation, ensuring that these are fully institutionalised.

Denmark recognizes UNHCR's mandated lead role for the provision of international protection to refugees and for seeking permanent solutions for refugees. We also note OCHA's specific competence in the field of coordination and information management. We will urge both agencies to work pragmatically and mutually support the other in the field while respecting the other's leadership role. Increased dialogue between the two and joint solutions would be welcome.

#### Policy priority 4: Efficiency and Effectiveness of UNCHR

UNHCR has demonstrated results in responding timely to emergencies. As noted in the Global Report of 2012, it has "*placed enormous stress on the organisation's human and financial resources, stretching our capacity beyond what we would have been able to cope with just a few years ago.*"<sup>28</sup> Thus, UNHCR has managed to deal with a number of acute emergencies during the last three years alongside the many protracted refugee situations around the world. It has the capacity to respond to new emergencies affecting up to 500.000 people and can mobilise over 300 trained personnel within 72 hours. UNHCR works well in fragile contexts with experienced staff.

In 2006 UNHCR initiated a broad programme of organisational and administrative reforms aiming at becoming more effective and efficient in meeting the needs of people of concern and more results-oriented in its way of operating. The organisation has made significant progress in implementing Results Based Management (RBM). The format of the annual Global Report has improved; the Global Strategic Priorities have been further reduced in number to become more targeted and clear. Moreover, overall staff costs were decreased, headquarter staff has been significantly reduced, administrative functions have been outposted from Geneva to

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<sup>25</sup> Report of the High Commissioner for Refugees, Part I: Covering the period 1 January 2012 – 30 June 2013.

<sup>26</sup> UNHCR: ICM on UNHCR's Implementation of the Transformative Agenda "Briefing Paper", 2013

<sup>27</sup> OCHA: "Policy instruction: OCHA's role in supporting protection: International and field level responsibilities". 2007.

<sup>28</sup> UNHCR: "Global Report", 2012.

Budapest and the recommendations from the External Board of Auditors are being implemented.

With the Partnership Agreement Denmark has established a mechanism of funding that enables UNHCR, at its own discretion to react quickly and flexibly to emergencies. While we find the administrative reforms welcome, it is important that UNHCR maintains the necessary capacity and quality of oversight, administration and competence development of staff also at headquarter level.

*Policy priority 5: Prevention of fraud and corruption*

UNHCR is a potential victim of fraudulent acts by either its staff or external parties. In July 2013, UNHCR published a "*Strategic Framework for Prevention of Fraud and Corruption*" outlining concrete steps towards reinforcing its efforts to effectively address fraud and corruption. The framework responds to its operational and administrative environment, while taking advantage of lessons learned and best practices developed in the course of preventing, detecting, investigating and sanctioning fraud and corruption.<sup>29</sup> The framework intends to serve as a clear reference for the purpose of awareness, advocacy, implementation and monitoring.

It is UNHCR's responsibility to ensure that its resources are being used for the intended purposes which also includes resources administrated or controlled by its staff or by individuals or entities representing UNHCR or implementing its projects. The staff has a duty to report instances of misconduct as well as any information in relation to possible misconduct to The Inspector-General's Office who is responsible for investigation. Cases of both fraud and presumption of fraud are reported to the United Nations General Assembly. The cases are also reported to the Executive Committee, through inclusion in the UNHCR financial report and financial statements as audited by the United Nations Board of Auditors.<sup>30</sup>

Denmark supports that UNHCR applies a zero-tolerance approach to fraudulent acts whether committed by staff or external consultants, contractors, implementing partners and/or other parties with a contractual link to UNHCR. The zero-tolerance approach means that the organisation will pursue all allegations falling under the framework and that appropriate measures or contractual remedies will be applied in the situation where the allegations is substantiated.<sup>31</sup>

We will follow and monitor UNHCR efficient and effective use of funds as well as efforts to prevent the misuse of funds. We will study the reports from the board of auditors as well as engage in discussions in the Standing Committee or other specific meetings on these issues.

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<sup>29</sup> UNHCR: Strategic Framework for Prevention of Fraud and Corruption, 2013.

<sup>30</sup> UNHCR Strategic Framework for Prevention of Fraud and Corruption, July 2013, Reporting and monitoring, page 15.

<sup>31</sup> UNHCR Strategic Framework for Prevention of Fraud and Corruption, July 2013, Zero tolerance approach, page 5.

## 5. Preliminary Budget Overview

Danish contribution to UNHCR	2014	2015	2016
<b>Core funds</b> (un-earmarked)	160	160	160
<b>Innovation funds</b> (earmarked)	20	20	20
<b>Emergency Response Fund</b> (flexibly earmarked)	50,5	50,5	50,5
<b>Contribution to UNHCR's efforts in protracted situations</b> (earmarked) <sup>32</sup>	90	90	90
<b>Totals<sup>33</sup></b>	320,5	320,5	320,5

(Contribution in DKK million.)

The "Humanitarian Partnership Framework Agreement between Denmark and UNHCR 2013-2015" softens earmarked contributions as well as introduces new and more flexible funding to UNHCR's efforts in areas in line with Danish priorities. Moreover, rather than earmarked contributions to specific projects and softly earmarked contributions to regional operations; the grant is now focused on UNHCR's work on solutions in protracted situations as well as to provide greater flexibility to emergency response needs. Thus, the agreement improves funding predictability and operational flexibility for UNHCR. This is further outlined below. Finally, it should be noted, that the overall Danish contribution to UNHCR under this agreement has increased to around DKK 320,5 million annually, excluding possible additional emergency contributions to respond to unfolding crisis.

**Table 2: The framework for allocation of the Danish annual grant to UNHCR:**

Grant:	Description:
<b>I. Core contribution</b>	To support UNHCR in fulfilling its mandate of providing international protection and humanitarian assistance to refugees and other persons of concern, while seeking lasting solutions to their plight. This contribution is un-earmarked and supports all four pillars (refugees, stateless, reintegration and IDP's) of UNHCR's work.
<b>II. Specific Danish Contribution (Innovation funds)</b>	<p>The specific Danish contribution offers UNHCR a significant new opportunity to innovate, experiment and catalyse efforts to resolve protracted displacement situations. UNHCR may propose activities where it can make a clear difference, including through the piloting of new strategies and operational approaches that can be proven and later taken to scale; building new partnerships with development actors and the private sector; bringing in special expertise, such as economic modelling, urban and rural development; and building UNHCR's own capacity possibly through research, training, and the development of new tools and knowledge management.</p> <p>The ultimate goal is to support solutions with a tested menu of tools, methodologies and partnerships that UNHCR can draw upon across geographic contexts to develop solutions strategies in protracted situations and incorporate in new emergencies to reduce the creation of new protracted situations.</p>

<sup>32</sup> Until the end of 2017, DKK 27 mill. of the DKK 90 mill. will be earmarked to the UNHCR reintegration programme in Afghanistan and neighbouring countries (SSAR).

<sup>33</sup> The numbers for 2015-2016 are preliminary and subject to parliamentary approval.

	Plans for use of the funds will be discussed and formally approved by Denmark during the annual consultations.
<b>III. Emergency Response Fund</b>	This entails a very soft earmarking of a contribution to be administered and used by UNHCR at its own discretion, thus highly flexible, for emergency response purposes during the course of the financial year. Thus, different from contributions provided to a Flash Appeal. Funds are put into a reserve pledge at the beginning of each year. How allocations will be made is entirely up to UNHCR, however, the Partnership Agreement includes specification on when to inform Denmark depending on the size of the allocation.
<b>IV. Contributions to UNHCR's efforts in protracted displacement situations and in support of durable solutions</b>	<p>This contribution will allow for earmarked allocations in support of selected operations of a protracted nature and with a focus on supporting durable solutions, either through local integration or voluntary repatriation and re-integration.</p> <p>The selection of operations that are to receive Danish support will be confirmed during the annual consultations, based upon a proposal from UNHCR that takes its point of departure in the geographical priorities guiding Danish engagement in protracted displacement crises. This contribution is to be used within a solutions-focused framework rather than care and maintenance. UNHCR will retain full decision-making regarding the sectors. In line with this and considering a high level of overall predictability in Danish priorities, UNHCR will use the Danish funding as part of a financial basis for developing multi-year planning frameworks for protracted displacement situations. This will allow for a long-term perspective that is expected to enhance the ability of UNHCR to link up with development actors in pursuit of joint solutions strategies for protracted displacement situations.</p>

(Source: The "Humanitarian Partnership Framework Agreement between Denmark and UNHCR 2013-2015")

## 6. Monitoring and Reporting

UNHCR’s Global Strategic Priorities (GSP’s) for 2014-15 emphasise areas of critical concern to the Office with regard to provide protection and assistance and to seek solutions for refugees and other people of concern. In the biennium of 2014-2015 UNHCR has 8 operational GSP’s and 8 support and management GSP’s<sup>34</sup>. As noted, there is strong convergence between UNHCR’s GSP’s and the Danish policy priorities as described above, which is outlined in table below:

Danish policy priority	UNHCR GSP	UNHCR Impact Indicator
<b>Providing international protection and humanitarian assistance to refugees and other people of concern.</b>	<u>Favourable protection environment</u> Ensuring access to territorial protection and asylum procedures; protection against refoulement; and the adoption of nationality laws that prevent and/or reduce statelessness.	Extent law is consistent with international standards relating to refugees  Extent law and policy is consistent with international standards relating to internal displacement  Extent law is consistent with international standards on prevention of statelessness.
	<u>Security from violence and exploitation</u> Reducing protection risks faced by person of concern, in particular, discrimination, sexual and gender based-violence and specific risks faced by children.	Extent known SGBV survivors receive appropriate support.  Extent community is active in SGBV prevention and survivor centred protection.  % of unaccompanied and separated children for whom a Best Interest Determination process has been initiated or completed.  Extent children of concern have non-discriminatory access to national child protection and social services.
	<u>Community empowerment and self-reliance</u> Promoting active participation in decision making of persons of concern and building coexistence with hosting communities.  Promoting human potential through increased opportunities for quality education and livelihoods supports.	% of active female participants in leadership/management structures.  Extent local communities support continued presence of person of concern.  % of persons of concern (18-59 yrs) with own business/self-employed for more than 12 months.  % of primary school-aged children enrolled in primary education.

<sup>34</sup> Following review of the 2012-13 GSP and consultations with Member States and NGO’s a new GSP on “Coexistence with hosting communities” have been included. See Annex II: “Global Strategic Priorities 2014-2015”, from UNHCR “Global Appeal 2014-15”, published December 1, 2013.

<b>Finding durable solutions to protracted displacement situations</b>	<u>Durable solutions</u> Expanding opportunities for durable solutions for persons of concern, particular those in protracted situations, including through strengthening the use of comprehensive approaches and contributing to sustainable reintegration, local settlement and successful resettlement in third countries.	% of persons of concern with intention to return who have returned voluntarily.  % of persons of concern opting for local integration who have locally integrated.  % of persons of concern submitted for resettlement who departed for resettlement.
<b>Coordinated and Efficient Humanitarian Action</b>	UNHCR makes effective use, and contributes to improving humanitarian coordination mechanism.	Effective leadership is established for cluster and inter-agency coordination at global and operational levels
<b>Efficiency and Effectiveness of UNCHR</b>	UNHCR effectively prepares for and responds to emergencies.  UNHCR's operations deliver quality protection to persons of concern and effectively advocate for their rights.  Results-based management (RBM) informs operational decision-making and resource allocation.	Emergency deployment of staff, including those with appropriate leadership and management capacity, is predictable and timely.  Global protection capacity and response is strengthened through direct operational support and enhanced monitoring.  Operational performance is monitored and analysed with a focus on results, and support is provided to the field for adoption of RBM Monitoring established and first delivery of relief occurs within three days from the onset of an emergency.
<b>Prevention of fraud and corruption</b>	UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight.	Financial management at UNHCR HQ and in the fields is strengthened, and adequate internal control infrastructure is in place. Accounts are recorded in full compliance with IPSAS and UNHCR endeavours to benefit from it to the maximum extent. Risk registers are operational at country level; risk management has been fully incorporated into management systems.

Denmark will follow UNHCR's monitoring and reporting and not produce specific Danish progress reports. Denmark will assess and discuss our policy priorities through participation in formal and informal meetings, engaging in thematic briefings as well as in connection with the

annual consultations in line with the Partnership Agreement. It has been agreed that UNHCR will provide Denmark with e.g. the following reports:

- UNHCR's annual Global Report, including detailed country chapters with achievements against priority targets. This will be accepted by Denmark as UNHCR's consolidated reporting mechanism;
- UNHCR's annual financial report and audited financial statements (and audit report), as submitted to UNHCR's Executive Committee and to the Fifth Committee of the General Assembly of the United Nations;
- For the Specific Danish Contribution/innovation fund (DKK 20 mio.), a report presented to Denmark in advance of the annual consultations;
- The Partnership Agreement further outlines reporting requirements for the different types of loosely ear-marked contributions allocated to UNHCR.

Within this framework, the Mission will report on developments under the Organization Strategy in accordance with the new multilateral guideless.

## **7. Risks and Assumptions**

UNHCR faces several important challenges. Some challenges are primarily externally driven, while others are internal. Among the most important at present are:

### *Risk no. 1: Risk of deterioration of the global protection environment*

In performing its function UNHCR is depending on the generosity of countries hosting refugees. Hosting refugees creates strain on countries' economy, society, services, infrastructure, environment and security. In 2012, Pakistan was still the country hosting the largest number of refugees, followed by Iran. In relation to population size, Jordan hosts the highest number of refugees per 1.000 inhabitants followed by Chad and Lebanon<sup>35</sup>. As noted, UNHCR is primarily mandated to provide international protection, humanitarian assistance and to seek permanent solutions for persons of concern. The effective exercise of this mandate, thus hinge upon the continuing commitment from member states to cooperate with the office. This also entails member states to exert pressure on each other to uphold and respect their obligations vis-à-vis the Office. A number of instances continue to occur in various regions, including e.g. obstructed access to territory or to asylum procedures, border closures, and pushbacks of vessels carrying asylum-seekers at sea<sup>36</sup>. This underlines the importance of preserving asylum space, safeguarding access to protection and ensuring freedom of movement consistent with international refugee law. Governments have an important role to play in supporting UNHCR in this respect.

### *Risk no. 2: Diminishing possibilities for resettlement*

While voluntary return and local solutions remain top priorities for UNHCR, resettlement in third countries remains an essential part of the concept of durable solutions and a politically important element in maintaining a "balance" between the three kinds of durable solutions. On the positive side, the number of resettlement countries expanded to 27 in 2012. However, financial crisis, global change of sentiment towards refugees and other factors may diminish

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<sup>35</sup> Report of the High Commissioner for Refugees, Part I: Covering the period 1 January 2012 – 30 June 2013.

<sup>36</sup> Report of the High Commissioner for Refugees, Part I: Covering the period 1 January 2012 – 30 June 2013.

the possibilities for resettlement in the future. A major gap remains between the needs and places available, with an estimated 800.000 refugees requiring resettlement and around 80.000 places made available in 2012<sup>37</sup>.

*Risk no. 3: Maintaining the high level of donor contributions.*

UNHCR has managed over the last five years to increase its level of donor contribution with record levels in both 2012 and 2013. In 2013 the Executive Committee approved the proposed biennial programme budget for 2014-2015 amounting to USD 5.30 billion and 5.18 billion for 2014 and 2015 respectively. However, donor governments are under pressure to reduce spending and find ways of countering the negative effects of the financial crisis, for instance by reducing their development assistance spending. It is therefore uncertain whether the current (2013) level of contributions can be sustained, let alone increase in 2014 and beyond.

*Risk no. 4: Preserving humanitarian space*

Due to the increasingly complex global political and security situation there has been a steady and incremental erosion of humanitarian space over the past decade with leading to growing insecurity of humanitarian staff. An analysis has shown that more civilian humanitarian aid workers are killed by acts of violence than in accidents and that almost half of the non-accidental deaths of aid workers were the result of ambushes on vehicles and convoys<sup>38</sup>. This risk applies to all humanitarian agencies working in conflict zones. UNHCR has lost 16 staff members during the last ten years<sup>39</sup>.

*Risk no. 5: Misuse of funds*

During the past five years there has been a significant increase in UNHCRs budget for operations and activities. Simultaneously, the number of NGO-implementing partners has grown to 957<sup>40</sup>. These partners, the majority of which are national organizations, vary considerably in size and capacity. Within the same period, UNHCR has undergone considerable administrative reforms, shrinking the amount of functions and staff at headquarter level. While it is generally assessed that corruption in the sense that UNHCR-staff would take bribes in conducting their work is low; the growing budget and increasing involvement of external partners may increase the risk of embezzlement of funds. As noted, UNHCR applies a zero-tolerance policy on cases of misconduct. The cases are reported via the Inspector General or Board of Auditors to the Executive Committee as well as the General Assembly.

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<sup>37</sup> Report of the High Commissioner for Refugees, Part I: Covering the period 1 January 2012 – 30 June 2013.

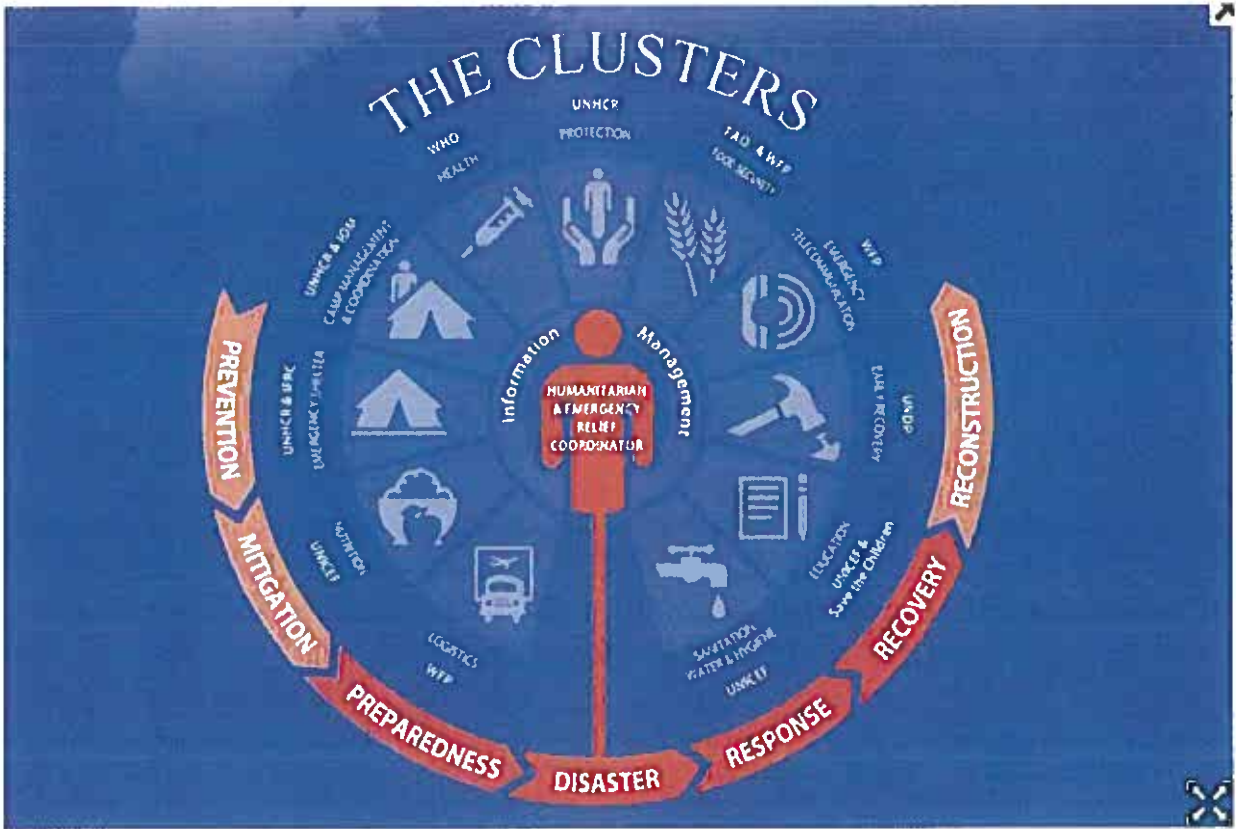
<sup>38</sup> IASC: Background document "Preserving Humanitarian Space, Protection and Security", New York 2008.

<sup>39</sup> Report of the United Nations High Commissioner for Refugees, part II: Strategic Review pursuant to General Assembly Resolution 58/153.

<sup>40</sup> UNHCR: "Global Report 2012"



**Annex I: Transformative Agenda: Overview of Cluster system**



# Global Strategic P

**U**NHCR's Global Strategic Priorities (GSPs) for 2014 and 2015 represent important areas where the Office is making concerted efforts through its operations to strengthen protection, improve the quality of life and seek solutions for refugees and other people of concern. Intended as a common set of key priorities and a "blueprint" for planning in UNHCR operations worldwide, they are meant to bring the programmes into line with international standards.

The Operational GSPs are complemented by a separate set of Support and Management priorities, which represent UNHCR's commitments to improving its organizational effectiveness in important areas ranging from protection and results-based management to financial accountability, emergency response and humanitarian coordination.

As in previous years, the GSP results are key inputs for UNHCR's programme cycle. The implementation of the 2014-2015 GSPs will build on achievements of the last biennium which have brought tangible differences to the lives of many refugees and others of concern. In addition, their implementation will address pressing needs that have been identified in a number of operations in recent years, through careful analysis of experience in using the 2012-2013 set. At Headquarters, the GSP results are an important lens for reviewing and approving operations plans submitted by the Field.

When analysing the operational GSPs and their impact on the lives of people of concern, the 20 impact indicators provide important insight into how UNHCR is performing; however, these should not be considered as providing the full picture

of a GSP area, which is much broader. UNHCR's institutional commitment is to pursue the 2014-2015 GSPs in a full and comprehensive way with field operations shaping their planning accordingly. This includes selecting relevant impact indicators, whether or not they are part of the GSP framework; setting baselines and targets; and reporting on progress.

#### REFINING THE GSPs 2014-2015

In 2012, the High Commissioner launched a review of the GSPs with UNHCR senior management and member States, including a comprehensive stocktaking of their relevance and use in field operations and at Headquarters. Overall, the review process confirmed that the GSPs for 2012-2013 – which had been carefully identified through broad consultations – remained relevant. It was agreed that continuity in terms of the content of the GSPs and sustained engagement toward their achievement over several years was important in order to achieve and measure progress.

An informal consultative meeting (ICM) of members of the Executive Committee and NGO partners in February 2013 identified several areas where the GSPs could be expanded or reinforced, and this information was taken into consideration in the revision process. For example, the 2014-2015 framework incorporates a new GSP which focuses on coexistence with hosting communities. The new set also reflects strengthened focus in such areas as gender, child protection and self-reliance. At the same time, the ICM affirmed support for the goals of keeping the priorities focused and manageable.

Following this consultative process, the High Commissioner approved the 2014-2015 GSPs at the beginning of March 2013. Going forward, UNHCR will continue to present "Global

Engagements" in order to provide comprehensive reporting on progress and to highlight trends in the GSP areas. The global engagements provide a lens for viewing and measuring UNHCR's achievements in the GSP areas from a global perspective. They aim to communicate the organization's commitment to maintaining or improving the living situation, or the circumstances of refugees and others of concern in all operations that have prioritized related activities. UNHCR's global engagements for 2014-2015 are shown in the right-hand column of the matrix in this chapter.

#### CHALLENGES IN IMPLEMENTING THE GSPs 2014-2015

Progress on the GSPs 2014-2015 depends upon a range of factors, not all of which UNHCR can control. The desired positive impact for people of concern can only be achieved in close collaboration and through well-coordinated activities with the displaced communities themselves and their hosting States, as well as the Office's other partners, including non-governmental organizations, UN agencies and national organizations. For example, UNHCR plays an important, but necessarily limited, role in promoting the enactment of new legislation on refugee protection, internal displacement and statelessness.

In other situations, deteriorating security conditions may interfere with access and prevent UNHCR from achieving targets. In emergencies, UNHCR operations managers may have to urgently reallocate available resources toward meeting critical, life-saving needs. This can effectively place different GSP areas, such as nutrition and durable solutions, in competition with each other. Resources will continue to be a key constraint as the Office embarks on implementation of the 2014-2015 priorities. ■

# riorities 2014-2015

## OPERATIONAL

### IMPACT INDICATOR

### GLOBAL ENGAGEMENT

#### Favourable protection environment

1. Ensuring access to territorial protection and asylum procedures; protection against *refoulement*; and the adoption of nationality laws that prevent and/or reduce statelessness

- ▼ Extent law consistent with international standards relating to refugees
- ▼ Extent law and policy consistent with international standards relating to internal displacement
- ▼ Extent law consistent with international standards on prevention of statelessness

Seek improvement to national law in 82 countries, so as to be consistent with international standards concerning refugees and asylum-seekers

Seek improvement to national law and policy in 20 countries, so as to be consistent with international standards concerning IDPs

Seek improvement in citizenship laws in 59 countries, so as to be consistent with international standards on the prevention of statelessness; seek to increase the percentage of stateless people who acquire or confirm nationality in 45 situations

#### Fair protection processes and documentation

2. Securing birth registration, profiling and individual documentation based on registration

- ▼ % of children under 12 months old who have been issued with a birth certificate by the authorities
- ▼ % of people of concern registered on an individual basis

Seek increase in the systematic issuance of birth certificates to newborn children in 32 refugee situations

Maintain or increase levels of individual registration in 83 refugee situations

#### Security from violence and exploitation

3. Reducing protection risks faced by people of concern, in particular, discrimination, sexual and gender-based violence (SGBV) and specific risks faced by children

- ▼ Extent known SGBV survivors receive appropriate support
- ▼ Extent community is active in SGBV prevention and survivor-centred protection
- ▼ % of unaccompanied and separated children for whom a best interest determination (BID) process has been initiated or completed
- ▼ Extent children of concern have non-discriminatory access to national child protection and social services

Provide and seek improved provision of support to known SGBV survivors in 85 refugee operations

Provide and seek improved provision of support to known SGBV survivors in 14 situations where UNHCR is operationally involved with IDPs

Provide and seek improved provision of support to known SGBV survivors in 5 returnee situations

Seek improved community involvement in prevention and protection of SGBV survivors in 16 refugee situations

Seek improved community involvement in prevention and protection of SGBV survivors in 8 situations where UNHCR is operationally involved with IDPs

Seek improved community involvement in prevention and protection of SGBV survivors in 2 returnee situations

Maintain or increase the proportion of unaccompanied or separated refugee children for whom a BID process has been completed or initiated in 57 refugee situations

Seek increase in the non-discriminatory access to national child protection and social services in 11 refugee situations

Seek increase in the non-discriminatory access to national child protection and social services in 4 situations where UNHCR is operationally involved with IDPs

Seek increase in the non-discriminatory access to national child protection and social services in 3 returnee situations

IMPACT INDICATOR

GLOBAL ENGAGEMENT

Basic needs and services

4. Reducing mortality, morbidity and malnutrition through multi-sectoral interventions

▼ Prevalence of global acute malnutrition (GAM) (6-59 months)

Maintain UNHCR standards or reduce level of GAM in 32 situations where refugees live in camps or settlements

▼ Under-5 mortality rate

Maintain UNHCR standards or reduce mortality levels of children under 5 years old in 37 situations where refugees live in camps or settlements

5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene

▼ % of households living in adequate dwellings

Maintain or increase the percentage of households living in adequate dwellings in 51 refugee situations

Maintain or increase the percentage of households living in adequate dwellings in 15 situations where UNHCR is operationally involved with IDPs

Maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations

▼ Average number of litres of potable water available per person per day

Maintain or increase the level of water supply in 50 refugee situations

Community empowerment and self-reliance

6. Promoting active participation in decision making of people of concern and building coexistence with hosting communities

▼ % of active female participants in leadership/management structures

Seek improved participation of women in leadership/management structures in 52 refugee situations

Seek improved participation of women in leadership/management structures in 4 situations where UNHCR is operationally involved with IDPs

▼ Extent local communities support continued presence of people of concern

Seek improvement in relations between people of concern and local communities in 20 refugee situations

7. Promoting human potential through increased opportunities for quality education and livelihoods support

▼ % of people of concern (18-59 yrs) with own business/self-employed for more than 12 months

Maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 33 operations

▼ % of primary school-aged children enrolled in primary education

Seek improved enrolment rate of primary school-aged children in 111 refugee situations

Durable solutions

8. Expanding opportunities for durable solutions for people of concern, particularly those in protracted situations, including through strengthening the use of comprehensive approaches and contributing to sustainable reintegration, local settlement and successful resettlement in third countries

▼ % of people of concern with intention to return who have returned voluntarily

Support refugees to return voluntarily in 58 situations where conditions permit

▼ % of people of concern opting for local integration who have locally integrated

Support local integration in 47 refugee situations where conditions permit

▼ % of people of concern submitted for resettlement who departed for resettlement

Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting solutions in 71 situations

# SUPPORT AND MANAGEMENT

## IMPACT INDICATOR

1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight
  - ▼ Financial management at UNHCR Headquarters and in the Field is strengthened, and adequate internal control infrastructure is in place
  - ▼ Accounts are recorded in full compliance with IPSAS, and UNHCR endeavours to benefit from it to the maximum extent
  - ▼ Risk registers are operational at country level; risk management has been fully incorporated into management systems
2. UNHCR's operations deliver quality protection to people of concern and effectively advocate for their rights
  - ▼ Global protection capacity and response is strengthened through direct operational support and enhanced monitoring
3. Programme implementation is supported by timely, effective and predictable delivery of information and telecommunications services
  - ▼ Field operations have access to reliable, fast and secure information and communications technology networks and tools
4. UNHCR makes effective use of, and contributes to, improving humanitarian coordination mechanisms
  - ▼ Effective leadership is established for cluster and inter-agency coordination at global and operational levels
5. Results-based management (RBM) informs operational decision-making and resource allocation
  - ▼ Operational performance is monitored and analysed with a focus on results, and support is provided to the field for adoption of RBM
6. UNHCR effectively prepares for and responds to emergencies
  - ▼ Monitoring established and first delivery of relief occurs within three days from the onset of an emergency
  - ▼ Emergency deployment of staff, including those with appropriate leadership and management capacity, is predictable and timely
7. UNHCR has a diverse and gender-balanced workforce, which performs effectively
  - ▼ Overall gender balance is achieved
  - ▼ Staff members meet their learning needs
  - ▼ Assignments are made in an efficient and timely manner
  - ▼ Compliance is achieved in respect of performance reporting
  - ▼ Staff are committed and satisfied with their work
8. UNHCR mobilizes public, political, financial and operational support through effective strategic partnerships, inter-agency coordination, multimedia communication, targeted campaigns and fundraising strategies
  - ▼ Resource mobilization strategies are enhanced to increase funding towards UNHCR's budget
  - ▼ Partnerships with member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are strengthened
  - ▼ Strategic external communication is strengthened through targeted multimedia campaigns and timely public updates
  - ▼ Information on operations is made accessible to external stakeholders in a transparent manner

