



Functional Bureau Strategy

BUREAU OF POPULATION, REFUGEES, AND MIGRATION

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1. Executive Statement and Mission Statement

The United States Government's (USG) international humanitarian programs seek to protect and provide critical assistance to people in some of the world's most vulnerable situations – refugees, victims of conflict, internally displaced persons (IDPs), stateless persons, and vulnerable migrants. Coupled with U.S. diplomatic efforts, these programs save lives, uphold human dignity, help stabilize volatile situations, and facilitate safe, humane, and orderly migration.

The mission of the Bureau of Population, Refugees, and Migration (PRM) is to provide protection,¹ ease suffering, and resolve the plight of persecuted and forcibly displaced people around the world. We do this by coordinating humanitarian policy and diplomacy, providing life-sustaining assistance, working with multilateral organizations to build global partnerships, and promoting best practices in humanitarian response. To advance its mission, PRM strives to achieve the following strategic goals: 1. Save lives, ease suffering, and promote human dignity through efficient and effective humanitarian assistance; 2. Promote and provide durable and interim solutions² for populations of concern through U.S. assistance, resettlement, and collaboration with the international community; and 3. Advocate for the protection of vulnerable populations and exert leadership in the international community.

PRM's mission is central to U.S. leadership in international humanitarian assistance and the U.S. government's pursuit of international peace and security. The Bureau is a key player in formulating and advocating for humanitarian goals, objectives, and policies – across the State Department, the U.S. government, and in the international community, including at the United Nations. Its work is also central to defining and advancing U.S. international migration policy

¹ PRM defines protection as measures to safeguard the rights of PRM populations of concern by seeking to prevent or end patterns of violence or abuse; alleviate the trauma and related effects of violence or abuse; identify and promote durable solutions; foster respect for refugee, humanitarian, and human rights law; and ensure that humanitarian actions uphold human dignity, benefit the most vulnerable, and do not harm affected populations.

² "Durable solutions" for refugees include: voluntary return and reintegration in countries of origin; local integration in host countries; and resettlement in third countries. A refugee who has achieved a durable solution no longer requires international protection.

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and programs within the Department and broader interagency and to promoting U.S. international population policies in multilateral and regional fora.

We do this by ensuring that humanitarian principles are thoroughly integrated into U.S. foreign and national security policy, including by providing technical guidance and expertise on humanitarian issues. We also engage in vigorous diplomacy to address, mitigate, and resolve humanitarian crises around the world. This humanitarian diplomacy promotes respect for international humanitarian law and norms; safe, humane, and orderly migration policies; sustained and increased giving by other donors to address humanitarian needs; and achievement of durable solutions for affected people.

The scale of displacement around the world is enormous and growing. PRM administers life-saving assistance to provide protection for people in some of the most vulnerable situations through a network of experienced humanitarian partners. We and our partners respond to complex humanitarian situations with regional and global impact, such as in Afghanistan, Burma, Ethiopia, South Sudan, Syria, and Venezuela. We respond to both new and emerging crises while also continuing to address the needs of those who have been displaced for years and sometimes decades, such as Palestinian refugees and Somalis in the Horn of Africa. PRM also supports efforts to prevent and reduce statelessness with the aim of eradicating statelessness globally. We work alongside other governments to build their capacity to protect vulnerable migrants and to promote safe, humane, and orderly migration, particularly in the Western Hemisphere.

Beyond providing protection and assistance in response to crises, we help implement solutions to displacement. PRM works toward finding durable solutions, including supporting displaced persons who wish to repatriate when conditions permit or to integrate locally, pressing host countries to provide the rights and access necessary for successful integration. And we continue the strong American tradition of welcoming refugees to the United States via the U.S. Refugee Admissions Program, which in FY 2022 will offer up to 125,000 people a durable solution in the United States. Simultaneously, we urge more countries to open their doors to refugees and to allow them to integrate into their host communities.

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PRM's Functional Bureau Strategy aligns with the State and USAID 2022-2026 Joint Strategic Plan (JSP), particularly with the following strategic objectives:

- 1.3 Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas.
- 3.4 Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons.

2. Bureau Strategic Framework

Bureau Goal 1: Save lives, ease suffering, and promote human dignity through efficient and effective humanitarian assistance

- **Bureau Objective 1.1:** Contribute to meeting international standards of humanitarian assistance and protection in refugee and humanitarian responses
- **Bureau Objective 1.2:** Respond to new and evolving emergencies effectively and in a timely and coordinated manner
- **Bureau Objective 1.3:** Mobilize the international community to ensure protection and assistance for vulnerable groups is addressed as a life-saving priority and mainstreamed in emergency responses

Bureau Goal 2: Promote and provide durable and interim solutions for populations of concern through U.S. assistance, resettlement, and collaboration with the international community

- **Bureau Objective 2.1:** Meet robust annual allocations targets for the number of refugees resettled in the United States, and maximize the number of refugees globally provided with this durable solution and additional protection pathways
- **Bureau Objective 2.2:** Support the safe, dignified, sustainable, and voluntary return of refugees, IDPs, and vulnerable migrants, when conditions allow
- **Bureau Objective 2.3:** Advance refugees' local integration as a durable solution, and refugee self-reliance and inclusion as an interim solution

Bureau Goal 3: Advocate for the protection of vulnerable populations and exert leadership in the international community

- **Bureau Objective 3.1:** Protect the most vulnerable by working effectively through the multilateral system and engaging in robust humanitarian diplomacy and advocacy
- **Bureau Objective 3.2:** Advance safe, humane, and orderly international migration policies and lead policy development to respond to emerging migration challenges, including those created by climate change
- **Bureau Objective 3.3:** Promote healthy and educated populations by advancing an integrated U.S. government strategy on sexual and reproductive health and rights

Bureau Cross-Cutting Management Goal 1: Strengthen responsible management of PRM resources and adoption of best practices in humanitarian response

- **Bureau Cross-Cutting Management Objective 1.1:** Allocate administrative resources to ensure PRM has the right people in the right positions to achieve the Bureau's strategic goals
- **Bureau Cross-Cutting Management Objective 1.2:** Utilize best practices in humanitarian response through PRM monitoring and evaluation efforts, staff training, and learning
- **Bureau Cross-Cutting Management Objective 1.3:** Support information, knowledge, and data management systems needed to apply data-driven decision-making and ensure sound stewardship of PRM resources

3. Bureau Goals and Objectives

Bureau Goal 1: Save lives, ease suffering, and promote human dignity through efficient and effective humanitarian assistance

- **Bureau Goal 1 Description:** PRM's humanitarian assistance programs aim to save lives and ease the suffering of refugees, victims of armed conflict, IDPs, stateless persons, and vulnerable migrants. PRM's humanitarian assistance is provided on the basis of need according to principles of universality, impartiality, and human dignity. Protection strategies are integrated across multiple sectors including water, sanitation and hygiene, shelter, food, health and nutrition, education, livelihoods activities, and camp management. PRM-supported assistance programs are designed to identify and protect the most vulnerable within affected populations, such as single heads of households, children, including unaccompanied and separated children, adolescent girls and young women, pregnant women, older persons, persons with disabilities, and LGBTQI+ individuals to ensure that they have equal access to life-sustaining goods and services. This goal supports the Joint Strategic Plan Strategic Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas. It also supports the National Strategy on Gender Equity and Equality as it aims to address the needs of people in vulnerable situations, including women and girls, LGBTQI+ people, and people with disabilities.

Bureau Objective 1.1: Contribute to meeting international standards of humanitarian assistance and protection in refugee and humanitarian responses

- **Bureau Objective 1.1 Justification and Linkages:** The goal of PRM programming is to provide protection and humanitarian assistance in both emergency and protracted situations to a level that meets or exceeds minimum international standards of mortality, malnutrition, and other indicators of lifesaving and protection interventions

for populations of concern. This objective supports JSP Objective 1.3 as it seeks to provide lifesaving protection and assistance that meet standards.

- **Bureau Objective 1.1 Risk Considerations:** The vast needs of PRM's populations of concern and limited resources jeopardize attainment of humanitarian standards. In order to mitigate this risk, PRM will provide robust financial support, look for opportunities to increase efficiency and effectiveness of support, and provide appropriate oversight of our humanitarian agency partners while advocating for other donors' support and the appropriate prioritization of limited resources within humanitarian responses.

Bureau Objective 1.2: Respond to new and evolving emergencies effectively and in a timely and coordinated manner

- **Bureau Objective 1.2 Justification and Linkages:** The goal of PRM's emergency response is to support partners to provide populations of concern with protection and life-saving assistance according to international standards from the outset of a crisis; to ensure that aid providers have the training and resources to work effectively and respond rapidly in uncertain environments; and to contribute resources in close coordination with the international community and other first responders to maximize impact and avoid gaps or duplication. This objective supports JSP Objective 1.3 as it supports the provision of life-saving protection and assistance in a timely manner and established the United States as a leader early in an emergency response.
- **Bureau Objective 1.2 Risk Considerations:** Well-coordinated, timely, and resourced humanitarian action mitigates the risks of increasing vulnerabilities of already marginalized populations; absent this response, the threats to populations of concern can compound, resulting in increased loss of life and abuses. PRM will work to ensure internal processes enable timely support through established humanitarian channels at the onset of new emergencies.

Bureau Objective 1.3: Mobilize the international community to ensure protection and assistance for vulnerable groups is addressed as a lifesaving priority and mainstreamed in emergency responses

- **Bureau Objective 1.3 Justification and Linkages:** In a crisis or emergency situation, when governments, systems, and families are torn apart, existing vulnerabilities among marginalized populations may be exacerbated. Children may be separated from their families or persons with disabilities or older persons may be unable to access emergency services. Populations like LGBTQI+ or stateless persons may be vulnerable to exploitation, and women and girls become particularly vulnerable to GBV. PRM humanitarian assistance programs help prevent and respond to protection concerns through a range of activities, from prevention and awareness raising to services, including medical, legal, livelihood, and psychosocial services, as well as capacity-development and training programs for humanitarian personnel and service providers. Of note, in FY 2013, PRM and USAID launched *Safe from the Start* to respond to ongoing needs of women and girls at the onset of emergencies and to elevate prevention of GBV as a life-saving priority; in FY 2022, PRM and USAID will re-launch this initiative based on evaluation findings and lessons learned. In addition to providing targeted assistance, the Bureau also provides integrated or “mainstreamed” programs that address GBV within multi-sectoral assistance programs and closely monitors the extent to which its programming includes activities to address GBV as well as assist GBV survivors and those most at risk of GBV. The Bureau also supports protection response through policies and programming such as dedicated financial support to address statelessness and an increased focus on the needs of LGBTQI+ refugees and asylum seekers. Finally, the Bureau seeks to advance the protection of children, as the largest vulnerable population of displaced persons, through increased funding and new partnerships. This objective supports JSP Objective 1.3 as it supports the provision of life-saving protection and assistance specifically for people in vulnerable situations and leverages U.S. leadership in the multilateral and bilateral arenas for humanitarian goals. It also supports the National Strategy on Gender Equity and Equality as it aims to

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address the needs of people in vulnerable situations, including women and girls, LGBTQI+ people, and people with disabilities.

- **Bureau Objective 1.3 Risk Considerations:** Humanitarian funding for protection may be deprioritized by some donors or agencies during humanitarian response. While U.S. programming for gender-based violence, particularly Safe from the Start, has increased the capacity and timely response of humanitarian partners, GBV prevention and response is still not part of the DNA of every humanitarian intervention. PRM will continue financial support and advocacy to ensure these efforts, including those aimed at improving the system's protection response more broadly, are bolstered, sustained, and mainstreamed into existing programs.

Bureau Goal 2: Promote and provide durable and interim solutions for populations of concern through U.S. assistance, resettlement, and collaboration with the international community

- **Bureau Goal 2 Description:** To promote stability and protect human dignity, PRM will work to achieve three durable solutions for populations of concern: voluntary return and reintegration to home countries in safety and dignity, when conditions allow; permanent integration into host communities in countries of asylum; and, third-country resettlement, including to the United States. In addition, PRM will seek solutions for stateless individuals, working with partners to advocate for their acquisition of citizenship, while also continuing to use the U.S. Refugee Admissions Program to provide durable solutions for stateless refugees.

The United States will admit vulnerable refugees within the regionally allocated ceilings determined by the President at the beginning of each fiscal year in consultation with Congress. Through cooperative agreements with a nationwide network of resettlement agencies, PRM's Reception and Placement (R&P) Program will provide support for newly resettled refugees' basic needs and essential services for the first 30-90 days upon arrival so that they can immediately begin the process of integration and assimilation to

become contributing members of U.S. society. PRM will continue to use refugee resettlement in the U.S. strategically to promote solutions for refugees in protracted situations and to leverage other governments' continued commitment to asylum principles.

PRM promotes durable solutions for refugees and conflict victims by engaging our State colleagues and their counterparts (in concert with those counterparts' humanitarian arms) to seek resolution to the conditions that have produced protracted refugee situations through a combination of humanitarian diplomacy and assistance efforts. When conditions permit, voluntary return and reintegration in safety and dignity back to their home communities is the preferred durable solution by most refugees and IDPs, enabling them to repatriate and to rebuild their lives and their communities. PRM will undertake both diplomatic efforts that help create conditions conducive to voluntary return and reintegration and programmatic efforts that aim to meet the needs arising from these activities, in order to ensure their sustainability.

In situations where return to home countries is not possible in the near term, PRM will advocate and support efforts to integrate refugees into their host communities, as an interim solution that will emphasize and support refugee self-reliance. Permanent local integration is a durable solution when it ends a person's status as a refugee and is dependent on an offer of permanent residence or citizenship from the host country. Reaching and sustaining effective refugee inclusion requires strengthening relief and development coherence, which is also crucial for effective local integration as a durable solution. Establishing and maintaining strong and effective linkages between humanitarian and development programs is an ongoing priority and challenge for PRM.

This goal supports the Joint Strategic Plan Strategic Objectives 3.4: Promote safe, humane, and orderly migration, collaboratively address root causes of irregular migration, and support solutions.

Bureau Objective 2.1: Meet robust annual allocations targets for the number of refugees resettled in the United States, and maximize the number of refugees globally provided with this durable solution and additional protection pathways

- **Bureau Objective 2.1 Justification and Linkages:** Resettlement is a key element of PRM's efforts to find durable solutions for refugees when repatriation and local integration are not viable. The United States will advance this goal through its long-standing tradition of welcoming the most vulnerable refugees to communities across the country. This objective supports JSP Objective 3.4 by providing a durable solution for refugees.
- **Bureau Objective 2.1 Risk Considerations:** The number of refugees globally in need of resettlement continues to outpace available slots worldwide leaving people in unstable situations for years. PRM will address this by increasing the number of people resettled to the United States in FY 2022 and FY 2023. PRM's ability to increase resettlement numbers depends significantly on all USRAP partner organizations growing their respective capacities at the same time, and PRM will partner accordingly to support this effort.

Bureau Objective 2.2: Support the safe, dignified, sustainable, and voluntary return of refugees, IDPs, and vulnerable migrants, when conditions allow

- **Bureau Objective 2.2 Justification and Linkages:** PRM advances its goal of providing durable solutions for populations of concern by promoting voluntary return when appropriate. Through a combination of humanitarian diplomacy and assistance efforts, PRM collaborates within the Department and other relevant USG agencies to help make safe, secure, and sustainable returns possible. PRM also provides very limited voluntary returns assistance to the most vulnerable migrants. PRM will continue to support efforts to facilitate voluntary return in safety and dignity. This objective supports JSP Strategic Objective 3.4 as it supports a durable solution for forcibly displaced persons and vulnerable migrants.

- **Bureau Objective 2.2 Risk Considerations:** Returns in recent years have measured at historically low levels, largely due to protracted conflicts. Large-scale returns continue to be impeded by ongoing security concerns in countries of origin. PRM will work with other parts of the U.S. government to promote peace and stability, which underlie conditions necessary for return.

Bureau Objective 2.3: Advance refugees' local integration as a durable solution, and refugee self-reliance and inclusion as an interim solution

- **Bureau Objective 2.3 Justification and Linkages:** PRM advances its goal of providing durable and interim solutions for populations of concern by promoting local inclusion and self-reliance for those not yet able to access a durable solution. More than three out of four of the world's refugees continue to live in exile after fleeing their homelands more than five years ago, the majority of them in countries that are also struggling to meet the needs of their own citizens. Many children spend their entire childhood in displacement settings. These refugees often live in overcrowded camps or settlements, and in some cases, they lack freedom of movement, do not have access to land, and are prohibited from legal employment or access to quality education. Alongside third country resettlement and absent opportunity for sustainable return in safety and dignity, local inclusion and self-reliance offer an important interim solution for affected people. When a host country offers local integration through an immigration status that ends the person's status as refugee, these same approaches support a highly valued durable solution. This objective supports both JSP Strategic Objective 1.3 as it aims to provide protection and assistance in a sustainable manner and JSP Strategic Objective 3.4 as it supports solutions for refugees.
- **Bureau Objective 2.3 Risk Considerations:** Effective local integration and self-reliance relies on inclusive host country policies and systems. PRM will work with host countries to support inclusive policies and programming while demonstrating the positive economic and social impacts refugees can have on their host communities.

Bureau Goal 3: Advocate for the protection of vulnerable populations and exert leadership in the international community

- **Bureau Goal 3 Description:** PRM strives to ensure that humanitarian principles are respected in U.S. foreign policy and engages in humanitarian diplomacy in the international community and through the multilateral system to: 1) advocate for the protection of the most vulnerable populations in crises; 2) build a strong international infrastructure for humanitarian response through support to and engagement with multilateral partners, including vis-a-vis both United Nations humanitarian agencies and donor coordination; 3) advance effective and humane international migration policy that expands opportunities for safe, orderly migration, especially through support to regional migration dialogues and in a variety of international fora; and 4) promote effective international population policies, including sexual and reproductive health and rights, such as access to voluntary family planning and maternal health care. PRM's protection advocacy efforts seek to: prevent the forcible return of refugees to a place where their lives or freedom would be threatened (*refoulement*); negotiate access for humanitarian agencies to operate safely and reach civilians affected by conflict; promote the resolution of protracted refugee situations; prevent and reduce statelessness; and promote adherence to international humanitarian and human rights law. PRM provides contributions to and leads American engagement with UNHCR, ICRC, IOM, UNRWA, and UNFPA. PRM support to UNHCR and the ICRC is critical to USG international protection efforts, given their international protection mandates. Resources to support policy development, effective management, and diplomacy at UNHCR and ICRC headquarters are devoted to this goal. This goal also supports the interim National Security Strategy, which states, "*At its root, ensuring our national security requires us to lead and sustain a stable and open international system, underwritten by strong democratic alliances, partnerships, multilateral institutions, and rules.*" It also supports Joint Strategic Plan Strategic Objectives 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to

international disasters and humanitarian crises overseas and 3.4: Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons. This Objective also supports the National Strategy on Gender Equity and Equality as it aims to address the needs of people in vulnerable situations, including underserved and historically marginalized communities, including women and girls of color, LGBTQI+ people, and people with disabilities.

Bureau Objective 3.1: Protect the most vulnerable by working effectively through the multilateral system and engaging in robust humanitarian diplomacy and advocacy

- **Bureau Objective 3.1 Justification and Linkages:** A strong international infrastructure for humanitarian response is essential to save lives and ease suffering in crises. PRM engages other donors directly to encourage their strong financial and diplomatic support for humanitarian assistance and is at the forefront of efforts to encourage multilateral humanitarian agencies to undertake results-based management reforms to improve program performance. PRM coordinates with other donors through a variety of mechanisms, including participation in the Good Humanitarian Donorship initiative. Coordination with host governments is also key to effective humanitarian programming and occurs through bilateral consultations, participation in IO governing bodies, and other targeted efforts. Throughout and alongside these efforts, PRM strives to ensure that protection of the most vulnerable is at the center of policymaking, and that humanitarian principles are respected in U.S. foreign policy. This objective supports JSP Strategic Objective 1.3 as it aims to leverage U.S. leadership in multilateral fora to provide protection to people in vulnerable situations.
- **Bureau Objective 3.1 Risk Considerations:** As humanitarian needs continue to grow, the multilateral system is under strain. The U.S. government is driving reforms within the international humanitarian system with the goals of improving protection and assistance for civilians affected by armed conflict and displacement; increasing funding and burden sharing for the global humanitarian system by expanding the

number of member states that contribute regularly and at sustained levels to humanitarian organizations; promoting partnerships and policies to facilitate private sector engagement; improving the efficiency and effectiveness of humanitarian programs; and fostering greater coherence among humanitarian and development actors.

Bureau Objective 3.2: Advance safe, humane, and orderly international migration policies and lead policy development to respond to emerging migration challenges, including those created by climate change

- **Bureau Objective 3.2 Justification and Linkages:** Multilateral and regional engagement is critical to advancing safe, humane, and orderly international migration policies. Unmanaged movements of people from Central America to the U.S. southwest border, or from Africa and the Middle East to Europe, have challenged governments to balance securing their borders while assisting those in need of international protection. PRM supports a range of regional migration dialogues, which have proven to be successful forums for governments to address migration challenges and share best practices. PRM conducts migration diplomacy in a range of international fora and organizations to advance the U.S. Government's desire to promote safe, human, and orderly migration, while reducing risks and vulnerabilities to migrants in transit and destination countries. PRM is also working to build governments' capacities to address the impact of climate change on vulnerable populations and the protection needs for migrants that arise or are compounded by direct or indirect results of climate change and supporting governments to anticipate, prepare for, and respond to climate change-induced migration. PRM funding provides institutional support to IOM, which provides technical assistance to governments as they develop policies and procedures such as asylum screening and protection of vulnerable migrants. This objective supports JSP Strategic Objectives 3.4 as it aims to advance safe, humane, and orderly migration in international policies.

- **Bureau Objective 3.2 Risk Considerations:** The success of regional migration dialogues is dependent on robust and active participation by affected states in the region. The United States will take a leading role in encouraging participation and increased contributions while promoting policies and agreements that protect and support vulnerable populations.

Bureau Objective 3.3: Promote healthy and educated populations by advancing an integrated U.S. government strategy on sexual and reproductive health and rights

- **Bureau Objective 3.3 Justification and Linkages:** PRM is the Department's central point of contact for international population policy guidance. The Bureau coordinates diplomatic engagement on international population issues and provides leadership to advance the U.S. government's goal of promoting healthy and educated populations. PRM works with counterparts in the Department and other U.S. agencies to accomplish foreign policy goals related to population. This effort includes working to ensure outcome documents and resolutions adopted in UN or other intergovernmental forums are consistent with U.S. policy through outreach and dialogue with government officials, multilateral organizations, NGOs, and other entities engaged in demographic, family planning, gender equality, and reproductive and maternal health issues. PRM also works closely with the Department's Bureau for International Organization Affairs to manage the U.S. government's relationship with UNFPA. PRM advances women and girls' empowerment as established in the foundational 1994 International Conference on Population and Development (ICPD) Program of Action and the health and gender equality related Sustainable Development Goals. These include human rights, gender equality, strong families, care and protection of children, the right of all couples and individuals to decide freely and responsibly the number, spacing and timing of their children and to have the information and means to do so free from discrimination, coercion, or violence, facilitated through access to rights-based sexual and reproductive health services. And because more than half of all maternal deaths take place during conflict or humanitarian emergencies, the Bureau also promotes increased access to

life-saving reproductive and maternal health care in these settings. This objective supports JSP Strategic Objective 1.3 as it aims to reinvigorate U.S. leadership in promoting sexual and reproductive health and rights, an essential element of humanitarian responses.

- **Bureau Objective 3.3 Risk Considerations:** Access to health services for women and girls, including voluntary family planning and maternal health care, remains a challenge in many locations. The United States will leverage its leadership through relevant global partnerships and multilateral engagement to reduce these gaps and increase access.

4. Bureau Cross-Cutting Management Goal

Bureau Cross-Cutting Management Goal 1: Strengthen responsible management of PRM resources and adoption of best practices in humanitarian response

- **Bureau Cross-Cutting Management Goal 1 Description:** PRM will employ evidence-based and data-driven decision making and results-based programming as vital tools in meeting growing humanitarian needs. The Bureau will ensure responsible resource management by placing the right people in the right positions to achieve the Bureau's strategic goals. The Bureau also will support learning and career advancement for PRM employees through appropriate staffing, training opportunities, and mentoring/leadership activities. PRM stresses accountability and transparency and uses administrative resources to enable its staff to travel overseas to monitor programs in the field and has expanded its remote monitoring functions in the COVID-19 environment. PRM's overseas regional Refugee Coordinator positions play a crucial role in the Bureau's program performance monitoring, humanitarian policy development and advocacy, and emergency response. PRM will exercise due diligence by monitoring funded organizations to ensure that U.S. foreign assistance reaches its intended beneficiaries. This goal supports Joint Strategic Plan Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.

Bureau Cross-Cutting Management Objective 1.1: Allocate administrative resources to ensure PRM has the right people in the right positions to achieve the Bureau's strategic goals

- **Bureau Cross-Cutting Management Objective 1.1 Justification and Linkages:** To fulfill the key goals outlined in this Functional Bureau Strategy, PRM will respond to current and future challenges by aligning PRM's human resource capacity with policy priorities to best organize and leverage its human resources to elevate the humanitarian agenda. Human resource planning will include what personnel are needed, where to place personnel, and how best to organize and leverage PRM's human resources to achieve the Bureau's strategic objectives. The global landscape in which PRM works is undoubtedly shifting, with new innovations, emerging challenges, and shifting priorities. The expanding size and changing composition of populations of concern, combined with new challenges confronted by the international community, will impact the way PRM and its partners do business. This objective supports JSP Objective 4.1 as it aims to build PRM's workforce.
- **Bureau Cross-Cutting Management Objective 1.1 Risk Considerations:** Insufficient staffing would limit PRM's ability to respond to humanitarian crises, meet the Administration's target for refugee admissions to the United States, and adequately monitor billions of dollars of foreign assistance. Lack of diverse staffing would reduce the benefits of different perspectives and PRM outreach within the Department and with partners and beneficiaries. We will mitigate these risks by working within State systems to efficiently fill vacancies by using broad job postings and other recruitment mechanisms, such as PRM's Schedule A and PSC authorities and contracting mechanisms where necessary.

Bureau Cross-Cutting Management Objective 1.2: Utilize best practices in humanitarian response through PRM monitoring and evaluation efforts, staff training, and learning

- **Bureau Cross-Cutting Management Objective 1.2 Justification and Linkages:** The Bureau will encourage staff and partners to learn from past experience, identify and promote good practices, and continually improve existing policies and programs. Strengthening PRM's evidence-based program efforts is a priority for the Bureau and is also reflected in the Department's Learning Agenda. Investments of time and financial resources in evaluation, research, and training enable the Bureau and its partners to better design and manage humanitarian assistance programs thereby enhancing impact and performance and ensuring sound stewardship of USG resources on behalf of beneficiaries and American taxpayers. External, independent evaluation is a key analytical tool that enables staff to learn from past experience and to employ good practices in future programming. PRM strives to ensure sufficient resources for program evaluations, including for the evaluative activities of its partners. These resources enable PRM staff to evaluate the impact of PRM programs and manage them more effectively, enhancing the high level of performance across all PRM programs. This objective supports JSP Objective 4.1 as it aims to equip PRM staff with the tools they need to effectively carry out their work.
- **Bureau Cross-Cutting Management Objective 1.2 Risk Considerations:** Maintaining robust monitoring and evaluation of PRM-supported humanitarian assistance programs in areas where access has been reduced due to insecurity is a major challenge. PRM and its partners continue to strengthen efforts to ensure that humanitarian assistance provided in insecure settings is provided in accordance with humanitarian principles, and not compromised by parties to conflicts, including through remote and third-party monitoring where required.

Bureau Cross-Cutting Management Objective 1.3: Support information, knowledge, and data management systems needed to apply data-driven decision-making and ensure sound stewardship of PRM resources

- **Bureau Cross-Cutting Management Objective 1.3 Justification and Linkages:** In order for PRM staff to perform at the highest level and greatest efficiency, proper systems must be in place that facilitate efficiency of required tasks and allow for organized record keeping. This objective supports JSP Strategic Objective 4.1 as it aims to ensure PRM has the systems required for its personnel to fulfill its mandate.
- **Bureau Cross-Cutting Management Objective 1.3 Risk Considerations:** Inadequate knowledge management practices and systems will limit PRM's ability to transfer knowledge, collect performance data, and result in inefficiencies and poor decisions, and PRM is working to ensure the systems are in place to mitigate this.