

# UNHCR's global strategic objectives

Global strategic objective 1 - Ensure international standards of protection are met for all persons of concern to UNHCR taking into account their age, gender or personal background, with priority given to:

| Expected accomplishments  | Performance targets   |
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| <p>1.1 Improving protection against <i>refoulement</i> and physical security and reducing incidents of violence, in particular preventing and responding to sexual and gender-based violence.</p> | <p>1.1.1 States respect the principle of <i>non-refoulement</i> and grant all asylum-seekers access to asylum procedures that provide for fair, effective and prompt decision-making with UNHCR's monitoring detecting no instances of refugees being returned against their will (<i>Agenda for Protection (AfP) Goal 1, Objective 2</i>).</p> <p>1.1.2 100 per cent of UNHCR operations have in place standard operating procedures to prevent and respond to sexual and gender-based violence, including systematic and timely reporting (<i>AfP Goal 4, Objective 4 and Goal 6, Objective 1</i>).</p> |
| <p>1.2 Preventing malnutrition, and reducing the prevalence and impact of HIV and AIDS.</p>   | <p>1.2.1 In operations receiving food aid and recording high malnutrition rates, steps have been taken in collaboration with WFP to stabilize acute malnutrition rates to a level below 10 per cent and to eliminate micronutrient deficiencies.</p> <p>1.2.2 At least 85 per cent of refugees in camps have access to culturally appropriate HIV and AIDS information, education, communication materials and at least 80 per cent can benefit from antiretroviral therapy when it is available to surrounding local host populations.</p>   |
| <p>1.3 Ensuring civil, social and economic rights are secured and opportunities for self-reliance maximized with particular attention to the rights of women and children.</p>                    | <p>1.3.1 100 per cent of UNHCR operations use a participatory age, gender and diversity mainstreaming approach in the design, implementation and monitoring of programmes.</p> <p>1.3.2 Self-reliance and empowerment of refugees, including community self-management, are enhanced in 100 per cent of UNHCR operations enabling refugees' increased enjoyment of their civil, social and economic rights, reduced dependence on assistance, and improved sustainability of any of the three durable solutions (<i>AfP Goal 5, Objective 7</i>).</p>   |
| <p>1.4 Ensuring the right to education.</p>   | <p>1.4.1 School enrolment of primary-school-age boys and girls in camp and urban situations is increased.</p>   |
| <p>1.5 Increasing and improving the level and quality of registration of persons of concern.</p>  | <p>1.5.1 All country operations registering refugees and others of concern are implementing standard operating procedures for continuous registration (<i>AfP Goal 1, Objective 11</i>).</p>  |



Global strategic objective 2 - Advocate for and support governments in the development and maintenance of an international protection regime including its implementation at the national level, with priority given to:

| Expected accomplishments   | Performance targets  |
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| <p>2.1 Preserving asylum space through effective implementation of the 1951 Convention and its 1967 Protocol and related international and regional standards.</p> | <p>2.1.1 The legal frameworks and administrative capacities of States are strengthened in order to ensure compliance with their international protection obligations.</p> <p>2.1.2 The UNHCR mandate refugee status determination (RSD) processes in the 15 countries accounting for 90 per cent of UNHCR's global RSD operations are further improved in terms of quality of decisions and more efficient processing capacity (<i>AfP Goal 1, Objective 2</i>).</p>   |
| <p>2.2 Strengthening host country capacity to undertake refugee status determination, provide quality asylum and offer durable solutions.</p>                      | <p>2.2.1 Host countries are assuming increased responsibility for protection and durable solutions, including their capacity to undertake RSD, provide quality asylum and offer durable solutions, through the provision of technical and financial assistance, and increased usage of international human rights instruments, Executive Committee conclusions and UNHCR guidelines, in particular in States not parties to the 1951 Convention and its 1967 Protocol (<i>AfP Goal 3, Objective 2</i>).</p> <p>2.2.2 Number of protracted statelessness situations has decreased through acquisition of effective citizenship.</p> |
| <p>2.3 Addressing situations of statelessness more effectively.</p>  | <p>2.3.1 Minimum rights and a specific legal citizenship regime to address the situation of stateless persons with no prospect of obtaining nationality are established in various countries.</p>  |

Global strategic objective 3 - Redoubling the search for durable solutions, with priority given to:

| Expected accomplishments   | Performance targets  |
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| <p>3.1 Promoting the creation of conditions conducive to return and to ensuring sustainable reintegration.</p> | <p>3.1.1 Within one year of return, returnees are making steady progress towards self-reliance and are fully integrated into national and area recovery and development programmes (<i>AfP Goal 5, Objective 3</i>).</p>   |
| <p>3.2 Developing and implementing comprehensive strategies to resolve protracted situations.</p>              | <p>3.2.1 Multi-year comprehensive durable solutions strategies, in which the strategic use of resettlement and local integration have their proper place, jointly developed by UNHCR and relevant actors are under implementation in 100 per cent of operations with protracted refugee situations (<i>AfP Goal 5, Objective 1</i>).</p> <p>3.2.2 Best interests determination procedures to identify durable solutions for unaccompanied and separated children are being implemented in all UNHCR operations (<i>AfP Goal 6, Objective 2</i>).</p> |



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| <p>3.3 Strengthening local integration as a durable solution.</p>  | <p>3.3.1 Refugee-hosting areas are being included in national development plans and strategies for sustainable funding based on mechanisms such as the Common Country Assessments (CCA) and United Nations Development Assistance Frameworks (UNDAF), as well as Poverty Reduction Strategy Papers (PRSP) (<i>AfP Goal 3 Objective 5</i>).</p> <p>3.3.2 Number of countries allowing refugees to locally integrate as a durable solution has increased (<i>AfP Goal 5, Objective 4</i>).</p> |
| <p>3.4 Enhancing the use of resettlement as a strategic protection tool, durable solution, and burden and responsibility sharing mechanism.</p>                          | <p>3.4.1 The strategic use of resettlement has been expanded in line with the guidance provided in the Multilateral Framework of Understanding on Resettlement (<i>AfP Goal 5, Objective 5</i>).</p>   |
| <p>3.5 Implementing effective exit and phase-down strategies through partnerships and handover arrangements with development partners and the competent authorities.</p> | <p>3.5.1 UNHCR's presence and cost of operations have been reduced in situations in which durable solutions are being achieved.</p>  |

Global strategic objective 4 - Establish effective partnerships and frameworks for action for responding to the challenges of protecting and finding solutions for persons internally displaced due to conflict and abuses of human rights; protecting refugees in broader migration movements; and bridging the gap between relief and development, with priority given to:

| Expected accomplishments   | Performance targets  |
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| <p>4.1 Supporting and leading efforts to provide protection and solutions for persons internally displaced due to conflict and abuses of human rights as part of the collaborative response to IDPs.</p> | <p>4.1.1 Cluster arrangements for IDPs and the appropriate tasks and responsibilities of UNHCR as cluster lead have been implemented at the country level in IASC-prioritized situations and have resulted in a better, predictable, coordinated, effective and consistent delivery of protection and assistance.</p> <p>4.1.2 UNHCR is actively engaged in UN Country Team needs assessments, planning and strategy formulation for IDPs, and when appropriate, is delivering timely and effective humanitarian assistance in clusters outside its lead responsibilities.</p> <p>4.1.3 Adequate funding support from the donor community has been received so as to enable UNHCR to undertake its cluster-lead role in countries selected for implementation of the new collaborative response to IDP situations.</p> |
| <p>4.2 Improving policy and operational responses to ensure that refugees are protected within broader migration movements.</p>  | <p>4.2.1 States are increasingly turning to UNHCR to provide practical solutions in responding to the need to protect refugees within broader migration movements (<i>AfP Goal 3</i>).</p> <p>4.2.2 UNHCR, in cooperation with States and other relevant actors in regions receiving refugees within mixed flows, is establishing a system through which people wishing to seek asylum will be identified and given access to the asylum procedure while people with other needs are channelled into alternative response mechanisms and solutions (<i>AfP Goal 1, Objective 2 and Goal 2, Objective 1</i>).</p>   |



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| <p>4.3 Mobilizing development actors to support reintegration and recovery in returnee-impacted areas so as to make return of the displaced sustainable.</p> | <p>4.3.1 UNHCR's active involvement in United Nations common programming processes (CCA and UNDAF), post-conflict needs assessments and the preparation of poverty reduction strategies is resulting in early and sustained engagement of development actors in supporting sustainable reintegration of returnees, early recovery of affected communities, and support to refugee-impacted areas.</p> |
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**Global strategic objective 5 - Strengthen UNHCR's external relations through improved public information, public awareness, media relations and fund raising, with priority given to:**

| Expected accomplishments  | Performance targets  |
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| <p>5.1 Promoting values of tolerance and respect for asylum-seekers, refugees, IDPs and others of concern to UNHCR.</p> | <p>5.1.1 Respect and tolerance for asylum-seekers and refugees has increased through the implementation of preventive and reactive advocacy strategies as elaborated in UNHCR's respect and tolerance strategy (<i>AfP Goal 1 Objective 8</i>).</p>  |
| <p>5.2 Raising UNHCR's overall visibility, branding and image.</p>  | <p>5.2.1 New public information strategy, including a multi-media branding campaign, is developed and under implementation, resulting in increased visibility and public awareness of UNHCR.</p>   |
| <p>5.3 Expanding UNHCR's donor base and increasing contributions to UNHCR's programmes.</p>                             | <p>5.3.1 New fund raising strategy that includes increased delegation to field representatives, including country-specific strategies that take into account bilateral and other initiatives being implemented, is resulting in an enlarged donor base and increased contributions to UNHCR programmes and a reduced gap between UNHCR's total budget and funds received.</p> <p>5.3.2 Current level of USD 28 million from individuals, companies and foundations as well as the number of private individuals donating regularly to UNHCR has significantly increased.</p> |

**Global strategic objective 6 - Strengthen UNHCR as an effective, fully engaged, responsive and respected humanitarian agency worthy of public, political and financial support, with priority given to:**

| Expected accomplishments   | Performance targets   |
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| <p>6.1 Maintaining financial stability by redesigning the structure of UNHCR so as to streamline the organization and reduce bureaucracy, improve decision making and support to operations, and reduce fixed costs.</p> | <p>6.1.1 A comprehensive review of the design of UNHCR has been completed and implementation of results is under way, resulting in a streamlined structure, reduced bureaucracy, improved decision-making and support to operations, and improved internal management control.</p>              |
| <p>6.2 Strengthening UNHCR's partnerships and cooperation with all stakeholders, in particular with Governments, the UN, and NGOs.</p>   | <p>6.2.1 All UNHCR field teams are active participants in UN common programming processes and are using comprehensive assessment of needs and participatory planning with stakeholders to strengthen partnership and develop strategies that utilize the full range of resources available.</p> |



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| <p>6.3 Developing and maintaining an emergency preparedness and response capacity to respond to emergencies of 500,000 people.</p>  | <p>6.3.1 UNHCR's global emergency response capacity (including non-food relief items, vehicles, office accommodation, and staffing surge capability) have increased so as to have in place a capacity to respond to an emergency of 500,000 people.</p> <p>6.3.2 UNHCR's regional response capacity has been strengthened through improved contingency planning, preparedness and cooperation with regional and national actors.</p>   |
| <p>6.4 Undertaking comprehensive reform of UNHCR's human resource policies, in order to ensure maximum operational effectiveness, including enhanced capacity to operate in situations of insecurity, and progress in the achievement of gender equity.</p> | <p>6.4.1 An integrated workforce strategy is being implemented which enhances the speed and effectiveness of organizational response and better meets the needs of the organization and aspirations of staff.</p>  |
| <p>6.5 Institutionalizing results-based management (RBM) as a fundamental performance and accountability framework for the organization.</p>  | <p>6.5.1 An RBM framework and strategy are under implementation resulting in improved strategic and operations planning, performance management and reporting.</p> <p>6.5.2 Planning and prioritization of and within operations as well as resource allocation decisions are increasingly based on the systematic use of standards and indicators.</p> <p>6.5.3 A knowledge management strategy for UNHCR has been developed and implementation is under way.</p> <p>6.5.4 A comprehensive management development strategy is under implementation including individual development plans and increased participation in security management learning programmes.</p> <p>6.5.5 Management Systems Renewal Project (MSRP) roll-out is completed resulting in increased efficiency and savings.</p> <p>6.5.6 Percentage of unsatisfactory audits and inspections is decreased and above-average ones increased.</p> |