

UNHCR's Global Objectives¹ and Indicators of Progress²

Operations

Overall Mandate Goal: To provide international protection to refugees and to others of concern to UNHCR and to seek solutions to their problems. Moreover, to ensure the provision of humanitarian assistance to those of concern to the Office from the outset of an emergency, until such time as the beneficiaries have found a solution to their plight, while at the same time paying particular attention to the capacities and needs of the priority categories of refugee women, children, adolescents and the elderly.

Strategic Goal 1: Support governments in the provision of protection and assistance.

1.1 Objective: *Promote accession to, respect for, and implementation of the 1951 Convention, the 1967 Protocol, statelessness conventions and other international refugee instruments.*

Indicators of Progress:

- Additional accessions to the relevant legal instruments.
- Number of States which lifted reservations.
- More harmonised interpretation of the 1951 Convention promoted, *inter-alia*, through production of complementary guidelines to the *UNHCR Handbook on Procedures and Criteria for Determining Refugee Status* (1992).
- Preliminary work undertaken on developing an ExCom Conclusion (2004) containing guidance on general principles upon which complementary forms of protection should be based, on the persons who might benefit from it, and on the compatibility of these protection conclusions with the Convention.
- Survey undertaken in 2003 by UNHCR of the steps taken by States to reduce statelessness/ protect stateless persons; report of survey prepared for the Executive Committee, together with recommendations to further improve the situation of stateless persons.

1.2 Objective: *Promote adoption and implementation of national asylum legislation in conformity with international refugee law and human rights standards, and assist in drafting such laws, administrative and legal orders.*

Indicators of Progress:

- Specific instances of new or revised positive elements of legislation adopted/amended.
- The number of work-months provided by way of technical support to governments in the preparation of said legislation.
- Enhanced collaboration in field operations with OHCHR reflected in country-level agreements.

1.3 Objective: *Facilitate inter-State dialogue on the formulation and implementation of refugee protection policies and principles.*

Indicators of Progress:

- Consultations between States and UNHCR, as foreseen in the Agenda for Protection, are organised.
- UNHCR and States held exploratory discussions with a view to developing an ExCom Conclusion setting out framework considerations for responsibility-sharing.
- UNHCR continued to explore areas that would benefit from further legal standard-setting, such as ExCom Conclusions or Instruments yet to be identified.
- Expert discussions, involving State practitioners, are organised on issues of mutual concern.
- Concrete initiatives launched by States, UNHCR and other relevant actors to foster a positive and respectful attitude towards refugees, especially measures to combat racism, racial discrimination and xenophobia directed against asylum-seekers and refugees.

1.4 Objective: *Ensure that measures to combat irregular migration and smuggling are in conformity with international refugee protection responsibilities.*

Indicators of Progress:

- *Guidelines on Safeguards for Interception Measures*, together with training package, developed in 2003.
- ExCom Conclusion focusing on protection safeguards in interception measures drafted and adopted in 2003.
- Within the framework of the Action Group on Asylum and Migration (AGAMI), co-operation between UNHCR and IOM deepened; States and others kept informed of the consultations within AGAMI.

1.5 Objective: *Ensure the registration and provision of individual identity documentation to all refugees and, as appropriate, other persons of concern to UNHCR.*

¹ These are based on the strategic goals established by the High Commissioner for 2003. The objectives are presented in general terms, as they represent a synthesis of specific objectives found in the Agenda for Protection, UNHCR's Country Operations Plans, Global Programmes, and in the budget proposals of various Headquarter's Units.

² The indicators of progress embrace both activities and outputs; they also represent a selection of indicators drawn from the sources described in the footnote on global objectives.

Indicators of Progress:

- See related indicators under Global Objectives 3.1 and 3.2.
- Increase in the number of States registering and documenting male and female refugees and asylum-seekers on an individual basis.
- Revision of 1994 *Registration Guide* completed.
- Registration and data management training modules developed, including attention to gender- and age-sensitive interviewing techniques.

1.6 Objective: *Monitor State and regional practices, including jurisprudence, and devise interventions to address regional and country-specific protection problems.*

Indicators of Progress:

- Regular monitoring of national/regional developments and appropriate interventions at national/regional level to influence positively the development of national and regional laws and standards.

1.7 Objective: *Develop adequate levels of emergency preparedness and contingency planning.*

Indicators of Progress:

- Emergency and Security Service (ESS) strategy fully developed and implemented.
- Pro-active involvement and leadership of ESS/UNHCR in IASC related processes.
- UNHCR's emergency and security management partnerships with donors, DPKO, DPA and other United Nations agencies and NGOs strengthened.
- Effective relationship with UNSECOORD promoted.
- Research/analysis on potential refugee situations outsourced to research institutes.

1.8 Objective: *Facilitate separation of armed elements from bona fide refugees to preserve the civilian character of asylum.*

Indicators of Progress:

- Innovative measures and activities consistent with the "Ladder of Options" concept paper implemented.
- Refugee camp security matrix developed, refined and widely used as an operational tool.
- Practical tools/operational guidelines, including procedures and standards, developed in conjunction with States, relevant United Nations entities and the ICRC.
- Partnerships with the above key external actors strengthened and enhanced, especially in the application of the aforementioned guidelines in specifically defined refugee situations.
- UNHCR advocacy resulting in the United Nations Security Council and/or Secretary-General action, including DPKO intervention to address situations of armed elements among refugees.

1.9 Objective: *Pending implementation of a durable solution, work to improve the quality of life of refugees benefiting from care and maintenance programmes in camp situations by promoting, where possible, greater self-reliance.*

Indicators of Progress:

- See Global Objectives on protracted refugee situations and self-reliance (7.1 and 7.2) and on standards (3.3).
- Assessment of conditions, in relation to standards, of psycho-social well-being and self-reliance of beneficiaries, including extent of participation of women in camp structures.
- Number of refugees, women, girls and adolescents, who are self-reliant and contributing to local socio-economic development.

1.10 Objective: *Build local and regional capacities to ensure that reception arrangements and asylum systems conform to international standards while strengthening the protection performance of States where such capacities are inadequate.*

Indicators of Progress:

- Better responsibility-sharing promoted by UNHCR for mass influx situations, including the elaboration of a "tool kit" for capacity-building as suggested in the Agenda for Protection, as well as arrangements to co-ordinate a comprehensive approach to burden-sharing.
- UNHCR/States/NGOs have developed and implemented concrete models to strengthen protection capacities, based on best practice, in refugee-receiving countries and at the regional level (as a means to reduce the need for irregular or secondary movement).
- Regional/sub-regional workshops convened by UNHCR, as indicated in the Agenda for Protection, to devise/implement specific country/regional strategies to build capacities of countries to receive and protect refugees.

Strategic Goal 2: Improve the physical protection of refugees.

2.1 Objective: *Support host governments in building capacity for the maintenance of security in refugee populated areas.*

Indicators of Progress:

- Establishment of secure complaints reporting/ documentation mechanisms for security incidents.
- Proportion of reported incidents receiving satisfactory follow-up action; percentage leading to conviction.

2.2 Objective: *Prevent and improve responses to cases of refugee exploitation.*

Indicators of Progress:

- Contribution made to implementing the IASC Plan of Action for preventing sexual exploitation and abuse in humanitarian crises.

- UNHCR elaborated regional initiatives/ plans of action to combat exploitation, bearing in mind the West Africa Plan of Action.
- UNHCR's Code of Conduct implemented.
- UNHCR's expectations of its Implementing Partners in regard to conduct, incorporated into sub-agreements, and compliance monitored.

2.3 Objective: *Negotiate and support the relocation of refugee camps away from international borders.*

Indicators of Progress:

- On the basis of information provided by the UNHCR mapping unit, the location of camps currently within 50 km, especially those within 10 km of border with country of origin, reviewed.

2.4 Objective: *Enhance the presence of protection and community services staff and facilitate the engagement of refugees in protection initiatives.*

Indicators of Progress:

- Number of Community Service and Protection Officers increased, and community-based systems and networks improved to ensure better consultations with refugees on their situation.

2.5 Objective: *Implement relevant guidelines especially as related to the protection of refugee women and children, prevention of and response to sexual and gender-based violence.*

Indicators of Progress:

- Systematic follow-up undertaken on the range of agreed recommendations emanating from the recent reviews of implementation of policy/ guidelines related to refugee women and refugee children.
- Revised guidelines to address sexual and gender-based violence disseminated and their implementation supported through focused training sessions.

2.6 Objective: *Prevent and improve response to the spread of HIV/AIDS in refugee settings.*

Indicators of Progress:

- Pilot Projects for 2003, as set out in UNHCR's Strategic Plan 2002-2004 on HIV/AIDS (Annex 8) implemented.
- Report on 2002 pilot projects, with lessons learned, sent to partners.

2.7 Objective: *Work to reduce unjustified detention and improve conditions of detention.*

Indicators of Progress:

- States urged to make more concerted efforts to explore appropriate alternatives to the detention of asylum-seekers and refugees, and to abstain, in principle, from detaining children.

- UNHCR worked, together with States and NGOs, with refugee communities to address the needs of unaccompanied and separated child asylum-seekers and refugees.
- Monitoring of the implementation of the *Guidelines on the Reception of Asylum-Seekers* to be developed in 2003.

Strategic Goal 3: Assess the protection requirements of refugees and other persons of concern and analyse the performance of UNHCR and its partners in regard to the provision of protection and assistance.

3.1 Objective: *Compile and use population data and other assessment findings to strengthen the legal, physical and social protection of refugees and design well-targeted programmes for them.*

Indicators of Progress:

- Revised operational guidelines on registration, emphasising minimum standards for registration, documentation and related data management prepared and disseminated to serve as a critical tool for the planning of solutions-oriented assistance in countries of asylum, and reintegration in countries of origin.
- A new registration strategy (including systems and procedures and tools) known as Project Profile designed, and development started, in accord with the functional requirements established for common software, and agreed development strategy for Project Profile.
- Registration of refugees, including women refugees, supported through technical interventions and strengthening of local capacity in some 10 to 15 operations.
- Increase in number of operations making regular use of surveys for assessment and monitoring in relation to standards: see related indicators under 3.2 and 3.3.

3.2 Objective: *Design a framework to improve data collection and facilitate the consistent use of standards throughout the organisation.*

Indicators of Progress:

- An agreed list of core indicators and standards developed, tested and disseminated. The list took account of indicators and standards already established by The Sphere Project and those in UNHCR's Emergency Handbook, complemented by the procedures and tools necessary for the systematic collection and analysis of related data throughout operations.

3.3 Objective: *Review protection and assistance programmes, in regard to their compliance with standards, cost-effectiveness and alternative methods of delivery.*

Indicators of Progress:

- Using the standards and systems referred to in the Global Objective 3.2, monitor and modify operations accordingly.

- Number of country operations receiving substantive feedback from Headquarters on reports and plans, as to the acceptability of standards targeted and achieved, and delivery methods adopted.

3.4 Objective: *Ensure the effective implementation of UNHCR's evaluation policy including strengthening of organisational linkages, further devolving the evaluation function and making better use of evaluation results.*

Indicators of Progress:

- Evaluation studies undertaken in accordance with the 2003 Programme of Work.
- Number of new Working Papers produced in the series *New Issues in Refugee Research*, and posted on UNHCR's public website.
- Number of lessons-learned workshops and studies conducted.
- Findings of evaluation studies built into UNHCR guidelines, manuals and training materials.
- Follow-up to evaluation studies monitored through the Oversight Committee, especially the two recent major evaluations on refugee women and refugee children.
- Number of operations organising programme reviews and evaluations in addition to those included in the 2003 EPAU programme of work; further guidance provided to the Field for conducting these self-evaluations.

Strategic Goal 4: Resolve refugee situations through voluntary repatriation and sustainable reintegration.

4.1 Objective: *Actively facilitate and, where conditions permit, promote voluntary repatriation in conditions of safety and dignity.*

Indicators of Progress:

- Acceptable frameworks of physical, legal and material safety to be promoted, in conjunction with relevant States and UNHCHR, in countries of origin involving amnesties, human rights guarantees and measures for restitution of property.
- UNHCR worked with States to ensure that gender- and age-related issues particular to a repatriation or reintegration programme are identified and taken into account.
- An ExCom Conclusion addressing legal safety issues, including property concerns, as a complement to the 1985 Conclusion (A/AC.96/673 para. 115(5)) on voluntary repatriation negotiated and adopted.
- Joint planning with development actors in preparation for sustainable reintegration.
- Numbers of actual refugee returns as compared to planning figures as set out in the Country Operations Plans (COPs).

4.2 Objective: *Ensure refugees are able to make an informed, voluntary decision as to their repatriation and monitor their protection situation upon return.*

Indicators of Progress:

- UNHCR worked with States to ensure that both women and men are given an opportunity to make a free and fully informed decision regarding return and to sign individually the Voluntary Repatriation Form, fully respecting the need for confidentiality.
- Increased collaboration between UNHCR and OHCHR and relevant NGOs in monitoring the conditions of returnees.

4.3 Objective: *Engage development actors and other relevant institutions in joint planning, implementation, and resource mobilisation activities required for sustainable reintegration.*

Indicators of Progress:

- Memoranda of Understanding with UNDP and the World Bank reviewed to ensure greater operationality and predictability of co-operation.
- Partnership with ILO further enhanced with a focus on specific operations.
- Increase in the number of returnee operations reflected in national/regional development plans.
- Bilateral and multilateral development partners systematically include returnees in their development plans.
- Returnee area development included in the CCA/UNDAF and the Poverty Reduction Strategy Paper processes, as well as in national development plans.
- UNHCR more systematically engaged in the work of UN Country Teams, especially in relation to reintegration strategies.

4.4 Objective: *Contribute to the design and implementation of confidence-building measures in countries of return and of potential return.*

Indicators of Progress:

- Countries of origin assisted, as advocated in the Agenda for Protection, in exploring more actively-initiatives in the socio-economic, cultural and political spheres, to foster reconciliation and dialogue, particularly with refugee communities, and to ensure respect for the rule of law.

4.5 Objective: *Design and implement strategies to facilitate disengagement from reintegration operations.*

Indicators of Progress:

- As a means to contribute to the sustainability of repatriation and to facilitate UNHCR's timely hand-over and exit from reintegration programmes, UNHCR worked with States and other relevant actors to ensure that planning for repatriation included the early involvement of development partners.

- Guidelines on reintegration reviewed, finalised and disseminated, reflecting lessons learned from repatriations, (including recent returns to Eritrea, Sierra Leone and Afghanistan), especially ways to ensure the early involvement of development actors, and the sustainability of the reintegration programmes proposed.
- Tangible and results-oriented partnerships aimed at addressing the “relief to development” and funding gaps, *inter-alia*, through partnerships with United Nations, bilateral and development agencies, NGOs and regional development banks.
- Consultations with, and involvement of, both returnees and the local community in the elaboration of reintegration programmes by States, UNHCR and development partners.
- The IAIMS (Inter-Agency Information Management System) was supported and promoted as a useful tool for self-reliance and reintegration programmes; pilot projects carried out and lessons learned, (Sierra Leone, Eritrea, Kosovo, Burundi and Sri Lanka) documented and disseminated.

Strategic Goal 5: Strengthen and expand upon local integration possibilities.

5.1 Objective: *Update and develop tools and guidelines in support of local integration initiatives.*

Indicators of Progress:

- Guidance provided and tools developed for initiatives related to self-reliance, and partnerships fostered with development actors.
- Lessons learned or emerging from initiatives such as that in Zambia, synthesised and disseminated.

5.2 Objective: *Re-double efforts to negotiate for local settlement in select locations.*

Indicators of Progress:

- Work commenced on the elaboration of an ExCom Conclusion (2004) setting out the framework considerations for implementing local integration.
- The situation of refugees unable to return to their countries of origin, or for whom local integration is otherwise the preferable durable solution, discussed with relevant governments.
- Relevant governments encouraged to agree to and actively support efforts to integrate refugee populations.
- NGOs and implementing partners encouraged and supported in the implementation of community-based integration projects and authorities assisted in reinforcing the socio-economic infrastructure where large numbers of refugees are being integrated.
- The situation of refugees is monitored to ensure that the government accords long-term residence status and that the treatment of the refugees is progressively becoming comparable to that of nationals.

Strategic Goal 6: Improve resettlement capacities and opportunities.

6.1 Objective: *Ensure that resettlement is used as an effective form of providing protection, durable solutions and a burden sharing mechanism.*

Indicators of Progress:

- As advocated in the Agenda for Protection, resettlement as a durable solution incorporated into comprehensive protection strategies.
- Resettlement criteria for durable solutions situations further developed and harmonised.
- UNHCR worked with States and NGOs to streamline requirements for the processing of applications for resettlement, with a stronger focus on protection needs.
- Joint training programmes provided for RSD and resettlement functions.
- Facilitation of resettlement processing through strengthened registration and population data management, as described in Global Objective 3.1.

6.2 Objective: *Refine management tools to improve monitoring and oversight of the resettlement function.*

Indicators of Progress:

- Systematic follow-up to internal directive on Management of Protection Activities – Responsibilities of UNHCR Staff (issued in March 2002).
- Regional Protection Workshops, including accountability components, conducted.
- Resettlement statistics made available in a timely manner.

6.3 Objective: *Encourage more countries to establish resettlement quotas.*

Indicators of Progress:

- Number of countries engaged in resettlement expanded, and more use made of resettlement for the benefit of as many refugees as possible (taking into account, however, the resource implications).
- States that offer resettlement opportunities encouraged to consider increasing their resettlement quotas, diversifying their intake of refugee groups, and introducing more flexible resettlement criteria.
- States that do not yet offer resettlement opportunities invited to give active consideration to making some resettlement places available.
- States approached to put in place policies to ensure that resettlement runs in tandem with a more vigorous integration policy, especially as regards: education, including language training and skills development; the labour market; family reunification; and citizenship.

6.4 Objective: *Expand upon regional resettlement opportunities.*

Indicators of Progress:

- Together with States, and in co-operation with NGOs, UNHCR worked to develop capacity-building programmes with new resettlement countries in the various regions, involving training, as well as “twinning” and related support.
- Further progress reported in relation to regional resettlement in Africa and South America, both in terms of number of countries and numbers resettled.

Strategic Goal 7: Strengthen the solutions orientation of interventions while enhancing gender equality and participation.

7.1 Objective: *Facilitate dialogue and develop creative approaches to resolve long-standing refugee situations.*

Indicators of Progress:

- UNHCR undertook a review of all protracted refugee situations, and explored with States and other partners the feasibility of comprehensive plans of action, bringing into play each of the available durable solutions.
- The Working Group on Resettlement began to explore how strengthening capacity in host countries affected the pursuit of one or other durable solution(s), as well as a more strategic use of resettlement, including within regions affected by refugee movements.
- Selected protracted refugee programmes supported in moving from a situation of care and maintenance to self-reliance.
- Pilot Projects on self-reliance, local settlement/integration carried out jointly with concerned governments, humanitarian and development partners, bilateral donors and refugee and local communities; “Lessons Learned” and “Best Practices” derived from pilot projects (Armenia, Bosnia and Herzegovina, Burundi, Rwanda, Eritrea, Sierra Leone, Zambia and Afghanistan) documented and disseminated.

7.2 Objective: *Employ self-reliance strategies to empower refugees and better prepare them for solutions.*

Indicators of Progress:

- Guidelines on QIPs, micro-finance and self-reliance projects, with special focus on the potential of refugee women and youth, were reviewed, finalised and disseminated.

7.3 Objective: *Maintain focus on priority categories of beneficiaries (women, children, adolescents and elderly) and key sector activities such as education, health and the environment.*

Indicators of Progress:

- These priority categories and key sectors adequately reflected in at least 75 per cent of COPs with clear impact indicators/outputs given.

7.4 Objective: *Improve and broaden access to primary education, with special focus on girls; partnerships sought to provide secondary education and vocational training, as a key strategy for protection and durable solutions.*

Indicators of Progress:

- Education Guidelines updated and their implementation supported through technical support and training.
- Partnerships developed with relevant agencies to provide secondary and vocational training.
- Increase in the number of enrolments, especially girls, in the respective categories of education.

7.5 Objective: *Implement the High Commissioner's five commitments to refugee women (namely, active participation of refugee women in management and leadership committees encouraged; individual registration and documentation for all men and women; integrated country-level strategies to address sexual and gender-based violence; participation of women in the management and distribution of food and non-food items; and the provision of sanitary materials as standard practice).*

Indicators of Progress:

- UNHCR worked with States and other partners to set in place, measures to ensure that refugee women participate equitably in decision-making in all areas of refugee life, and that protection- and gender-sensitive approaches are applied at every stage of the programme cycle.
- Activities related to the implementation of the High Commissioner's five commitments included in COPs, Letters of Instruction and sub-agreements.
- UNHCR worked to implement in a concerted manner the follow-up on an agreed plan of action to the evaluation of the Women's Commission of UNHCR's Policy on Refugee Women and Guidelines on their Protection.

Support

Overall Support Goal: To provide support, through a range of strategies, to UNHCR's efforts to ensure international protection and assistance to refugees and others of concern, and to seek solutions to their problems. These strategies include: improved management of operations and resources, advocacy of refugee rights, promotion of effective partnerships with other relevant organisations, and a range of diplomatic initiatives focused on preventing and mitigating the conditions that cause refugee movements.

Strategic Goal 8: In relation to management, strengthen performance and improve the quality of UNHCR's work, while exercising austerity in the use of resources.

8.1 Objective: *Strengthen results-based management through improvements to assessment, planning, resource allocation, implementation and co-ordination processes.*

Indicators of Progress:

- Continued improvements in operational procedures to reflect new emphasis on results-based management of UNHCR operations reflected in updates of the Operations Management chapter of the UNHCR Manual.
- Procedures of the Annual Programme Review and the Operations Review Board further streamlined.
- More detailed assessment data, submitted by field officers, with needs more accurately presented in relation to established standards.
- Number of operations meaningfully articulating the results and impact expected increased.
- Resource allocation decisions increasingly based on plans and reports that clearly articulate results and impact.

8.2 Objective: *Develop systems to effectively support operations delivery, resource management and the assessment and analysis of results.*

Indicators of Progress:

- Work on the Management Systems Renewal Project (MSRP) – formerly referred to as the Enterprise Resource Planning (ERP) component of the Integrated Systems Project (ISP) – continued based on the established work-plan; the initial phases focused on finance and supply.
- Operational Guidance material updated and disseminated to UNHCR offices and partners.
- Improved feedback to field offices from Headquarters on quality of their plans and reports provided.
- Number of relevant operations supported in the development of an Inter-Agency Management Information System (IAMIS).

8.3 Objective: *Develop a performance review framework involving inspection, audit, evaluation, oversight, and programme management functions.*

Indicators of Progress:

- A “closed circle” operations management system developed, with particular emphasis on incorporating lessons learned from evaluations into operating procedures.
- Improved monitoring of follow-up to audit and inspection recommendations, with improved compliance rate (currently at 75 per cent).
- Reporting from field offices reflects a more consistent and structured approach to monitoring of impact and performance in field officers' reports.
- Noted improvement in the extent and quality of inputs from relevant services on submissions for specific country operations in preparation for the Annual Programme Review and the related meeting of the Operations Review Board.

8.4 Objective: *Strengthen emergency response and security management capacity.*

Indicators of Progress:

- See Global Objective 1.7 on ensuring adequate levels of emergency preparedness and contingency planning, as well as on the strengthening of partnerships.
- Ongoing liaison with UNSECOORD maintained, resulting, *inter alia*, in UNSECOORD responsiveness to UNHCR concerns regarding security policy and practice.
- Stand-by arrangements and /or effective mechanisms in response to refugee security within complex emergencies developed and utilised.

8.5 Objective: *Implement learning and competency development activities to improve the skills of UNHCR staff.*

Indicators of Progress:

- Key (nine-month) Learning Programmes on Middle and Senior Management, Protection and Operations promoted.
- A proper administrative support structure for the Learning Programmes developed.
- Further distance learning activities introduced.
- On the basis of the protection profiling exercise of staff (see Global Objective 8.6), specific protection training activities developed.
- Other key training activities (e.g. Workshops for Emergency Managers, Staff Health, Welfare and Safety) supported.

8.6 Objective: *Undertake global profiling of protection posts and corresponding staff to reduce gaps.*

Indicators of Progress:

- Data base established incorporating the results of the profiling exercise (survey of all staff undertaken in the five categories of posts: Protection; Durable Solutions; Resettlement; Repatriation; Emergency Protection; and the skills profile of the incumbents, namely formal academic training, language skills, and other factors such as nationality and work experience).
- Recruitment strategy to fill the gaps revealed in the survey elaborated.

8.7 Objective: *Develop indicators for expected standards of performance related to protection management.*

Indicators of Progress:

- Work continued by the Department of International Protection and the Division of Operational Support in operationalising the directive, *Designing Protection Strategies and Measuring Progress: Checklist for UNHCR Staff* (July 2002).
- In the light of feedback on the "Checklist", its contents refined for publication as a user-friendly booklet.

8.8 Objective: *Ensure follow-up to the implementation of inspection and audit findings.*

Indicators of Progress:

- Regular meetings of Oversight Committee held.
- Data bases (Inspection and Audit) in place; and regular compliance reports presented to Oversight Committee.
- In the light of oversight findings, corrective action taken, *inter alia*, through revision of guidelines and procedures.

8.9 Objective: *Define and implement a strategic direction for the development of information systems and processes tailored to the business and operational needs of the organisation.*

Indicators of Progress:

- As background and preparation to the re-launch of the ISP, now called the MSRP, UNHCR has developed the basic outlines of this strategy; further elaboration undertaken in 2003.
- Broad analysis of current capacity for management of information technology systems to be undertaken in late 2002, with results expected in 2003.

8.10 Objective: *Foster a more humane and transparent human resources management system by improving staff safety, welfare and morale while safeguarding staff rights and fulfilling obligations to staff.*

Indicators of Progress:

- Further work pursued, in consultation with the Joint Advisory Committee (JAC), on addressing outstanding policy issues related to the posting process; rotation; work force profiling; and the Career Management System (CMS).
- Better medical support offered to UNHCR staff, especially in remote locations/and or in emergency operations.
- The existing Peer Support Personnel Network extended with a further 20 staff trained from the CASWANANME region, bringing the total in the network to around 80.
- The CD-ROM (2002) produced by UNHCR on behalf of the United Nations, with some financial support from UNSECOORD entitled *Basic Security in the Field – Staff Safety, Health and Welfare* widely disseminated, and used for training.

8.11 Objective: *Improve conditions of service through the timely and transparent implementation of appropriate human resource policies and through advocacy within the United Nations Common System.*

Indicators of Progress:

- UNHCR participated regularly in activities related to the United Nations Common system, especially those related to pay and benefits structure, post classification system etc.

8.12 Objective: *Improve internal communication and information management with staff.*

Indicators of Progress:

- Use of electronic publishing and document management tools at Headquarters and in the Field promoted.
- Network Operating system (Netware) in the Field, the desktop operating system (Windows) the associated MS Office suite (Word/Excel/Powerpoint), and the Border Manager security system (VPN) upgraded.
- Offices in the Field without access to electronic systems assured of all necessary information through other means.

8.13 Objective: *Strengthen financial management, through improved monitoring, control and results-based budgeting.*

Indicators of Progress:

- MSRP with a focus on Finance (3 modules) implemented, thereby enabling UNHCR to conform to United Nations and international accounting standards and exercise better financial controls.

8.14 Objective: *Develop and enforce a code of conduct for UNHCR staff.*

Indicators of Progress:

- Code as adopted (September 2002) disseminated to the Field.
- All current UNHCR staff signed code by end of first quarter 2003.

8.15 Objective: *Ensure that strategic goals, plans and objectives for regional and country programmes are consistent with UNHCR overall policies and operational priorities.*

Indicators of Progress:

- Six Strategic Planning Workshops held (covering ways to "mainstream" UNHCR's policy priorities).
- Thirty COPs reviewed to verify inclusion of policy priorities.

8.16 Objective: *Ensure that adequate safeguards are in place for the proper use of all resources acquired in support of refugee programmes.*

Indicators of Progress:

- Observations of the Board of Auditors and Internal Audit systematically addressed.
- Finance Section staff included in emergency deployments, thereby ensuring that accounts are immediately set up and expenditure is more effectively monitored from the outset.

Strategic Goal 9: Advocacy – Use advocacy and related initiatives with governments and other stakeholders to safeguard the rights of refugees and other persons of concern to the Office.

9.1 Objective: *Advocate for universal accession to and more harmonised interpretation of the 1951 Refugee Convention and its Protocol.*

Indicators of Progress:

- Media and public awareness activities undertaken to raise awareness of the refugee cause and the importance of the 1951 Convention and its 1967 Protocol.
- See Global Objective 1.1.

9.2 Objective: *Promote complementary forms of protection for persons not falling within the scope of the Convention who still require international protection.*

Indicators of Progress:

- See Strategic Goal 1.1 and the proposal to develop guidance on general principles upon which complementary forms of protection should be based.

9.3 Objective: *Strengthen public information capacity and assist national protection networks to advocate on behalf of refugees.*

Indicators of Progress:

- UNHCR's website regularly updated and made more responsive to the demands of the general public on refugee issues.
- UNHCR intensified its partnerships for protection and awareness raising with governments, legislatures, NGOs, civil society, refugee men, women and children.

9.4 Objective: *Broaden donor support by highlighting the particular needs of refugee populations, the burdens shouldered by host countries and the human consequences of insufficient funding.*

Indicators of Progress:

- *Global Report* and *Mid-Year Progress Report* further refined to reflect more clearly the impact of meeting the needs of refugees.
- Ad hoc documentation prepared for donors showing impact of budgetary reductions.
- Issue of the socio-economic impact of refugee inflows on host developing countries regularly considered by ExCom.

9.5 Objective: *Mount public information campaigns to increase public respect for, and understanding of, the plight of refugees, their contributions to society and their right to seek asylum and awareness of the work of UNHCR.*

Indicators of Progress:

- Media coverage ensured both for refugee emergencies and forgotten refugee groups.
- Co-ordinated and comprehensive public information efforts mounted on issues which have global implications, for example, the European Union's harmonisation of the asylum system.

9.6 Objective: *Report on the condition and status of the world's refugees.*

Indicators of Progress:

- *Refugees* magazine published four times in the year in Arabic, Chinese, English, French, German, Italian, Russian and Spanish with a circulation of 224,000.
- *UNHCR's Statistical Year Book* issued.
- Continued improvement in the quality of basic status data on populations of concern, in accordance with established indicators.

9.7 Objective: *Promote the inclusion of refugee affairs in the agendas of international bodies and fora.*

Indicators of Progress:

- Where opportunities presented themselves, UNHCR underlined the security dimension of refugee issues in relevant fora e.g. the Security Council; in addition to the development aspect as an important contributing factor to refugee outflows and as a key element in anchoring refugee returns highlighted in development fora.

Strategic Goal 10: Partnerships – Build effective partnerships to better protect people of concern to the Office and ensure delivery of quality programmes to meet their needs.

10.1 Objective: *Ensure that stakeholder concerns are known in-house and properly taken into account when setting priorities and planning operations.*

Indicators of Progress:

- Annual consultations with ExCom members held in a timely manner so as to enable inputs to be reflected in the budget process.

10.2 Objective: *Enhance the participation of refugees, NGOs, United Nations agencies, and other partners in planning, implementation and evaluation.*

Indicators of Progress:

- Increased and broader participation of relevant actors in UNHCR's annual strategic planning exercises (COPs).

10.3 Objective: *Strengthen protection, emergency, and security partnerships with key stakeholders, including refugee organisations, United Nations agencies, and civil society.*

Indicators of Progress:

- Further co-operation developed with UNDP and the World Bank in relation to the High Commissioner's Strategy of the "4 Rs": Repatriation, Reintegration, Rehabilitation and Reconstruction.
- Greater involvement of NGOs in protection activities achieved.

10.4 Objective: *Improve communication and co-ordination with key stakeholders.*

Indicators of Progress:

- Improved partnership with UNHCR stakeholders through intensified dialogue on issues of common interest, with a view to finding concrete expressions of common concerns in a range of partnership agreements (e.g. MOUs).

10.5 Objective: *Pursue new sources of funding and expand partnerships with organisations involved in self-reliance and empowerment activities.*

Indicators of Progress:

- UNHCR's strategy aimed at increasing the funding base of the Office pursued, involving:
- Efforts to seek complementary sources of funding, e.g. the Human Security Fund, the United Nations Foundation, the Japan Peace Grant Aid etc.
- Expanding the number of donor countries, especially targeting the ten candidate countries to the European Union.
- Private sector (see Objective 10.10).

10.6 Objective: *Build strategic alliances with other organisations able to resource and implement essential activities.*

Indicators of Progress:

- UNHCR's Strategy Paper on Complementary Sources of Funding followed up.
- More bilateral donors involved in relief to development activities, embracing both local populations and refugees.

10.7 Objective: *Work with partners to improve the quality of life of refugees in camp situations.*

Indicators of Progress:

- Development partners sought to pursue the High Commissioner's strategy of "Development through Local Integration (DLI)" in a range of camp situations.
- Specific livelihood-related activities undertaken in partnership with the ILO.
- Briefing missions organised by DRRM to key operations.

10.8 Objective: *Develop partnerships and work to engage development actors in joint planning, implementation, and resource mobilisation efforts to narrow the relief to development gap.*

Indicators of Progress:

- Follow-up to those elements of the NEPAD and Action Plan for Africa as they relate to refugees/returnees.
- UNHCR pursued more systematic participation in UNDAF activities.
- See Global Objective 10.3.

10.9 Objective: *Consolidate support from traditional donors and access complementary sources of funding, while broadening and diversifying the donor base.*

Indicators of Progress:

- Attention given to the stated programmatic priorities of key donors.
- Appropriate recognition/visibility given to donor countries pledging large amounts of unearmarked funds.

10.10 Objective: *Obtain a sustainable increase in funds received from individuals and the private sector.*

Indicators of Progress:

- Increased financial contributions from the private sector, with a longterm objective of 10 per cent of budget requirements being funded from the private sector within 10 years, and contributions of USD 35 to 40 million by 2005.
- *UNHCR's Guidelines for Private Sector Fund Raising* with UNHCR National Associations promoted.
- Individual donor databases developed in each UNHCR "Private Sector" country with the aim to reach, by the end of 2005, an active database size between 0.1 per cent and 0.5 per cent of the country population.

Strategic Goal 11: Prevention – Help prevent and mitigate the conditions that provoke refugee movements.

11.1 Objective: *Reinforce co-operation with preventive, peacekeeping and peace building organisations and fora.*

Indicators of Progress:

- UNHCR's policy on involvement in peace building activities finalised and disseminated.
- Increased co-operation with DPA and DPKO developed.
- Enhanced involvement in the Conflict Prevention and Post-Conflict Reconstruction (CPR) network.

11.2 Objective: *Use UNHCR's good offices to promote preventive diplomacy and the peaceful resolution of conflicts between and within States.*

Indicators of Progress:

- The High Commissioner, in support of the efforts of the Secretary-General, and as opportunities presented themselves, sought to address refugee/forced displacement issues related to human security and ongoing conflicts.

11.3 Objective: *Actively engage with and contribute to peace processes and conflict resolution activities.*

Indicators of Progress:

- Reintegration of refugees into war-torn societies supported.
- See reference to the follow-up to Project "Imagine Co-existence" (Objective 11.4).

11.4 Objective: *Foster co-existence in divided communities and engage with IDP and stateless persons in efforts to prevent further displacement.*

Indicators of Progress:

- The lessons learned from the "Imagine Co-existence project" analysed and developed into guidelines and training material so as to be more readily replicated in return operations and other peace building strategies.

11.5 Objective: *Enhance the role and status of women in countries of return with particular emphasis on women in leadership, women's role in reconciliation and peace building, economic security and skills development.*

Indicators of Progress:

- States urged to facilitate refugee participation, particularly of women, in peace and reconciliation processes; such participation given concrete support by UNHCR.

11.6 Objective: *Strengthen legal and judicial capacity-building efforts to promote respect for human rights in countries of origin.*

Indicators of Progress:

- Legal/technical advice, training and other forms of assistance (material and financial) provided to relevant government ministries and the judiciaries on issues related to refugee law.

11.7 Objective: *Collaborate with regional political organisations and initiatives addressing the causes of refugee and other population movements.*

Indicators of Progress:

- Input provided by relevant UNHCR Branch Offices to help regional organisations address issues of forced displacement, while highlighting the importance of political initiatives to resolve such situations.

11.8 Objective: *Develop mechanisms based on timely country of origin information to identify potential mass outflows and encourage appropriate action to address root causes.*

Indicators of Progress:

- States urged to promote within the United Nations system, more effective engagement in early warning and contingency planning.
- UNHCR continued to build up its early warning capacity and contribute to that of the United Nations, *inter alia*, through commissioning papers from external research institutes on various "hot spots".