

UNHCR's Strategic Objectives: 2005 - Expected Accomplishments and Indicators of Achievement

Overall mandate goal: To provide international protection to refugees and others of concern to UNHCR and to search for a durable solution to their situation; while preparing populations of concern for a durable solution, to ensure the provision of humanitarian assistance, in a gender/age and environmentally sensitive manner, and promote a better quality of life and self-reliance through a community development approach; and, to advocate refugee rights, promote effective partnerships with other relevant organizations, and develop a range of diplomatic initiatives aimed at preventing and mitigating the conditions that cause refugee movements.

Overall support goal: To support UNHCR's efforts to ensure international protection and assistance to refugees and others of concern and seek solutions to their problem, through a range of strategies, particularly improved management of operations and resources.

Strategic goal 1: Support governments in the creation and maintenance of an international protection regime.

Strategic goal 2: Maintain and improve UNHCR's emergency preparedness and response capacity to assist States to respond to refugee influxes, while ensuring the physical protection of refugees.

Strategic goal 3: Better assess the protection and assistance needs of refugees and other persons of concern.

Strategic goal 4: Support governments in the provision of protection and assistance.

Strategic goal 5: Seek durable solutions to the situation of refugees (through voluntary repatriation and sustainable reintegration, resettlement and local integration).

Strategic goal 6: Use advocacy and related initiatives to safeguard the rights of refugees and other persons of concern.

Strategic goal 7: Build effective partnerships to better protect people of concern and ensure delivery of quality programmes.

Strategic goal 8: Help prevent and mitigate the conditions that trigger refugee movements.

Strategic goal 9: In relation to management, strengthen performance and improve the quality of UNHCR's work while making efficient use of resources.

Strategic goal 1: Support governments in the creation and maintenance of an international protection regime.

1.1 Expected accomplishments: Accession to, respect for, and implementation of the conventions and protocols related to refugees and statelessness, effectively promoted.

Indicators of achievement

1.1.1 An increase in the number of accessions: to the 1951 Convention relating to the Status of Refugees and/or its 1967 Protocol; and other relevant legal instruments. The Agenda for Protection (AfP). **AfP 1.1; AfP 1.5; AfP 1.12.5**

1.1.2 Number of missions and consultative undertakings with relevant organizations and with States aimed at positively influencing the development of national laws and jurisprudence, as well as regional/international standards, relating to statelessness. **AfP 1.12.6**

1.1.3 UNHCR's responsibilities in regard to the reduction and prevention of statelessness mainstreamed, by increasing operational involvement of UNHCR and its governmental and non-governmental partners on statelessness issues that need to be addressed. **AfP 1.12.6**

1.2 Expected accomplishments: States assisted in the preparation, adoption and implementation of national asylum legislation in conformity with international refugee law and human rights standards.

Indicators of achievement

1.2.1 Number of States adopting or amending national refugee legislation, and establishing mechanisms and arrangements for refugee protection in line with international standards and principles, and to secure fulfilment of their international obligations related to refugee protection. **AfP 1.2; AfP 1.6**

1.3 Expected accomplishments: States supported in the elaboration of "Convention Plus" agreements.

Indicators of achievement

1.3.1 Number of "Convention Plus" agreements, both generic and operation-specific, concluded.

1.4 Expected accomplishments: Measures to combat irregular migration and smuggling are monitored to ensure conformity with international refugee protection standards.

Indicators of achievement

1.4.1 Effective and coordinated participation in relevant international and regional fora addressing this subject, including the Action Group on Asylum and Migration (AGAMI), and inclusion of provisions on refugee protection (or safeguard clauses) in documents issued by such fora. **AfP 2.1; AfP 2.2; AfP 2.5.1**

1.5 Expected accomplishments: Contribution made by UNHCR to improved inter-agency planning and implementation strategy for assistance to and protection of IDPs.

Indicators of achievement

1.5.1 Number of IDPs protected and assisted by UNHCR, in accordance with criteria set out in **A/RES/52/103**.

Strategic Goal 2: Maintain and improve UNHCR's emergency preparedness and response capacity to assist States to respond to refugee influxes, while ensuring the physical protection of refugees.

2.1 Expected accomplishments: Local and regional capacities further enhanced to ensure

that reception arrangements and asylum systems conform to international standards.

Indicators of achievement

2.1.1 Number of national action plans to build effective protection structures developed and implemented. **AfP 3.1; AfP 3.2**

2.2 Expected accomplishments: Adequate levels of emergency preparedness and contingency planning maintained.

Indicators of achievement

2.2.1 Number of contingency plans elaborated or refined to address potential refugee emergencies.

2.3 Expected accomplishments: Host governments supported in building capacity for the maintenance of security in refugee-populated areas.

Indicators of achievement

2.3.1 Continued work to implement ExCom Conclusion No. 94 on the Civilian and Humanitarian Character of Asylum. **AfP 4.1.1; AfP 4.1.2**

Strategic Goal 3: Better assess the protection and assistance needs of refugees and other persons of concern.

3.1 Expected accomplishments: Improved registration data introduced, based on new standards, procedures, systems and tools developed under Project Profile, and the revised Registration Handbook.

Indicators of achievement

3.1.1 Continuing roll-out to the field of the new Project Profile registration standards, procedures and tools. **AfP 1.1.1**

3.2 Expected accomplishments: Needs assessments undertaken in a participatory manner according to a standard UNHCR-specific situation analysis tool.

Indicators of achievement

3.2.1 Implementation of the recently developed Situation Analysis Tool in UNHCR operations,

including structured discussions with refugees.
AfP 3.4; AfP 5.7; AfP 6.1; AfP 6.2

3.3 Expected accomplishments: Needs of refugees regularly assessed against established standards and indicators.

Indicators of achievement

3.3.1 Increase in the number of UNHCR operations planning and reporting using the UNHCR *Field Guide on the Systematic Use of Standards and Indicators*.

3.3.2 *The Field Guide* adjusted to reflect experience gained from its use and from similar tools used within the United Nations and the broader humanitarian community.

Strategic goal 4: Support governments in the provision of protection and assistance.

4.1 Expected accomplishments: Relevant protection and assistance guidelines implemented, especially those related to the protection of refugee women and children, gender and age mainstreaming, as well as prevention of and response to sexual and gender-based violence.
AfP 4.4.1; AfP 6.1; AfP 6.2

Indicators of achievement

4.1.1 Number of additional training sessions held and persons trained, based on the newly promulgated *Guidelines on Prevention and Response to Sexual and Gender-Based Violence against Refugees, Returnees and Internally Displaced Persons*. **AfP 6.1.5; AfP 6.2.5**

4.1.2 Number of multisectoral teams, with a gender and age mainstreaming focus, established by UNHCR Representatives.

4.2 Expected accomplishments: Sound environmental management practices among refugees promoted, in accordance with the 1996 *Environmental Guidelines* and relevant sector-specific guidelines.

Indicators of achievement

4.2.1 Revision of the 1996 *Environmental Guidelines* completed.

4.3 Expected accomplishments: Focus maintained on priority categories of beneficiaries (women, children, adolescents and elderly), especially in key sectoral activities such as education, health and the environment.

Indicators of achievement

4.3.1 Proportion of Country Operations Plans (COPs) citing priority categories in key sectors.
AfP 6.1.6; AfP 6.2.7

4.3.2 Strategic partnerships developed, and existing ones maintained.

4.4 Expected accomplishments: Improved response to the spread of HIV/AIDS in refugee settings.

Indicators of achievement

4.4.1 Implementation of pilot projects for 2005, as set out in UNHCR's Strategic Plan 2005-2007 on HIV/AIDS.

4.4.2 Cooperation with other UNAIDS co-sponsors for the inclusion and integration of refugees into host countries' HIV/AIDS policies and programmes.

4.5 Expected accomplishments: Access to primary education improved, with special focus on girls. **AfP 5.7.3; AfP 6.2.9**

Indicators of achievement

4.5.1 Increase in number of enrolments, especially of girls, in primary education by 5 per cent over the 2004 baseline.

4.5.2 Increase in the percentage of schools with structured retention initiatives for girls.

Strategic goal 5: Seek durable solutions to the situation of refugees (through voluntary repatriation and sustainable reintegration, local integration and resettlement).

5.1 Expected accomplishment: Voluntary repatriation actively facilitated, and promoted where conditions for return in safety and dignity exist; in addition, reintegration of the returnees undertaken in accordance with the "4 Rs" strategy (Repatriation, Reintegration, Rehabilitation and

Reconstruction), and in partnership with other agencies. **AfP 5.2.5; AfP 5.2.8**

Indicators of achievement

5.1.1 Number of refugees and other persons of concern who return from situations of forced displacement.

5.1.2 The "4Rs" approach and procedures further promoted through training based on the newly developed *Handbook for Repatriation and Reintegration Activities*. **AfP 5.3.1**

5.1.3 UNHCR actively taking part in inter-agency joint needs assessment and planning processes. **AfP 5.3.4**

5.2 Expected accomplishment: Local integration as a durable solution promoted in accord with the High Commissioner's strategy of Development through Local Integration (DLI). **AfP 5.4.3**

Indicators of achievement

5.2.1 Conclusion on Local Integration negotiated and approved by ExCom. **AfP 5.4.1**

5.2.2 Newly developed DLI Guidelines disseminated.

5.3 Expected accomplishment: Resettlement promoted as a means to provide protection, durable solutions and as a burden-sharing mechanism. **AfP 5.6**

Indicators of achievement

5.3.1 Increase in the number of persons resettled. **AfP 6.5**

5.3.2 Increase in the number of resettlement countries. **AfP 6.5**

5.3.3 Follow-up activities aimed at implementing the resettlement anti-fraud plan of action. **AfP 5.6**

5.4 Expected accomplishment: More progress made in resolving protracted refugee situations. **AfP 5.1**

Indicators of achievement

5.4.1 Further progress in the implementation of the *Comprehensive Plan of Action for Somali Refugees*.

5.4.2 Number (6.2 million) living in protracted refugee situations, reduced by 5 per cent. **AfP 5.1.1**

Strategic goal 6: Use advocacy and related initiatives to safeguard the rights of refugees and other persons of concern.

6.1 Expected accomplishment: Public information campaigns mounted to increase public awareness of the situation of refugees, as well as awareness of the work of UNHCR. **AfP 1.8.1**

Indicators of achievement

6.1.1 Increase in production, broadcast and/or publication of UNHCR videos, photos, interviews, web stories, briefing materials and other PI materials by media and other organizations, including United Nations DPI in New York, as gauged by media monitoring services such as Factiva and Newsedge.

6.2 Expected accomplishment: The contribution of non-governmental organizations to the well-being of asylum-seekers and refugees supported.

Indicators of achievement

6.2.1 The area of the UNHCR website entitled "Our partners" improved with more up-to-date information.

Strategic goal 7: Build effective partnerships to better protect people of concern and ensure delivery of quality programmes

7.1 Expected accomplishments: New governmental sources of funding to support UNHCR activities developed and sustained.

Indicators of achievement

7.1.1 Increase in the governmental funding base of the Office, including new members of the European Union.

7.2 Expected accomplishments: A sustainable increase achieved in funds received from the private sector.

Indicators of achievement

7.2.1 Some USD 23 million received from the private sector in 2005.

7.3 Expected accomplishments: Partnerships promoted to engage development actors in integrated planning, implementation, and resource mobilization efforts to narrow the relief to development gap. **AfP 5.3.3**

Indicators of achievement

7.3.1 Increase in number of UNHCR offices regularly participating in the United Nations Development Assistance Framework (UNDAF) activities or United Nations transition strategies at the country level, especially in promoting the *UNDG Guidelines on Durable Solutions for Displaced Persons*.

7.4 Expected accomplishments: Improved participatory planning by relevant stakeholders in refugee-hosting countries to address, in a comprehensive manner, the needs of refugees.

Indicators of achievement

7.4.1 Increase in the number of UNHCR offices facilitating more participatory planning exercises in preparation of 2006 COPs, resulting in a clearer picture of how needs of refugees are to be addressed.

7.4.2 Development Assistance for Refugees (DAR) programming approach applied in appropriate situations, based on newly developed guidelines.

Strategic goal 8: Prevention - Help prevent and mitigate the conditions that trigger refugee movements.

8.1 Expected accomplishments: Mechanisms based on timely country of origin information to identify potential mass outflows or emerging situations of statelessness, developed and utilized. **AfP 1.12**

Indicators of achievement

8.1.1 UNHCR's efforts to build up its early warning capacity and that of the UN further enhanced, inter alia, through commissioning papers from external research institutes on various "hot spots".

Strategic goal 9: In relation to management, strengthen performance and improve the

quality of UNHCR's work while making efficient use of resources.

9.1 Expected accomplishments: Strengthened results-based management through further improvements to the operations management system and through enhanced integration of organizational priorities, especially those relating to gender and refugee women, and refugee children/adolescents.

Indicators of achievement

9.1.1 Increase in the number of operations provided technical support in creating integrated teams to address organizational priorities (refugee women, gender equality, refugee children/adolescents), using a rights- and community-based approach.

9.1.2 An additional 25 operations provided support in developing a system to capture/roll up information on standards and indicators.

9.2 Expected accomplishments: Enhanced delivery of international protection through improved protection management and staffing in field operations.

Indicators of achievement

9.2.1 Strengthened operational protection capacity through evaluation, consolidation, and enhancement of protection staff assessments, and through protection learning and training activities led by a newly restructured DIP training unit.

9.2.2 Increased capacity and quality of UNHCR protection monitoring and interventions in the field.

9.3 Expected accomplishments: Further improvement to UNHCR's human resources management system which supports the staff in fulfilling UNHCR's Mandate in the most responsive and responsible manner, optimizing the skills and experience of individual staff members, building on the core values of the organization and providing the necessary support to staff in a difficult and ever-changing operational environment.

Indicators of achievement

9.3.1 Improvement in workforce management by ensuring the timely deployment of qualified staff to meet approved operational needs, and by minimizing the number of staff members in-between assignments, using pro-active posting and counselling/career planning.

9.3.2 Improvements (both in terms of quality and compliance rate by supervisors) in the preparation of Performance Appraisal Reports.

9.3.3 Improved provision of psycho-social support to staff and their families, at Headquarters and in the field, through the continued enhancement of the Peer Support Personnel Network (PSPN).

9.3.4 Enhanced opportunities for individual and organizational learning through participation in the United Nations Organizational Learning Framework (OLF) and application of lessons learned from the OLF assessment of UNHCR programmes.

9.3.5 Progress made in changing work methods and simplifying procedures by advancing development of the PeopleSoft application of the MSRP HR/Payroll project.

9.4 Expected accomplishments: Better compliance with UNHCR's policies, standards and directives, and enhanced institutional integrity through the development and implementation of an impartial and objective oversight framework.

Indicators of achievement

9.4.1 Timely follow-up to oversight recommendations monitored by the Oversight Committee.

9.4.2 Approved annual programme of inspections, and investigation of allegations of misconduct, undertaken in a timely and effective manner.

9.5 Expected accomplishments: Enhanced security of UNHCR staff both at Headquarters and in field operations in accord with United Nations Minimum Operating Security Standards (MOSS).

Indicators of achievement

9.5.1 Security improvements made at Headquarters in accordance with the United Nations Security Audit findings.

9.5.2 Further progress recorded in making UNHCR operations in the field fully MOSS compliant.

9.6 Expected accomplishments: Strengthened resource management, particularly of financial and supply management systems, and improved corporate control of financial resources received and material resources acquired in support of UNHCR's programmes.

Indicators of achievement

9.6.1 Strengthened internal control and management systems, including financial transparency and accountability, through improved, internal financial analysis reports.

9.6.2 Realization of significant global savings in procurement, transport and logistics through rationalization, training and monitoring.

9.6.3 Continued enhancement of funds management through improved budgetary control, income and expenditure forecasting, and cash-planning techniques.

9.7 Expected accomplishments: Further develop and improve information systems to effectively support operational delivery, resource management, and the assessment and analysis of results.

Indicators of achievement

9.7.1 Further elaboration of an overall information technology strategy for UNHCR to be presented to the Executive Committee at its 56th session (2005).

9.7.2 Key components of the MSRP Human Resources and the Payroll systems finalized, with a view to the roll-out in the first part of 2006.

9.7.3 Continuation of roll-out of the MSRP finance, budget and supply management modules to the field, in accordance with plan.