



DIGITAL TRANSFORMATION STRATEGY

2022–2026

**Strengthening protection,
building self-reliance and
optimizing delivery**

The Digital Transformation Strategy provides a unified vision and approach to realizing the rights of refugees to digital inclusion and protection. It also guides UNHCR in reshaping our use of digital channels and associated technology to achieve our strategic objectives.

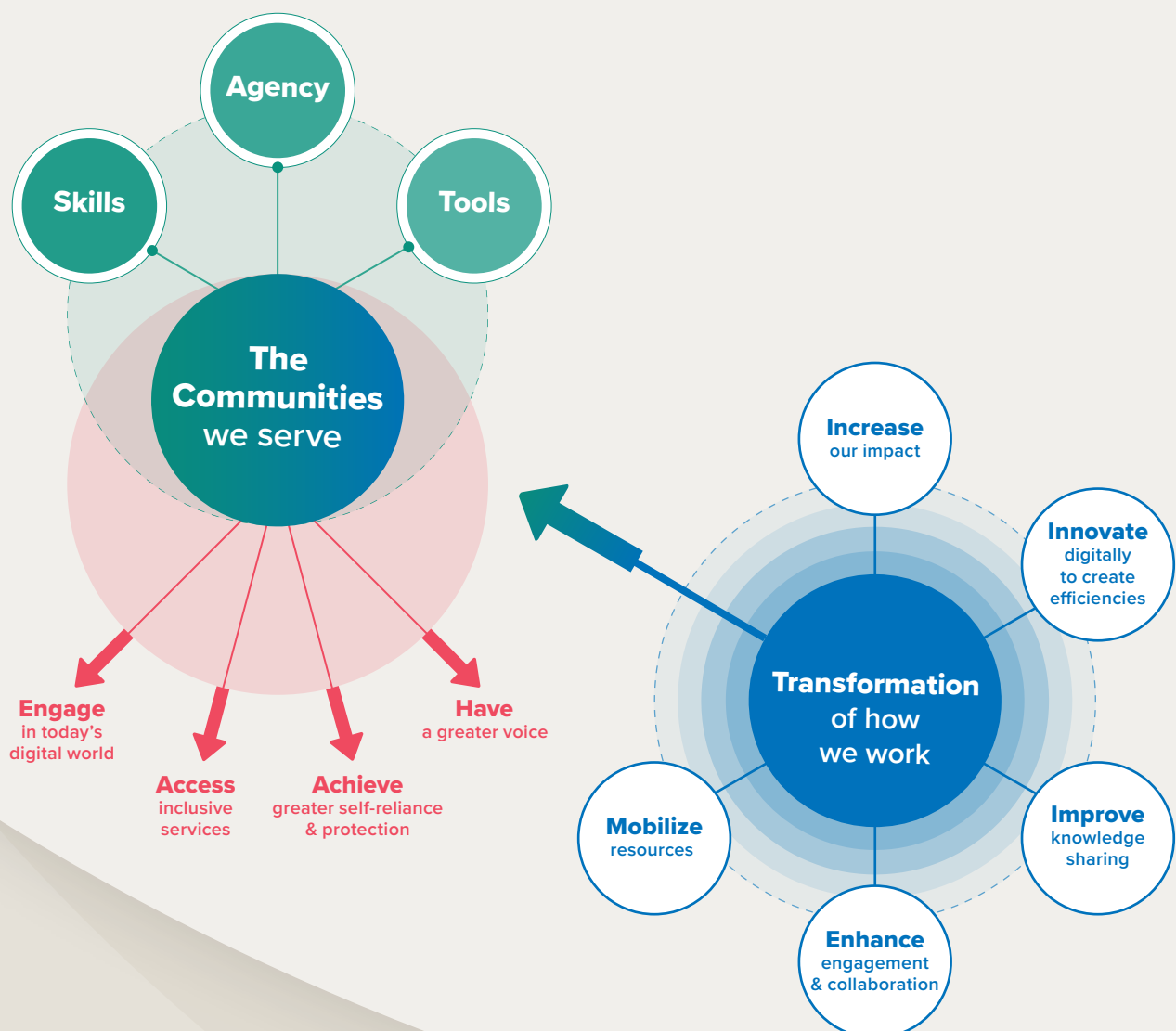


UNHCR
The UN Refugee Agency

Our digital transformation vision

UNHCR's vision is for the communities we serve to have the digital skills, agency, and tools to safely engage in today's digital world, to access inclusive services, achieve greater self-reliance and protection, and to have a greater voice in the decisions that impact their lives.

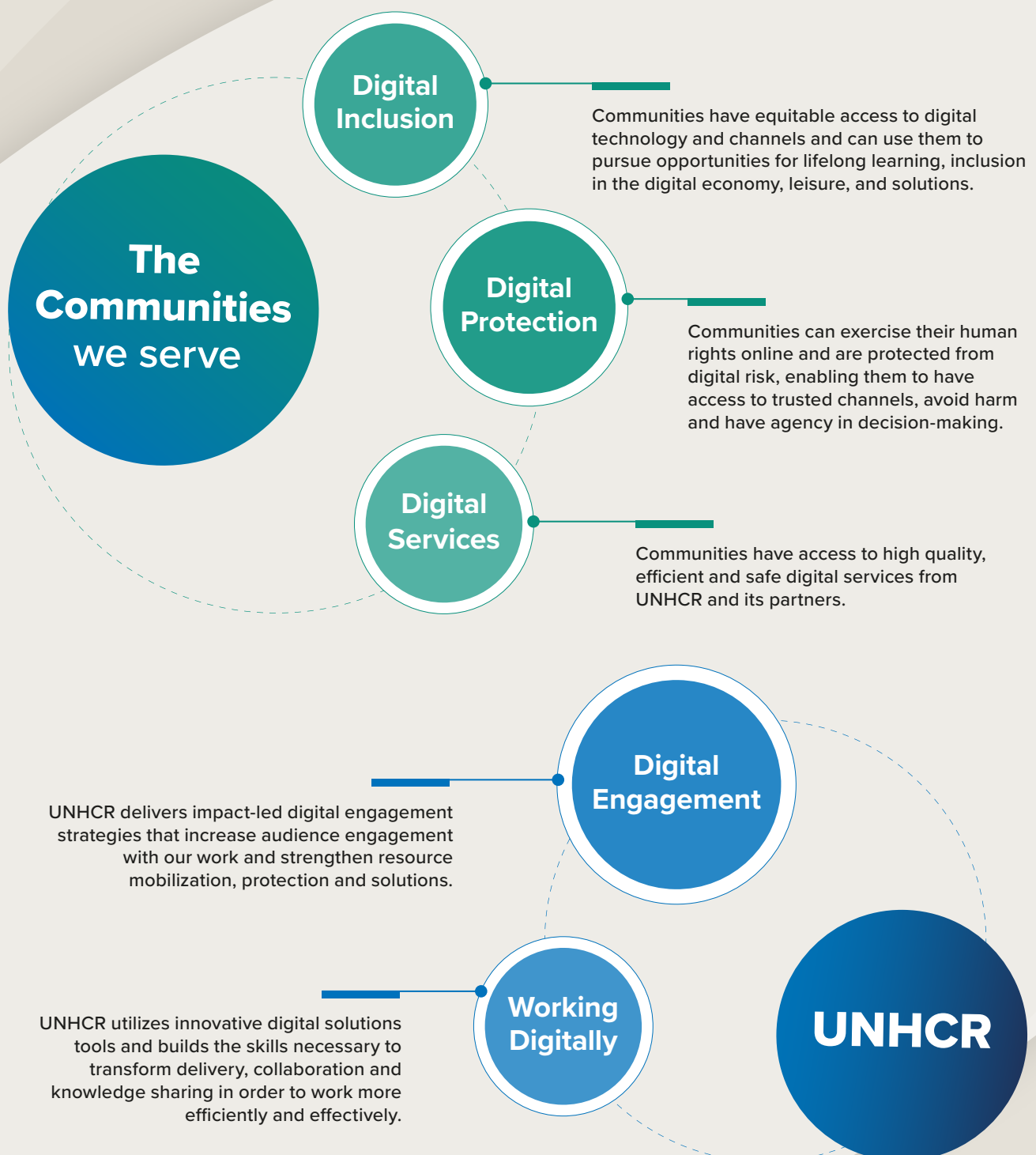
To achieve this, UNHCR's supporting vision is to transform the way it works, innovating digitally to create efficiencies, improve knowledge sharing, engagement and collaboration, mobilize resources and increase our impact.



Priority outcomes

UNHCR's Digital Transformation Strategy sets out five priority outcome areas, both externally impacting the people we serve as well as internally impacting our way of working.

Priorities to create a digital future for:



Cross-cutting approaches

To achieve progress across the five outcome areas, UNHCR will undertake several cross-cutting approaches:



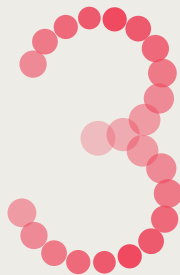
DIGITAL SERVICES FRAMEWORK & GATEWAY

We will invest in local and national digital solutions, as well as in our global digital identity management capacity, to enable the people we serve to access online digital services.



DIGITAL TOOLSET

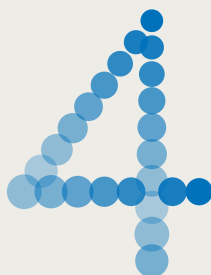
We will invest in the adoption and promotion of digital tools and solutions, which will empower regions to communicate, work and protect more effectively.



PARTNERSHIPS & ADVOCACY

We will advocate with governments, regulators and the private sector to foster inclusive and protective digital environments and approaches.

We will also partner with governments and the private sector on resource mobilization, co-creation, shared-value projects and access to expertise.



CAPACITY BUILDING

We will build capacity within UNHCR and with key external stakeholders, so that digital skills are developed and additional expert human resources are available.



RESEARCH & EVIDENCE

We will strengthen our evidence base through robust research and analysis, which will help us to design and implement appropriate digital services, strategies and frameworks.

Guiding principles

UNHCR will implement the strategy in line with the following guiding principles:

ACCOUNTABILITY TO AFFECTED PEOPLE

UNHCR will ensure our Accountability to Affected People (AAP) commitments are embedded across all strategy areas, with a focus on participation and inclusion, co-design, communication and transparency, feedback and response and organizational learning and adaptation.

PROTECTION, RIGHTS & ETHICS

UNHCR will promote the increased protection of the people we serve online, including the prevention of online abuse and harm that can spill over into the offline world. This also encompasses their right to equally be part of a connected society and their right to privacy, including in their online activity and in the digital processing of their personal data by UNHCR and other actors.

Communities will be supported and empowered to manage digital risks, so they can connect with confidence. UNHCR's use of digital technology will meet international human rights and ethical standards, with a focus on high-risk technologies, uses and contexts.

ENVIRONMENTAL SUSTAINABILITY

UNHCR's use of digital technology has a major impact on the organization's environmental footprint. We will accordingly put in place checks and balances to ensure the Digital Transformation Strategy reinforces the objectives of the Strategic Framework for Climate Action.

ACCESSIBLE TO ALL

UNHCR will work with its technology partners to ensure all internal and external digital services and platforms are accessible to everyone regardless of age, gender, disability, race, socioeconomic, sexual orientation, gender identity, and diverse characteristics. Content created will be optimized and assessed for accessibility.

DIGITAL EFFICIENCY

UNHCR will look for digital efficiency by reusing solutions and designing business processes to deliver our work more efficiently and cost effectively.

UNHCR will monitor new digital solutions that are developed in the field to identify scope for scalability to other operations and avoid duplication. Where possible UNHCR will reuse and improve digital solutions already developed by partners and other agencies.

Where appropriate UNHCR will use open technical standards, including for data security and biometrics, and digital public goods to ensure maximum benefit to those we serve.

CONTENT & DATA PRESERVATION

UNHCR will ensure that content with long-term value is preserved and securely accessible for use and re-use. Digital content preservation means mitigating against in-built obsolescence in systems and solutions.