

UNHCR's global strategic objectives

UNHCR's overall mandate is to provide international protection and humanitarian assistance to refugees and persons of concern while working to find durable solutions to their situation. In order to fulfil its mandate the Office has established ten Global Strategic Objectives (GSO):

1. Advocate for and support governments in the creation and maintenance of an international protection regime and the provision of protection and assistance, pursuant to the *Agenda for Protection (AfP)*.
2. Promote refugee self-reliance in stabilized situations as a critical step in the pursuit of durable solutions.
3. Pursue voluntary repatriation and sustainable reintegration, resettlement or local integration for refugees, with a special focus on those in protracted refugee situations, and with particular reference, where applicable, to the strategies, mechanisms and tools developed in the *Framework for Durable Solutions* and Convention Plus initiatives.
4. Strengthen UNHCR's preparedness and response capacity to assist States in responding to emergencies.
5. Strengthen UNHCR's support for collaborative efforts to comprehensively address situations of internal displacement.
6. Build effective partnerships through participatory planning involving all stakeholders, comprehensive assessment of needs, and formulation of strategies that utilize the full range of resources available.
7. Advocate for the inclusion of persons of concern to UNHCR in the Millennium Development Goals (MDGs), in particular, the initiatives for a global partnership for development (MDG8).

8. Enhance the quality, effectiveness and efficiency of UNHCR's operations, in particular by institutionalizing results-based management.

9. Enhance UNHCR's oversight and accountability framework in order to improve compliance with UNHCR's policies and standards.

10. Continue to develop a flexible, gender-balanced workforce that can meet the challenges of the future, including enhanced capacity to operate in situations of insecurity.

As part of the effort to institutionalize results-based management and mobilize action within the organization around a shared set of strategic objectives, the High Commissioner has established a series of measurable performance targets for 2006, articulated as quantifiable results, around a set of revised Strategic Objectives for 2006. The revised Strategic Objectives equally reprise the *Agenda for Protection* and contribute to the achievement of the Millennium Development Goals. These targets will be the focus of decision making and resource allocation in 2006.

2006 Strategic objectives

Advocate for, and support governments in the creation and maintenance of an international protection regime (GSO # 1):

- Improve policy and operational response to situations of mixed flows of asylum-seekers and migrants.
- Increase respect and tolerance for asylum-seekers and refugees.
- Preserve asylum space.
- Enhance protection capacity in host countries.
- Address situations of statelessness more effectively.
- Improve the content and usage of ExCom conclusions.

Ensure international standards of protection for girls, boys, women and men of concern to UNHCR are met (overall mandate objective):

- Improve physical security and reduce incidents of violence, in particular prevent and respond to sexual and gender-based violence.
- Promote gender equality and women's empowerment.
- Increase and improve level and quality of registration of persons of concern.
- Prevent malnutrition.
- Reduce the prevalence and impact of HIV/AIDS.
- Safeguard the right to education.
- Ensure social and economic rights are secured and opportunities for self-reliance maximised.
- Integrate persons of concern to UNHCR in MDG programmes.

Pursue voluntary repatriation and sustainable reintegration, resettlement or local integration for refugees, with a special focus on those in protracted refugee situations (GSO # 2, GSO # 3, GSO # 7):

- Support, facilitate or promote voluntary repatriation movements.
- Enhance resettlement as a protection tool and durable solution.
- Strengthen local integration as durable solution and promote refugee self-reliance in stabilized situations.
- Develop comprehensive strategies for refugees in protracted situations in which multiple durable solutions are required, in particular for Somali and Afghan refugees, and establish relevant partnerships for durable solutions for Africa programme.

Pursue management reform to enhance the quality, effectiveness and efficiency of UNHCR's operations (GSO # 4, GSO # 5, GSO # 6, GSO # 8, GSO # 9, GSO # 10):

- Strengthen UNHCR's operational protection capacity.
- Strengthen UNHCR's preparedness and response capacity.
- Strengthen UNHCR's support for collaborative efforts to comprehensively address situations of internal displacement and implement the agreed pilot projects.
- Strengthen partnership through improved branding, fund raising, communication and relationships with NGOs.
- Institutionalise results-based management as a fundamental accountability mechanism.
- Enhance the use of standards and indicators for planning and measuring the impact of UNHCR's operations.
- Prepare and initiate implementation of a workforce management strategy aiming to enhance the efficiency of the organization, the fulfilment of staff and gender balance.
- Streamline, rationalise reporting and financial and budgetary rules for resource allocation.
- Continue roll-out of the Management Systems Renewal Project (MSRP) and achieve efficiency and productivity gains.

Measurable Performance Targets for 2006

Operations (Protection and Assistance)

- Procedures for channeling asylum claims, identifying needs and realizing proper responses and solutions will be developed by UNHCR in cooperation with States and other relevant actors in all regions receiving refugees within mixed flows (AfP, Goal 1, Objective 2 and Goal 2, in particular Objective 1).
- The quality and consistency of UNHCR's mandate refugee status determination (RSD) processes will be strengthened in the 15 countries accounting for 90 per cent of UNHCR's global RSD operations through in-house capacity-building activities including training and technical support (AfP Goal 1, Objective 2).
- 100 per cent of UNHCR operations will have integrated, from the outset, self-reliance and empowerment strategies for refugees in their assistance programmes (AfP Goal 5, Objective 7).
- Comprehensive durable solutions strategies, in which the strategic use of resettlement and local integration have their proper place, will be jointly developed by UNHCR and relevant actors in 100 per cent of operations with protracted refugee situations (AfP Goal 5, in particular Objective 1).
- Offices in Myanmar, Romania, DRC and the CIS countries including Russia will integrate statelessness activities in their country operations plans and develop strategies for resolving situations of statelessness, and in Bangladesh, significant progress will be made towards ending the protracted statelessness situation of approximately 300,000 persons (Biharis) (AfP Goal 1 Objective 12).
- 100 per cent of UNHCR operations will have in place standard operating procedures to prevent and respond to sexual and gender-based violence (AfP Goal 4, Objective 4 and Goal 6, Objective 1).
- A total of 94 countries will have participated in the roll-out of the age, gender, and diversity mainstreaming and will reflect the outcomes in project submissions and country operations plans (AfP Goal 6).

- Ensure the provision of sanitary materials to all women and girls of reproductive age, in all assistance programmes (AfP Goal 6, Objective 1).
- "Project Profile" has been rolled out to all UNHCR operations registering refugees and others of concern, and continued registration support is provided by PGDS, DIPS and DIST (AfP Goal 1, Objective 11).
- Tracing mechanisms will have been instituted for 100 per cent of unaccompanied and separated registered refugee children in collaboration with the responsible agencies.
- In operations receiving food aid and recording high malnutrition rates, steps are taken in collaboration with WFP to reduce the acute malnutrition rate to less than 10 per cent (measured by Z score).
- At least 75 per cent of refugees in camps have access to culturally appropriate HIV and AIDS information-education-communication (IEC) materials.
- At least 75 per cent refugees have access to antiretroviral therapy (ART) when ART is available to surrounding local host populations.
- School enrolment of refugee children in camps will be increased by 10 per cent at primary level with gender parity (AfP Goal 6, Objective 2).

Management

- Complete the first of two phases of the action plan to increase UNHCR's global emergency response capacity (including non-food relief items, vehicles, office accommodation, and staffing surge capability) so as to have in place a capacity to respond to an emergency of 500,000 persons.
- New fund raising strategy agreed and implementation started with further delegation to field representatives, including country-specific strategies that take into account bilateral and other initiatives.
- Results-based Management Framework and strategy for implementation developed, agreed and implementation underway in the areas of strategic and operations planning, and performance management.
- An integrated workforce strategy is developed together with policies and procedures which enhance the speed and effectiveness of

organizational response and better meet the needs of the organization and aspirations of staff.

- Minimum standards guidelines for field living and working conditions are adopted and mechanisms are put in place for field offices to implement them.
- Management Systems Renewal Project:
 - Human Resources Modules, Labour Administration, Career Planning, Health & Safety,

Absence Management, E-Performance developed by September 2006.

- Payroll module developed by October 2006.
- Change Management Process adopted including a mechanism for measuring impact of MSRP in terms of increased efficiency and productivity developed by February 2006.
- Supply Chain field roll-out completed in 90 sites in five regions.