

# USA for UNHCR STRATEGIC FRAMEWORK 2019-2023

**VISION**  
A world without refugees.

**MISSION**  
USA for UNHCR protects refugees and empowers them with hope and opportunity.

**➔ STRATEGIC DIRECTIONS**

Create a Voice for Refugees	Deliver Results for Refugees	Invest and Grow	Innovate	Expand and Shape the Role of Private Sector in UNHCR
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**OUTCOMES ACHIEVED BY 2023**

<ul style="list-style-type: none"> <li>▶ Greater awareness of the challenges and situations faced by refugees, IDPs, and stateless people</li> <li>▶ Advanced mobilization of resources to support calls to action</li> </ul>	<ul style="list-style-type: none"> <li>▶ Improved ability to meet critical needs and increase opportunities for refugees</li> <li>▶ Expanded portfolio of high-impact investments in education, livelihoods, and strengthening systems</li> </ul>	<ul style="list-style-type: none"> <li>▶ Diversified supporters (e.g., age, gender, type, ethnicity, asset size) and funding/revenue streams</li> <li>▶ Improved organizational performance, effectiveness, and knowledge management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Recognized for leadership and expertise on refugee programs and issues</li> <li>▶ Increased capacity to incubate ideas and launch new solutions</li> </ul>	<ul style="list-style-type: none"> <li>▶ Established an investment ecosystem that increases opportunities for refugees and investors</li> <li>▶ Created integrated partnerships in and with the private sector</li> </ul>
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<b>GOAL 1</b>	<b>GOAL 2</b>	<b>GOAL 3</b>	<b>GOAL 4</b>	<b>GOAL 5</b>
Inspire interest, empathy, and action for refugee rights and issues	Elevate results by investing in exceptional programs that catalyze change and make a difference in the lives of refugees	Enable organizational excellence, sustained growth, and a best-in-class donor experience	Facilitate novel approaches and lead new ways of thinking to tackle critical refugee issues	Cultivate the “connective tissue” between private sector opportunities in the refugee space and key partners
Compelling Content & Multi-Audience Engagement	Refugee Programs & Initiatives	Funding, Data Analytics, & Technology	High Quality Talent & Expertise	Investment Networks & Private Capital