Global Strategic

The Global Strategic Priorities (GSPs) for the 2012-2013 biennium set out areas of important focus where UNHCR is targeting its efforts to improve the lives and well-being of people of concern. The GSPs are categorized as either operational GSPs (field operations) or support and management GSPs (headquarters divisions).

The operational GSPs are designed to guide UNHCR operations in developing their plans and identifying priority areas for implementation. They informed strategic discussions at field level between UNHCR staff and partners, and the subsequent development of prioritized plans and budgets for 2013, taking into consideration the specific operational contexts. At the time of planning, operations selected relevant GSP indicators and set targets on the basis of comprehensive needs assessments (see the individual country chapters reporting against the 2013 main objectives that the operation presented in the *Global Appeal 2013 Update*).

Information on progress achieved against GSPs formed an important part of the annual review of operations plans for 2013. This provided the opportunity to check that prioritized actions were aligned with GSP targets, and to verify that the data submitted was coherent and consistent.

Throughout 2013, operations implemented the activities that were prioritized in their plans. As part of ongoing operational management processes, field staff monitored progress achieved in the delivery of planned outputs (performance monitoring), and the level of improvement that these measures brought to the situation of people of concern (impact monitoring). During the year, operations used this information to make adjustments to their plans and implementation modalities, in order to optimize the impact of the activities undertaken. Given the many different GSP areas, which are all of critical importance, these adjustments and reprioritization exercises are difficult, requiring a fine balancing act when making choices – often between equally compelling areas of need.

Information on progress achieved in the second year of the 2012-2013 biennium was compiled and analysed by UNHCR staff and partners, and the results reported to Headquarters through the *Focus* results-based management software. The analyses of progress achieved in 2013 show that the concentration of efforts on core GSP areas has yielded positive results, with many operations reporting improvements in the situation of people of concern in these areas. However, in spite of such progress, the overall situation in many countries continues to warrant further efforts to build on the progress achieved, in order to consolidate the advances made and stabilize situations at a level which meets acceptable standards. Operations that have had setbacks in GSP areas this year are developing new ways to build partnerships with key stakeholders in order to achieve progress in the future.

In this chapter, the progress made in the second year of the biennium towards the GSP engagements is described in the chart, together with an indication of where further information on achievements and challenges may be found in other parts of this report. GSP boxes providing examples of developments in the operational engagements have been inserted within the thematic chapters on *Ensuring Protection for People of Concern*, *Providing for Essential Needs* and *Finding Durable Solutions*, as well as in the special feature on *Educate A Child*.

UNHCR staff and partners around the world will continue in 2014 to further improve on the results achieved in 2013. The interest and support of hosting countries, donors and all other concerned partners are essential in helping to address these very critical areas and make a significant difference in the lives of people of concern to the Office. ■

Priorities 2012-13

OPERATIONAL

ENGAGEMENT	END-BIENNIUM PROGRESS

Favourable protection environment

1. Ensuring access to territorial protection and asylum procedures; protection against *refoulement*; and the adoption of nationality laws that prevent and/or reduce statelessness

■ *Seek improvements to national law and policy in 112 countries, so as to be consistent with international standards concerning refugees, asylum-seekers and internally displaced people (IDPs)*

Improvements to national laws and policies, in accordance with international standards concerning refugees, asylum-seekers and IDPs, were pursued in 112 countries in 2013. Legislative changes were reported in 8 countries, and in another 50 countries, UNHCR was involved in the process of legislative revisions. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples.

■ *Seek improvements in citizenship laws in 70 countries, so as to be consistent with international standards on the prevention of statelessness*

UNHCR continued to seek improvements in citizenship laws through advocacy. In 67 countries, technical advice on reform of nationality legislation and effective implementation of existing national legislations was provided. In 4 countries the amendments to the legislation incorporated important safeguards against statelessness. See chapter on *Ensuring Protection for People of Concern* and *Addressing Statelessness* for examples.

Fair protection processes and documentation

2. Securing birth registration, profiling and individual documentation based on registration

■ *Seek increase in systematic issuance of birth certificates to newborn children in 48 refugee situations*

Increases in the systematic issuance of birth certificates to newborn children were reported in 25 refugee situations, of which 18 are now close to the standard of 100%. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for more information.

■ *Maintain or increase levels of individual registration in 87 refugee situations*

Increases in the levels of individual registration were reported in 40 refugee situations, while levels were maintained in a further 47 refugee situations. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for more information.

OPERATIONAL

Security from violence and exploitation

3. Reducing protection risks faced by people of concern, in particular, discrimination, sexual and gender-based violence (SGBV) and child recruitment

- *Provide and seek improved provision of support to known SGBV survivors in 87 refugee situations*

  Improvements in the provision of support to known SGBV survivors were reported in 84 refugee situations. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for more information.

- *Provide and seek improved provision of support to known SGBV survivors in 17 situations where UNHCR is operationally involved with IDPs*

  Improvements in the provision of support to known SGBV survivors were reported in 15 situations where UNHCR was operationally involved with IDPs. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples.

- *Provide and seek improved provision of support to known SGBV survivors in 7 returnee situations*

  Improvements in the provision of support to known SGBV survivors were reported in 4 returnee situations. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples.

- *Maintain or increase the participation of out-of-school adolescents in targeted programmes in 27 refugee situations*

  Increases in the participation of out-of school adolescents in targeted programmes were reported in 13 refugee situations, while levels were maintained in 1 refugee situation. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for more information.

- *Maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest determination (BID) process has been completed or initiated in 56 refugee situations*

  Increases in the proportion of unaccompanied or separated refugee children for whom a BID process has been completed or initiated were reported in 39 refugee situations, while the proportion was maintained in a further 11 refugee situations. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples.

Basic needs and services

4. Reducing malnutrition and anaemia; addressing major causes of morbidity and mortality; and providing adequate reproductive health care

- *Maintain UNHCR standards or reduce level of Global Acute Malnutrition in 24 situations where refugees live in camps or settlements*

  In 2013, nutritional surveys were carried out in 88 camps and settlements, and standards were met in 47 of these. The nutritional situation improved in 24 sites and deteriorated in 11 sites. 6 new sites were included in the analysis, hosting mainly refugees from Mali, Sudan and South Sudan. See chapter on *Providing for Essential Needs* and country operation chapters for examples.

- *Maintain UNHCR standards or reduce mortality levels of children under 5 years old in 30 situations where refugees live in camps or settlements*

  At the end of 2013, 107 of the 112 monitored sites met acceptable standards related to mortality rates of children under 5 years old (U5MR <1.5/1000/month). The 5 sites with elevated mortality rates are located in Cameroon, Chad, Ethiopia and South Sudan, where mortality was high due to poor nutrition status, malaria and frequent outbreaks of measles among newly arrived refugees. See chapter on *Providing for Essential Needs* and country operation chapters for examples.

	ENGAGEMENT	**END-BIENNIUM PROGRESS**
5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene	■ *Maintain or increase the percentage of households living in adequate dwellings in 54 refugee situations*	Increases in the percentage of households living in adequate dwellings were reported in 33 refugee situations, while the percentage was maintained in a further 13 situations. See chapter on *Providing for Essential Needs* and country operation chapters for examples.
	■ *Maintain or increase the percentage of households living in adequate dwellings in 12 situations where UNHCR is operationally involved with IDPs*	Increases in the percentage of households living in adequate dwellings were reported in 8 situations where UNHCR was operationally involved with IDPs, while the percentage was maintained in 2 situations. See chapter on *Providing for Essential Needs* and country operation chapters for examples.
	■ *Maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations*	Increases in the percentage of households living in adequate dwellings were reported in 5 returnee situations while the percentage was maintained in 1 situation. See chapter on *Providing for Essential Needs* and country operation chapters for examples.
	■ *Maintain or increase the level of water supply in 44 refugee situations*	Increases in the levels of water supply were reported in 34 refugee situations, while the levels were maintained in a further 9 situations. See chapter on *Providing for Essential Needs* and country operation chapters for examples.
6. Promoting human potential through education, training, livelihoods support and income generation	■ *Maintain or increase the percentage of refugee children aged 6 - 13 enrolled in primary education in 102 refugee situations*	Increases in the percentage of refugee children aged 6 - 13 enrolled in primary education were reported in 62 refugee situations, while the percentage was maintained in a further 23 situations. See chapters on *Providing for Essential Needs* and *Educate a Child* and country operation chapters for examples.

Durable solutions

	ENGAGEMENT	**END-BIENNIUM PROGRESS**
7. Facilitating durable solutions	■ *Support refugees to return voluntarily in 54 situations where conditions permit*	Some 94% of those who expressed their intention to return voluntarily to their country of origin were supported by UNHCR to do so in 54 situations. See also chapter on *Finding Durable Solutions* and country operation chapters for examples.
	■ *Support local integration in 45 refugee situations where conditions permit*	Improvements in opportunities for local integration were reported in 23 refugee situations. See also chapter on *Finding Durable Solutions* and country operation chapters for examples.
	■ *Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting solutions in 73 situations*	The number of resettlement submissions increased by 26% from 74,835 to 93,226. The percentage of refugees who departed for resettlement also increased by 4%, from 68,397 in 2012 to 71,411 in 2013. See also chapter on *Finding Durable Solutions* and country operation chapters for examples of progress or particular challenges in achieving improvements.

SUPPORT AND MANAGEMENT

ENGAGEMENT	END-BIENNIUM PROGRESS

1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight

■ *Financial management and reporting capacity both at Headquarters and in field operations are improved*

At Headquarters and in field operations, finance and project control functions continued to be strengthened. With the successful implementation in 2012 of International Public Sector Accounting Standards (IPSAS), UNHCR adopted best practices in financial reporting for the international public sector, and laid the foundation for greater transparency, more judicious stewardship of its resources and increased availability of information to support results-based management. Financial country reports shared monthly with representatives provided comprehensive information on assets, liabilities, revenues and expenses and facilitated better monitoring, analysis and decision-making. The upgrade of UNHCR's enterprise resource planning system was also initiated in 2013.

■ *IPSAS-compliant financial statements are published for 2012 and 2013*

IPSAS-compliant procedures were put in place in 2012 and organization-wide efforts continued to ensure that managers took full ownership and drove the delivery of the intended benefits of IPSAS implementation.

■ *Formal corporate risk management framework and strategy were adopted*

Development of risk-management procedures and framework piloting continued in 2013. Owing to capacity gaps, UNHCR had to postpone formal adoption to 2014.

■ *Independent Audit and Oversight Committee (IAOC) is established and fully functioning*

The IAOC was established in 2012 to assist the High Commissioner and the Executive Committee in exercising their oversight responsibilities. In 2013, the Committee held 3 sessions, discussing internal audit, inspection, evaluation, internal control, and enterprise risk management.

2. UNHCR meets the global operational demand for quality protection for persons of concern

■ *Global protection capacity is strengthened through policy and legal advice, learning and partnerships*

30 policy and legal guidance documents were issued in 2013 to support the efforts of UNHCR staff, governments and other partners to enhance the protection of people of concern to the Office. 4 protection-related learning programmes were developed on: monitoring and evaluation for protection; internal displacement; refugee resettlement fraud; and the education module of the urban refugee learning programme. 7 global partnerships were concluded, with the aim of strengthening the protection capacity of UNHCR staff and partners in a number of thematic areas. See chapters on *Ensuring Protection for People of Concern* and *Working in Partnership.*

	ENGAGEMENT	**END-BIENNIUM PROGRESS**
3. Programme implementation is supported by timely, effective and predictable delivery of information and telecommunications services	■ *Field operations have access to reliable, fast and secure Information and Communication Technology (ICT) networks and tools*	Rollout of the new Connect & Collaborate ICT infrastructure to field locations started in late 2013 and will continue into 2014 and beyond, bringing the entire UNHCR ICT infrastructure in line with industry standards. All satellite communications services (VSAT) were successfully transitioned to the new service provider by the end of 2013. Migration to the new corporate messaging platform based on Outlook and Microsoft Exchange continued throughout the year.
4. UNHCR makes effective use, and contributes to improving humanitarian coordination mechanisms	■ *Effective leadership is established for cluster and inter-agency coordination at global and operational level*	The Global Protection, Shelter and Camp Coordination and Camp Management (CCCM) clusters developed new guidelines and tools to further strengthen cluster coordination. In 2013, UNHCR effectively led these global clusters, including by developing a statement on the centrality of protection endorsed by the Inter-Agency Standing Committee Principals; a protection funding study in complex humanitarian emergencies: a shelter communication and advocacy strategy; and camp closure guidelines. The capacity of cluster partners, governments and civil society was enhanced through a range of training interventions, workshops and retreats. UNHCR was responsible for leading, coordinating and supporting assessment and response for 19 protection, 8 shelter and 7 CCCM clusters or other coordination mechanisms, in a total of 19 operations worldwide. Emergencies in Mali, South Sudan, Myanmar and the Philippines particularly benefitted from surge capacity in coordinating assessments and information management. For further information, see chapters on *Engaging with IDPs* and *Working in Partnership.*
5. Results-Based Management (RBM) informs operational decision-making and resource allocation	■ *Operational performance is monitored and analysed with a focus on results, and support is provided to the field for adoption of RBM*	Analysis of performance and impact was undertaken within field operations, across regions and at global level in order to inform programming and resource allocation. Significant improvements were made to the corporate tools, Focus Reader, Global Focus Insight and TWINE, supporting RBM. Further improvements were made to UNHCR's results framework 2014-2015 and detailed indicator guidance was issued. Training sessions, workshops and webinars on RBM and the Focus tools were organized and reached over 700 staff.

	ENGAGEMENT	**END-BIENNIUM PROGRESS**
6. UNHCR effectively prepares for, and responds to, emergencies	■ *First delivery of protection and relief happens within three days from the onset of an emergency*	In 2013, UNHCR delivered a total of 15,687 metric tonnes of core relief items (CRI) to people of concern. Most items were shipped by land and sea to save costs, and some 2,300 metric tons were delivered through 53 airlifts, of which 84% were delivered within 72 hours. Jordan, Iraq, the Syrian Arab Republic (Syria), the Philippines, Lebanon and Rwanda were the main CRI-receiving countries. See chapter on *Responding to Emergencies*.
	■ *Emergency deployment of staff, including staff with appropriate leadership and management capacity, is predictable and immediate*	101 UNHCR staff and 19 standby partners attended emergency learning workshops. 17 senior staff were trained in the senior emergency leadership programme. 464 deployments, including 156 UNHCR staff and 308 partner staff, supported emergency response.
7. UNHCR has a diverse and gender-balanced workforce, which performs effectively	■ *Overall gender balance is achieved*	At the end of 2013, female representation reached 42% for international professional category staff (P1-level and above); and 45% for locally recruited staff at G4-level and above, including national professional officers.
	■ *Staff members meet their learning needs*	In 2013, UNHCR staff completed over 27,000 learning programmes - an average of 4 per staff member. These figures reflect the growing availability of online courses, providing both substantive courses for more complex content, and short, targeted content to assist with the acquisition of specific skills.
	■ *Assignments are made in an efficient and timely manner*	The Division of Human Resources Management filled 500 regular international positions and 209 fast-track positions and also recruited 412 staff of 89 different nationalities. Proactive career counselling services were provided for over 2,200 staff members.
	■ *Compliance is achieved in respect of performance reporting*	By the end of December 2013, 88% of final performance appraisal reports for 2012 had been duly completed, and 89% of mid-year reports for 2013 had been entered.
	■ *Staff are committed and satisfied with their work*	The Deputy High Commissioner followed up on the recommendations issued by the Staff Management Consultative Council in 2012 and 2013 related to critical 2011 Global Staff Survey results. These included concrete actions related to issues of leadership, fear of speaking up, internal communications and career development. In order to consolidate the follow-up process, the 2013 Global Staff Survey was postponed and will be carried out in the last quarter of 2014.

8. UNHCR mobilizes public, political, financial and operational support through effective strategic partnerships, inter-agency coordination, multimedia communication, targeted campaigns and fundraising strategies

■ *Resource mobilization strategies are enhanced to increase funding towards UNHCR's budget*

With USD 2.97 billion of income in 2013, UNHCR received a record level of donor support. This comprised some USD 2.6 billion from governmental and intergovernmental donors; USD 191 million (6.4% of total contributions) raised by private sector fundraising; and over USD 141 million (4.7% of funding) received from UN and Pooled Funding Mechanisms. The funds made available in 2013 covered some 60% of the global budgetary needs by the end of the year.

■ *Partnerships with UN agencies, NGOs and the humanitarian system are strengthened*

UNHCR continued to engage with other agencies on the refinement of guidance and lessons learned to strengthen inter-agency emergency response. In the Philippines and the Central African Republic, UNHCR played an active coordination role with the rapid deployment of senior-level cluster coordinators and technical specialists, guided by the agreements made under the inter-agency Transformative Agenda. In the Syria emergency situation, UNHCR's Regional Refugee Coordinator facilitated assessments, planning and resource mobilization among involved actors. The Regional Response Plan included more than 100 partners in some five countries. In respect of bilateral relations, close partnerships with WFP and UNICEF continued in 2013. A joint WFP and UNHCR strategy will enhance linkages between humanitarian aid and longer-term development processes in protracted refugee situations. Bilateral strategic partnership discussions were held with key NGO partners, many of them leading to updated partnership agreements. The annual UNHCR-NGO Consultations drew more than 400 NGO participants and resulted in several agreed joint actions and closer collaboration. For further details, see chapter on *Working in Partnership.*

■ *Strategic external communication is strengthened through targeted multimedia campaigns and timely public updates*

Through coordinated media work on major events in 2013, significant increases in engagement were recorded across all of UNHCR's digital platforms. Key events like the *World Refugee Day* and *Nansen Refugee Award Ceremony* and media campaigns garnered unprecedented global news coverage. UNHCR's Facebook community grew by 81% (reaching 351,112 at year end) while the Twitter community grew by 14% (reaching 1,453,027). The number of visitors to UNHCR's global website grew by more than 25% during the reporting period. Four new goodwill ambassadors signed up in 2013, helping to amplify UNHCR's messages around key media moments. See also chapter on *Celebrity Support.*

■ *Information on operations is made accessible in a transparent manner to external stakeholders*

Operations plans for 25 countries were displayed on the *Global Focus* web portal in 2013, making available detailed descriptions of programmes and information on baselines and targets for key indicators. In the Global Appeal 2014-2015, published in December 2013, overview tables providing targets and anticipated unmet needs were introduced for key operational objectives.