

# Global Strategic

The Global Strategic Priorities (GSPs) represent areas of particular importance for UNHCR in its work to save lives and improve the well-being of refugees and other people of concern. Designed as a part of the Results Framework to help the organization establish results-based management tools and build its capacity to report on aggregated global results, the GSPs represent a common set of key priorities for planning in UNHCR operations worldwide. They include a set of operational GSPs, which provide direction for field activities, as well as support and management GSPs which guide work at headquarters and regional offices.

First introduced for the 2010-2011 biennium, the GSPs are reviewed every two years. The implementation of the 2014-2015 GSPs builds on previous experience and achievements which have brought tangible improvements to the lives of many refugees and others of concern.

In addition to a thorough internal organizational analysis, the review of the GSPs for the current biennium has included input from informal discussions in February 2013 with Executive Committee members as well as with UNHCR representatives during their Global Representatives Meeting the same month. These broader consultations allowed for a comprehensive stocktaking of the relevance and use of the GSPs in relation to UNHCR's evolving environment and challenges. Specific recommendations included the

need to put greater emphasis on the prevention of SGBV, access to education, opportunities for self-reliance and livelihoods and support for hosting communities.

When analysing the impact of the operational GSPs on the lives of people of concern, the 20 impact indicators help to show the results of UNHCR's efforts; however, these should not be considered as providing the full picture of a GSP area, which is much broader, and which may be affected by many unexpected emergent factors in the course of the biennium.

UNHCR will continue to use the 2014-2015 GSPs and learning from previous years' experience to help shape operational planning by the field operations. This includes selecting relevant impact indicators, whether or not they are part of the GSP framework; setting baselines and targets; and reporting on progress.

The Global Engagements will continue to form a basis for comprehensive reporting on progress and to highlight trends in the GSP areas. The Global Engagements provide a lens for viewing and measuring UNHCR's achievements in the GSP areas from a global perspective. They reflect the organization's commitment to maintaining or improving the living conditions, health and well-being of refugees and others of concern, in all operations that have prioritized related activities. The Global Engagements 2014-2015 are shown in the right-hand column of the matrix below.

## CHALLENGES IN IMPLEMENTING THE GSPs 2014-2015

UNHCR is now nearly one year into the implementation of the 2014-2015 GSPs. It is clear, as in previous years, that progress depends upon a range of factors, not all of which UNHCR can control. For example, if access to displaced people is prevented for reasons of insecurity or if populations of concern are forced to move again because of spreading violence, implementation of programmes may be interrupted, or even halted, and the original targets might not be reached.

More generally, the desired positive impact of UNHCR's programmes for people of concern can only be achieved in close collaboration and through well-coordinated activities with the displaced communities themselves and their hosting States, as well as with the Office's other partners, including non-governmental organizations, UN agencies and national organizations.

At the same time, this past year has shown, once again, that emergencies often require the urgent reallocation of available resources towards meeting critical, life-saving needs. This presents a particularly challenging scenario for GSP areas such as durable solutions. Nevertheless, UNHCR commits to making every effort to achieve and even exceed its GSP engagements by the end of the 2014-2015 biennium. ■

# Priorities 2014-2015

## OPERATIONAL

### IMPACT INDICATOR

### GLOBAL ENGAGEMENT

#### 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

- ▼ Extent law consistent with international standards relating to refugees
- ▼ Extent law and policy consistent with international standards relating to internal displacement
- ▼ Extent law consistent with international standards on prevention of statelessness

*Seek improvement to national law in 82 countries, so as to be consistent with international standards concerning refugees and asylum-seekers*

*Seek improvement to national law and policy in 20 countries, so as to be consistent with international standards concerning IDPs*

*Seek improvement in citizenship laws in 59 countries, so as to be consistent with international standards on the prevention of statelessness; seek to increase the percentage of stateless people who acquire or confirm nationality in 45 situations*

#### Fair protection processes and documentation

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

- ▼ % of children under 12 months old who have been issued with a birth certificate by the authorities
- ▼ % of people of concern registered on an individual basis

*Seek increase in the systematic issuance of birth certificates to newborn children in 32 refugee situations*

*Maintain or increase levels of individual registration in 83 refugee situations*

#### Security from violence and exploitation

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

- ▼ Extent known SGBV survivors receive appropriate support
- ▼ Extent community is active in SGBV prevention and survivor-centred protection
- ▼ % of unaccompanied and separated children for whom a best interest determination (BID) process has been initiated or completed
- ▼ Extent children of concern have non-discriminatory access to national child protection and social services

*Provide and seek improved provision of support to known SGBV survivors in 85 refugee operations*

*Provide and seek improved provision of support to known SGBV survivors in 14 situations where UNHCR is operationally involved with IDPs*

*Provide and seek improved provision of support to known SGBV survivors in 5 returnee situations*

*Seek improved community involvement in prevention and protection of SGBV survivors in 16 refugee situations*

*Seek improved community involvement in prevention and protection of SGBV survivors in 8 situations where UNHCR is operationally involved with IDPs*

*Seek improved community involvement in prevention and protection of SGBV survivors in 2 returnee situations*

*Maintain or increase the proportion of unaccompanied or separated refugee children for whom a BID process has been completed or initiated in 57 refugee situations*

*Seek increase in the non-discriminatory access to national child protection and social services in 11 refugee situations*

*Seek increase in the non-discriminatory access to national child protection and social services in 4 situations where UNHCR is operationally involved with IDPs*

*Seek increase in the non-discriminatory access to national child protection and social services in 3 returnee situations*

IMPACT INDICATOR

GLOBAL ENGAGEMENT

Basic needs and services

4. Reducing mortality, morbidity and malnutrition through multi-sectoral interventions

▼ Prevalence of global acute malnutrition (GAM) (6-59 months)

*Maintain UNHCR standards or reduce level of GAM in 32 situations where refugees live in camps or settlements*

▼ Under-5 mortality rate

*Maintain UNHCR standards or reduce mortality levels of children under 5 years old in 37 situations where refugees live in camps or settlements*

5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene

▼ % of households living in adequate dwellings

*Maintain or increase the percentage of households living in adequate dwellings in 51 refugee situations*

*Maintain or increase the percentage of households living in adequate dwellings in 15 situations where UNHCR is operationally involved with IDPs*

*Maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations*

▼ Average number of litres of potable water available per person per day

*Maintain or increase the level of water supply in 50 refugee situations*

Community empowerment and self-reliance

6. Promoting active participation in decision making of people of concern and building coexistence with hosting communities

▼ % of active female participants in leadership/management structures

*Seek improved participation of women in leadership/management structures in 52 refugee situations*

*Seek improved participation of women in leadership/management structures in 4 situations where UNHCR is operationally involved with IDPs*

▼ Extent local communities support continued presence of people of concern

*Seek improvement in relations between people of concern and local communities in 20 refugee situations*

7. Promoting human potential through increased opportunities for quality education and livelihoods support

▼ % of people of concern (18-59 yrs) with own business/self-employed for more than 12 months

*Maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 33 operations*

▼ % of primary school-aged children enrolled in primary education

*Seek improved enrolment rate of primary school-aged children in 111 refugee situations*

Durable solutions

8. Expanding opportunities for durable solutions for people of concern, particularly those in protracted situations, including through strengthening the use of comprehensive approaches and contributing to sustainable reintegration, local settlement and successful resettlement in third countries

▼ % of people of concern with intention to return who have returned voluntarily

*Support refugees to return voluntarily in 58 situations where conditions permit*

▼ % of people of concern opting for local integration who have locally integrated

*Support local integration in 47 refugee situations where conditions permit*

▼ % of people of concern submitted for resettlement who departed for resettlement

*Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting solutions in 71 situations*

# SUPPORT AND MANAGEMENT

## IMPACT INDICATOR

1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight
  - ▼ Financial management at UNHCR Headquarters and in the Field is strengthened, and adequate internal control infrastructure is in place
  - ▼ Accounts are recorded in full compliance with IPSAS, and UNHCR endeavours to benefit from it to the maximum extent
  - ▼ Risk registers are operational at country level; risk management has been fully incorporated into management systems
2. UNHCR's operations deliver quality protection to people of concern and effectively advocate for their rights
  - ▼ Global protection capacity and response is strengthened through direct operational support and enhanced monitoring
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 communications technology networks and tools
4. UNHCR makes effective use of, and contributes to, improving humanitarian coordination mechanisms
  - ▼ Effective leadership is established for cluster and inter-agency coordination at global and operational levels
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
6. UNHCR effectively prepares for and responds to emergencies
  - ▼ Monitoring established and first delivery of relief occurs within three days from the onset of an emergency
  - ▼ Emergency deployment of staff, including those with appropriate leadership and management capacity, is predictable and timely
7. UNHCR has a diverse and gender-balanced workforce, which performs effectively
  - ▼ Overall gender balance is achieved
  - ▼ Staff members meet their learning needs
  - ▼ Assignments are made in an efficient and timely manner
  - ▼ Compliance is achieved in respect of performance reporting
  - ▼ Staff are committed and satisfied with their work
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
  - ▼ Partnerships with member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are strengthened
  - ▼ Strategic external communication is strengthened through targeted multimedia campaigns and timely public updates
  - ▼ Information on operations is made accessible to external stakeholders in a transparent manner