Global Strategic P

UNHCR's Global Strategic Priorities (GSPs) for 2014 and 2015 represent important areas where the Office is making concerted efforts through its operations to strengthen protection, improve the quality of life and seek solutions for refugees and other people of concern. Intended as a common set of key priorities and a "blueprint" for planning in UNHCR operations worldwide, they are meant to bring the programmes into line with international standards.

The Operational GSPs are complemented by a separate set of Support and Management priorities, which represent UNHCR's commitments to improving its organizational effectiveness in important areas ranging from protection and results-based management to financial accountability, emergency response and humanitarian coordination.

As in previous years, the GSP results are key inputs for UNHCR's programme cycle. The implementation of the 2014-2015 GSPs will build on achievements of the last biennium which have brought tangible differences to the lives of many refugees and others of concern. In addition, their implementation will address pressing needs that have been identified in a number of operations in recent years, through careful analysis of experience in using the 2012-2013 set. At Headquarters, the GSP results are an important lens for reviewing and approving operations plans submitted by the Field.

When analysing the operational GSPs and their impact on the lives of people of concern, the 20 impact indicators provide important insight into how UNHCR is performing; however, these should not be considered as providing the full picture of a GSP area, which is much broader. UNHCR's institutional commitment is to pursue the 2014-2015 GSPs in a full and comprehensive way with field operations shaping their planning accordingly. This includes selecting relevant impact indicators, whether or not they are part of the GSP framework; setting baselines and targets; and reporting on progress.

REFINING THE GSPs 2014-2015

In 2012, the High Commissioner launched a review of the GSPs with UNHCR senior management and member States, including a comprehensive stocktaking of their relevance and use in field operations and at Headquarters. Overall, the review process confirmed that the GSPs for 2012-2013 – which had been carefully identified through broad consultations – remained relevant. It was agreed that continuity in terms of the content of the GSPs and sustained engagement toward their achievement over several years was important in order to achieve and measure progress.

An informal consultative meeting (ICM) of members of the Executive Committee and NGO partners in February 2013 identified several areas where the GSPs could be expanded or reinforced, and this information was taken into consideration in the revision process. For example, the 2014-2015 framework incorporates a new GSP which focuses on coexistence with hosting communities. The new set also reflects strengthened focus in such areas as gender, child protection and self-reliance. At the same time, the ICM affirmed support for the goals of keeping the priorities focused and manageable.

Following this consultative process, the High Commissioner approved the 2014-2015 GSPs at the beginning of March 2013. Going forward, UNHCR will continue to present "Global Engagements" in order to provide 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 aim to communicate the organization's commitment to maintaining or improving the living situation, or the circumstances of refugees and others of concern in all operations that have prioritized related activities. UNHCR's global engagements for 2014-2015 are shown in the right-hand column of the matrix in this chapter.

CHALLENGES IN IMPLEMENTING THE GSPs 2014-2015

Progress on the GSPs 2014-2015 depends upon a range of factors, not all of which UNHCR can control. The desired positive impact 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 the Office's other partners, including non-governmental organizations, UN agencies and national organizations. For example, UNHCR plays an important, but necessarily limited, role in promoting the enactment of new legislation on refugee protection, internal displacement and statelessness.

In other situations, deteriorating security conditions may interfere with access and prevent UNHCR from achieving targets. In emergencies, UNHCR operations managers may have to urgently reallocate available resources toward meeting critical, life-saving needs. This can effectively place different GSP areas, such as nutrition and durable solutions, in competition with each other. Resources will continue to be a key constraint as the Office embarks on implementation of the 2014-2015 priorities. ■

riorities 2014-2015

| 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

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

▼ Extent law and policy consistent with international standards relating to internal displacement

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

▼ Extent law consistent with international standards on prevention of statelessness

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

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

▼ % of people of concern registered on an individual basis

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

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

▼ Extent community is active in SGBV prevention and survivor-centred protection

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

▼ % of unaccompanied and separated children for whom a best interest determination (BID) process has been initiated or completed

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

▼ Extent children of concern have non-discriminatory access to national child protection and social services

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

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