

# Global Strategic

**U**NHCR's Global Strategic Priorities (GSPs) for 2016 and 2017 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 target the achievement of consistent progress towards meeting international standards.

The operational GSPs are firmly established as a core tool to guide UNHCR and its partners in developing country-level operational plans and in prioritizing activities within budgetary parameters. Each GSP is linked to an objective and a specific impact indicator within UNHCR's results framework.

A separate set of support and management GSPs represent UNHCR's commitments to improving its organizational effectiveness. These include protection, results-based management, financial accountability, emergency response and humanitarian coordination. They also guide the work of headquarters and regional offices in oversight, policy development and support for field operations.

## PLANNING AND TRACKING

The implementation of the 2016-2017 GSPs will build on the previous biennium achievements which have brought tangible differences to the lives of many refugees and others of concern. UNHCR's focus on the GSPs is continuous. Each operation reviews its GSP commitments during the detailed planning process in October and November, in consultation with partners, and ensures that the GSPs are integrated into implementation

planning. During the year, UNHCR Representatives in the field and their teams, together with partners, track progress and make adjustments. At Headquarters, the GSP results are an important "lens" for reviewing and approving operations plans.

When analysing the operational GSPs and their impact on the lives of people of concern, the 22 impact indicators provide important insight into their situation and challenges and the organization's efforts to address these. UNHCR's institutional commitment is to pursue the 2016-2017 GSPs as comprehensively as possible, with both field operations and headquarters entities shaping their planning accordingly.

## GSPs 2016-2017

In setting the Global Strategic Priorities for 2016-2017, the High Commissioner has affirmed the overall validity and continued relevance of the GSPs established for the 2014-2015 biennium. Following a broad consultative process, the latter had been extended to strengthen coverage of prevention and response to sexual and gender-based violence; child protection; the empowerment of women in leadership structures; host community support; and self-reliance. However, participants in the consultative process had also emphasized the importance of maintaining continuity over time to help assess where UNHCR was achieving meaningful progress.

Thus, for 2016-2017 only a few changes to the GSP indicators have been introduced, based on recommendations by UNHCR technical experts who analyse the GSP process and results. An additional GSP indicator has been added to measure progress towards the eradication of statelessness. The engagement to promote the issuance of birth certificates for refugee children under 12 months of age has been broadened to apply to all

people of concern, including IDPs. Finally the indicators used to measure progress on solutions have been revised to provide a more meaningful and qualitative measurement of UNHCR's solutions work. The support and management GSPs have been adjusted where necessary to ensure that they remain relevant and aligned with the strategies and orientation of the respective Headquarters Divisions.

## CHALLENGES

There are a number of challenges in ensuring that the organization's priorities for the protection and well-being of people of concern are carried out across all operations and over a time period that enables UNHCR and its partners to analyse progress and the impact of these efforts.

Efficient coordination and engagement in partnership with all concerned parties - displaced people themselves and their hosting communities, States, as well as the Office's other partners, including non-governmental organizations, UN agencies and national organizations – are required to create an enabling environment. And in some cases, it is contingent upon States themselves to enact the necessary legislation to permit the changes that will make such a difference for refugees, IDPs and stateless people.

The need for UNHCR to remain adaptable and flexible in the face of new emergency situations may also disrupt some ongoing operations and affect the anticipated programme implementation including in GSP areas – both from operational and financial management perspectives. Finally, it is clear that the growing gap between the organization's financial requirements and available funding for humanitarian aid remains a key constraint which will undoubtedly affect UNHCR's capacity to implement the 2016-2017 priorities. ■

# Priorities 2016-2017

## OPERATIONAL

	IMPACT INDICATOR	ENGAGEMENT*
<b>Favourable protection environment</b>	<ul style="list-style-type: none"> <li>▼ Extent law consistent with international standards relating to refugees</li> <li>▼ Extent law and policy consistent with international standards relating to internal displacement</li> <li>▼ Extent law and policy consistent with international standards on prevention of statelessness</li> <li>▼ % of stateless people for whom nationality granted or confirmed</li> </ul>	<p><i>Seek improvements in national law and policy in 80 countries, so as to be consistent with international standards concerning refugees and asylum-seekers</i></p> <p><i>Seek improvements in national law and policy in 20 countries, so as to be consistent with international standards concerning IDPs</i></p> <p><i>Seek improvements in citizenship laws in 41 countries, so as to be consistent with international standards on the prevention of statelessness</i></p> <p><i>Seek to increase the percentage of stateless people who acquire or confirm nationality in 16 situations</i></p>
<b>Fair protection processes and documentation</b>	<ul style="list-style-type: none"> <li>▼ % of children under 12 months old who have been issued with a birth certificate by the authorities</li> <li>▼ % of people of concern registered on an individual basis</li> </ul>	<p><i>Seek to increase the systematic issuance of birth certificates to newborn children in 53 situations</i></p> <p><i>Seek to maintain or increase levels of individual registration in 96 refugee situations</i></p>
<b>Security from violence and exploitation</b>	<ul style="list-style-type: none"> <li>▼ Extent known SGBV survivors receive appropriate support</li> <li>▼ Extent community is active in SGBV prevention and survivor-centred protection</li> <li>▼ % of unaccompanied and separated children for whom a best interest process has been initiated or completed</li> <li>▼ Extent children of concern have non-discriminatory access to national child protection and social services</li> </ul>	<p><i>Provide and seek improved provision of support to known SGBV survivors in 91 refugee operations</i></p> <p><i>Provide and seek improved provision of support to known SGBV survivors in 10 situations where UNHCR is operationally involved with IDPs</i></p> <p><i>Provide and seek improved provision of support to known SGBV survivors in 3 returnee situations</i></p> <p><i>Seek improved community involvement in SGBV prevention and protection of survivors in 58 refugee situations</i></p> <p><i>Seek improved community involvement in SGBV prevention and protection of survivors in 8 situations where UNHCR is operationally involved with IDPs</i></p> <p><i>Seek improved community involvement in SGBV prevention and protection of survivors in 4 returnee situations</i></p> <p><i>Seek to maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in 74 refugee situations</i></p> <p><i>Seek increase in the non-discriminatory access to national child protection and social services in 37 refugee situations</i></p> <p><i>Seek increase in the non-discriminatory access to national child protection and social services in 4 situations where UNHCR is operationally involved with IDPs</i></p> <p><i>Seek increase in the non-discriminatory access to national child protection and social services in 3 returnee situations</i></p>

\* At time of publication, these engagements were under review and the numbers may be subject to adjustment

	IMPACT INDICATOR	ENGAGEMENT*
<b>Basic needs and services</b>		
4. Reducing mortality, morbidity and malnutrition through multi-sectoral interventions	<ul style="list-style-type: none"> <li>▼ Prevalence of global acute malnutrition (GAM) (6-59 months)</li> <li>▼ Under-5 mortality rate</li> </ul>	<i>Seek to maintain UNHCR standards or reduce level of GAM in 36 situations where refugees live in camps or settlements</i>
5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene	<ul style="list-style-type: none"> <li>▼ % of households living in adequate dwellings</li> <li>▼ Average number of litres of potable water available per person per day</li> </ul>	<i>Seek to maintain or reduce mortality levels of children under 5 years old in 44 situations where refugees live in camps or settlements</i> <i>Seek to maintain or increase the percentage of households living in adequate dwellings in 48 refugee situations</i> <i>Seek to maintain or increase the percentage of households living in adequate dwellings in 15 situations where UNHCR is operationally involved with IDPs</i> <i>Seek to maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations</i>
<b>Community empowerment and self-reliance</b>		
6. Promoting active participation in decision-making of people of concern and building coexistence with hosting communities	<ul style="list-style-type: none"> <li>▼ % of active female participants in leadership/management structures</li> </ul>	<i>Seek improved participation of women in leadership/management structures in 54 refugee situations</i>
7. Promoting human potential through increased opportunities for quality education and livelihoods support	<ul style="list-style-type: none"> <li>▼ Extent local communities support continued presence of people of concern</li> <li>▼ % of people of concern (18-59 years) with own business/self employed for more than 12 months</li> <li>▼ % of primary school-aged children enrolled in primary education</li> </ul>	<i>Seek improved participation of women in leadership/management structures in 4 situations where UNHCR is operationally involved with IDPs</i> <i>Seek improvements in relations between people of concern and local communities in 65 refugee situations</i> <i>Seek to maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 38 operations</i> <i>Seek improved enrolment rate of primary school-aged children in 96 refugee situations</i>
<b>Durable solutions</b>		
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	<ul style="list-style-type: none"> <li>▼ Extent return has been voluntary, and in safety and dignity</li> <li>▼ Extent returnees have same access to rights as other citizens</li> <li>▼ Extent social and economic integration is realized</li> <li>▼ % of people of concern, identified in need of resettlement, submitted for resettlement</li> </ul>	<i>Support refugees to return voluntarily, and in safety and dignity, in 42 situations where conditions permit</i> <i>Support returnees in 16 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens</i> <i>Support local integration in 42 refugee situations where conditions permit</i> <i>Seek to maintain or increase the percentage of people submitted for resettlement, among those identified in need of resettlement, thereby supporting solutions in 74 situations</i>

# 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
2. UNHCR's operations deliver quality protection and facilitate solutions to people of concern and effectively advocate for their rights
  - ▼ Global protection and solutions 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 inter-agency humanitarian coordination mechanisms
  - ▼ Effective coordination and leadership is established for refugee responses and UNHCR-led clusters at global and operational levels
5. UNHCR's operational performance on key programmatic areas is supported to reflect strong results orientation, and results are monitored and analysed to inform 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 enhanced results orientation
  - ▼ UNHCR's global strategies for public health, settlement and shelter, livelihoods, and safe access to energy inform operational planning and implementation of activities in these technical areas
6. UNHCR effectively prepares for and responds to emergencies
  - ▼ Core relief items are stocked to provide emergency assistance for up to 600,000 people
  - ▼ Relief items are dispatched within 48 hours
  - ▼ Active standby capacity (including through standby rosters), with appropriate leadership, coordination experience and protection training, is available for deployment within 72 hours of declaration of emergency. Community-based approach is promoted to support accountability to people of concern.
  - ▼ A qualified security workforce is maintained and security staff are deployed to emergencies
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 political, financial and operational support from public and private sectors through effective strategic partnerships, multimedia communication, targeted campaigns and fundraising strategies
  - ▼ Resource mobilization strategies are enhanced to increase funding towards UNHCR's budget from public and private sources
  - ▼ Partnerships with member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are enhanced
  - ▼ 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