

Global strategic p

UNHCR'S GLOBAL STRATEGIC PRIORITIES for 2012 and 2013 emphasize areas of critical concern to the Office within its overall efforts to provide protection and assistance and to seek solutions for refugees and other people of concern. As in previous years, they advance the Office's efforts to address the needs of refugees and others of concern by defining a common set of priorities as a blueprint for operations.

The areas of pressing need identified by the global needs assessment for action in 2012 and 2013 are far-reaching. Nonetheless, the number and scope of priorities have been adjusted compared to the 2010-2011 strategic priorities to allow for more focused management and reporting. They are anchored in the Office's results framework and its indicators, enabling UNHCR to monitor progress and illustrate the impact of its programmes.

The Operational Global Strategic Priorities identify areas of concern to UNHCR requiring particular focus in order to bring the situation of people of concern in line with international protection and assistance standards. The Support and Management Global Strategic Priorities highlight key areas for strengthening management functions and support to operations worldwide through Headquarters (Divisions and Bureaux) and regional offices.

OPERATIONAL PRIORITIES, INDICATORS AND GLOBAL ENGAGEMENTS

Operations will pursue the Global Strategic Priorities that are relevant in their context and based on the gaps that have been identified in their comprehensive needs assessments. They have selected the relevant objectives and indicators from UNHCR's results-based management framework

and will monitor progress against targets set at the field level.

While the Global Strategic Priorities have multiple aspects, UNHCR will provide an overview of results, based on a limited number of indicators that are commonly used by operations. By grouping the situations using these common indicators, UNHCR has established levels of **Global Engagement** to provide a lens through which to view and measure developments in priority areas. Rather than setting global targets, UNHCR will report comprehensively under each engagement, highlighting trends – both positive and negative – as they relate to the impact of the work carried out by UNHCR and its partners. The level of each engagement varies in line with the nature of problems being addressed by UNHCR's operations. Taken together with qualitative reporting, data gathered under the Global Engagements will provide an overview of UNHCR's accomplishments as well as the continuing challenges faced by its operations.

ACHIEVING IMPACT THROUGH JOINT ACTION

UNHCR's efforts alone cannot achieve the desired positive impact for people of concern. This requires coordinated action and the sustained commitment, first and foremost, by States as well as UN agencies, non-governmental organizations and communities. Context-specific factors beyond the control of any one actor can also have a significant influence on outcomes.

UNHCR will build upon the present set of Global Engagements based on evolving humanitarian situations and as it consolidates expertise in demonstrating impact.

The country chapters in this Appeal give further details on operations' priority objectives and targets for 2012 and 2013. ■

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O P E R A T I O N A L

IMPACT INDICATORS

GLOBAL ENGAGEMENT

UNHCR is engaged, as a matter of priority, to assist Governments and work together with UN agencies, NGOs, communities and other partners to:

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 and policy are consistent with international standards
- ▼ Extent law is consistent with international standards on prevention of statelessness

Seek improvements to national law and policy in 112 countries, so as to be consistent with international standards concerning refugees, asylum-seekers and IDPs

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

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 birth certificates 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 48 refugee situations

Maintain or increase levels of individual registration in 87 refugee situations

Security from violence and exploitation

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

- ▼ Extent that known SGBV survivors receive support
- ▼ % of out-of-school adolescents who participate in targeted programmes
- ▼ % of unaccompanied and separated children for whom a Best Interest Determination process has been initiated or completed

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

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

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

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

Maintain or increase the proportion of unaccompanied and separated refugee children for whom a Best Interest Determination process has been completed or initiated in 56 refugee situations

IMPACT INDICATORS

GLOBAL ENGAGEMENT

Basic needs and services

- 4. Reducing malnutrition and anaemia; addressing major causes of morbidity and mortality; and providing adequate reproductive health care
- 5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene
- 6. Promoting human potential through education, training, livelihoods support and income generation

- ▼ Prevalence of Global Acute Malnutrition (6-59 months)
- ▼ Under 5 mortality rate
- ▼ % of households living in adequate dwellings
- ▼ Average number of litres of potable water available per person per day
- ▼ % of people of concern aged 6-11 enrolled in primary education

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

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

Maintain or increase the percentage of households living in adequate dwellings in 54 refugee situations

Maintain or increase the percentage of households living in adequate dwellings in 12 situations where UNHCR is operationally involved with IDPs

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

Maintain or increase the level of water supply in 44 refugee situations

Maintain or increase the percentage of refugee children aged 6 - 11 enrolled in primary education in 102 refugee situations

Durable solutions

- 7. Facilitating durable solutions

- ▼ % of people of concern with intention to return who have returned voluntarily
- ▼ % of people of concern opting for local integration who have locally integrated
- ▼ % of individuals who depart for resettlement among those submitted

Support refugees to return voluntarily in 54 situations where conditions permit

Support local integration in 45 refugee situations where conditions permit

Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting solutions in 73 situations

SUPPORT AND MANAGEMENT

IMPACT INDICATORS

1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight
 - ▼ Financial management and reporting capacity both at HQs and in operations are improved
 - ▼ IPSAS (International Public Sector Accounting Standards)-compliant financial statements are published for 2012 and 2013
 - ▼ Formal corporate risk management framework and strategy are adopted
 - ▼ Independent Audit and Oversight Committee is established and fully functioning
2. UNHCR meets the global operational demand for quality protection for people of concern
 - ▼ Global protection capacity is strengthened through policy and legal advice, learning and partnerships
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 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 level
5. Results-based management 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
 - ▼ First delivery of protection and relief occurs within three days from the onset of an emergency
 - ▼ Emergency deployment of staff, including staff with appropriate leadership and management capacity, is predictable and immediate
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, multi-media communication, targeted campaigns and fund-raising strategies
 - ▼ Resource mobilization strategies are enhanced to increase funding towards UNHCR's budget
 - ▼ Partnerships with UN agencies, NGOs and the humanitarian system are strengthened
 - ▼ Strategic external communication is strengthened through targeted multi-media campaigns and timely public updates
 - ▼ Information on operations is made accessible in a more transparent manner to external stakeholders