Global strategic p

UNHCR'S GLOBAL STRATEGIC PRIORITIES (GSPs) 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. They are anchored in the Office's results-based management framework, whose indicators enable UNHCR to monitor progress and illustrate the impact of its programmes. As in previous years, they advance UNHCR's efforts to address the needs of refugees and others of concern by defining a common set of priorities as a blueprint for global operations.

The operational GSPs 1-7 identify areas of concern to UNHCR for determining the work required to bring the situation of people of concern in line with international protection and assistance standards. The support and management GSPs 1-8 highlight key areas for strengthening management functions and support for operations worldwide through Headquarters (divisions and bureaux) and regional offices.

OPERATIONAL PRIORITIES, INDICATORS AND GLOBAL ENGAGEMENTS

The humanitarian situation in a number of UNHCR's operations has evolved considerably in 2012 with many emergencies and new situations arising. At the same time, the organization is focusing attention on the strategic priorities in 2010 and 2011 that pointed to areas for sustained efforts, particularly nutrition, education and water supply. Responding effectively will involve ever greater balancing between competing priorities, a necessary yet difficult task.

Operations have updated their comprehensive needs assessments and plans for 2013, using the GSPs to prioritize what is central to UNHCR's mandate. They will continue to pursue the relevant objectives and indicators from UNHCR's results-based management framework. Targets for achievement in 2013 have also been updated and operations will monitor progress closely at the field level.

While the GSPs have multiple aspects, UNHCR will provide an overview of results based on indicators that are commonly used by operations. By grouping the situations using these common indicators, UNHCR has established levels of "Global Engagement" for the operational GSPs to provide a lens through which to view and measure developments in priority areas.

The Global Report for 2012, to be published in June 2013, will indicate progress under each global engagement for the first year in the biennium, highlighting trends – both positive and negative – as they relate to the impact of the work carried out by UNHCR and its partners. A full report on achievements during the biennium 2012-2013 will be published in the Global Report for 2013 (in June 2014). Taken together with qualitative reporting, data gathered under global engagements will provide an overview of UNHCR's accomplishments as well as the continuing challenges faced by its operations.
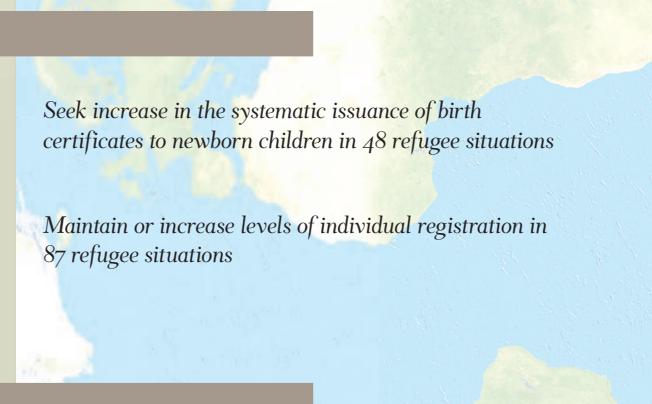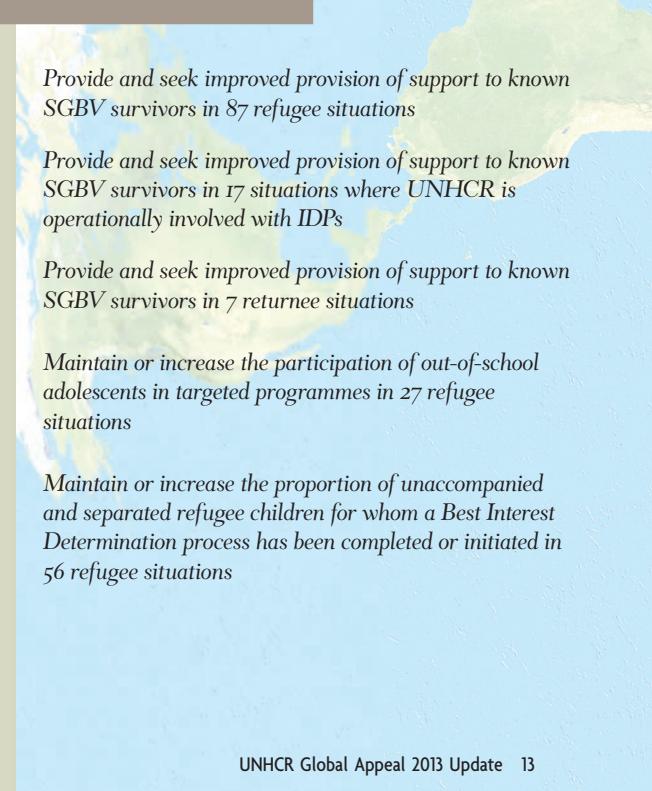
ACHIEVING IMPACT THROUGH JOINT ACTION

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

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

riorities 2012-2013

OPERATIONAL

	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

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

▼ % of out-of-school adolescents who participate in targeted programmes

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

▼ % of unaccompanied and separated children for whom a Best Interest Determination process has been initiated or completed

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

OPERATIONAL

Basic needs and services

	Impact Indicators	Global Engagement
4. Reducing malnutrition and anaemia; addressing major causes of morbidity and mortality; and providing adequate reproductive health care	▼ Prevalence of Global Acute Malnutrition (6-59 months)	*Maintain UNHCR standards or reduce levels of Global Acute Malnutrition in 24 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 30 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 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
	▼ Average number of litres of potable water available per person per day	*Maintain or increase the level of water supply in 44 refugee situations*
6. Promoting human potential through education, training, livelihoods support and income generation	▼ % of people of concern aged 6-13 enrolled in primary education	*Maintain or increase the percentage of refugee children aged 6 - 13 enrolled in primary education in 102 refugee situations*

Durable solutions

	Impact Indicators	Global Engagement
7. Facilitating durable solutions	▼ % of people of concern with intention to return who have returned voluntarily	*Support refugees to return voluntarily in 54 situations where conditions permit*
	▼ % of people of concern opting for local integration who have locally integrated	*Support local integration in 45 refugee situations where conditions permit*
	▼ % of individuals who depart for resettlement among those submitted	*Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting solutions in 73 situations*

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