
**Informal Consultative Meeting
on Global Strategic Priorities for 2014-2015**

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BACKGROUND PAPER

This note is provided to inform discussions at the Informal Consultative Meeting on Global Strategic Priorities for 2014-2015.

I. INTRODUCTION

1. UNHCR first introduced a set of Global Strategic Priorities (GSPs) for the 2010-2011 biennium (*see* EC/60/SC/INF.2, 31 August 2009) to highlight areas of critical concern to the Office. UNHCR divided the GSPs into seven priority areas, of which six targeted priorities in field operations, including protection, humanitarian assistance, community participation, self-reliance and solutions. The seventh area established priorities for the Divisions and Units at Headquarters and in Regional offices.

2. Drawing from UNHCR's comprehensive Results Framework (29 July 2009), the Office established impact indicators for each of the GSPs and developed individual baselines and targets based on the Comprehensive Needs Assessment (CNA) undertaken in each operation. The Global Reports for 2010 and 2011 presented a global analysis of the progress reported by field operations on the 2010-2011 GSP targets.

3. The GSPs for the 2012-2013 biennium were discussed at the 50th meeting of the Standing Committee (*see* EC/62/SC/CRP.5). Based on experience gained since the introduction of the GSPs, UNHCR adjusted the number and scope of priorities to sharpen the focus on key areas and to enhance the manageability and quality of reporting. This streamlining exercise resulted in seven operational GSPs addressing refugee law, birth registration, SGBV, malnutrition, shelter, water and sanitation, education, self-reliance and solutions.

4. The progress achieved in the seven GSP areas is measured through fifteen impact indicators, in comparison with the previous ninety-six. By grouping situations according to these commonly-used indicators, UNHCR established levels of global engagement to provide a lens for measuring developments in the priority areas.

5. The Global Report 2012, which will be published in June 2013, will present the first year's results of the 2012-2013 biennium. As well, a summary will be included in the GSP agenda item for the June meeting of the Standing Committee.

II. INTEGRATION OF GSPs IN FIELD OPERATIONS

6. The GSPs are communicated to field operations with the instructions for the annual planning exercise. Field operations are requested to prioritize those GSP areas relevant for their operational context. UNHCR recognises that not all GSPs are universally applicable, as their relevance depends on the specific situation of refugees or other persons of concern, as well as UNHCR's specific role in the host country. Accordingly, each operation selects relevant GSP objectives and related indicators in

their Operations Plans and sets baseline and target values. Plans, including prioritization accorded to GSPs, are then reviewed in the annual programme review (APR) at headquarters, and adjustments to plans are made where necessary.

7. Operations assess progress in the GSP areas through close monitoring of programme implementation and report the outcome to their regional bureau. Programme analysts and technical staff then analyse the reports to determine the overall trends and identify successes and challenges in achieving the set targets. While a critical factor, UNHCR's efforts alone cannot guarantee the desired positive impact: success requires coordinated action and sustained commitment, first and foremost by host and affected States, as well as non-governmental organisations, communities, partner UN agencies and donors. Context-specific factors beyond the control of any single actor can also significantly influence outcomes.

III. SETTING GSPs FOR THE 2014-2015 BIENNIUM

8. UNHCR will start planning for the 2014-2015 biennium in March 2013. The High Commissioner has therefore launched a discussion to agree on the strategic priorities for the coming biennium. The Global Representatives Meeting, which will take place on 19-20 February, will provide an important opportunity to gather feedback from field operations. The views expressed by the members of UNHCR's Executive Committee at this Informal Consultative Meeting will be shared with the Representatives and further taken into account in the finalisation of the GSPs.

9. The revised set of GSPs for 2014 - 2015 will continue to emphasize areas of critical concern to the Office within its overall efforts to provide protection and assistance to refugees and others of concern; notably, it will do so across diverse programmes, contexts and populations of concern.

10. An initial review of the GSPs for the 2012-2013 biennium has confirmed that the current priorities, which were carefully identified through broad consultation in 2011, continue to be of critical relevance. They reflect fundamental protection concerns such as protection against *refoulement*, prevention and response to SGBV and special measures for enhancing the protection of children. They reflect interventions in life-saving areas such as nutrition, shelter, water and sanitation, as well as a strong focus on solutions – including resettlement, local integration and voluntary repatriation – which are at the core of UNHCR's mandate.

11. As improvements in GSP priority areas necessitate a multi-year engagement to achieve sustainable results, restraint and moderation in the further revision of the GSPs is warranted. Consistency in the core set of GSP priorities over several planning periods is particularly desirable. Nonetheless, minor adjustments and refinements in the formulation of GSP indicators may be required in order to better align them with policy initiatives in 2012 in the areas of education, SGBV and livelihoods. The revision will also reflect the recent review of the Results Framework, which resulted in minor changes to align some indicators with the formulation adopted by other UN Agencies and to improve their measurability.

12. The initial review has also identified that certain UNHCR operations -- particularly where UNHCR's primary role is that of advocacy -- find few of the existing GSPs of direct relevance to their context. Moreover, a number of GSPs are primarily applicable to camp situations, while an increasing proportion of the world's refugee population tend to live dispersed in other environments, including urban areas. These factors will be considered in the revision. UNHCR will also update the GSPs for support and management, which cover specific priority areas for Headquarters and Regional offices, to reflect existing and planned priorities.

13. UNHCR intends to maintain the formulation of global engagements as the basis for comprehensive reporting on the GSPs, highlighting trends. Taken together with qualitative reporting, the data gathered under the global engagements will provide an overview of UNHCR's

accomplishments as well as its continuing challenges. The number of operations contributing to the global engagement for each GSP will depend upon the specific operational context and the nature of problems faced by each operation.

14. Following the ICM and the Global Representatives Meeting in February, as well as further internal consultation, the Office will finalize revisions to the GSPs for the 2014-2015 biennium. The results will be presented during the June 2013 meeting of the Standing Committee.

V. QUESTION FOR STATES

15. The Informal Consultative Meeting will provide States with a timely opportunity to provide feedback to UNHCR as it refines the GSPs for the 2014-2015 biennium. In this regard, UNHCR invites States to reflect on the current 2012-2013 set of GSPs (*see* Annex I-II) and advise on whether other critical priority areas should be considered for inclusion in the 2014-2015 set, taking into consideration that the GSPs should remain relevant and manageable, ensuring a sharp focus and global analysis.

Annex I

2012-13 Operational Global Strategic Priorities	Impact Indicator	Global Engagement
		<i>UNHCR is engaged, as a matter of priority, to assist Governments and work together with UN agencies, non-governmental organizations, communities and other partners to:</i>
Favourable protection environment		
1. Access to territorial protection and asylum procedures; protection against <i>refoulement</i> ; and the adoption of nationality laws that prevent and/or reduce statelessness	Extent law and policy are consistent with international standards	Seek improvements to national law and policy in 112 countries so as to be consistent with international standards concerning refugees, asylum seekers and internally displaced persons
	Extent law is consistent with international standards on prevention of statelessness	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	Seek increase in the systematic issuance of birth certificates to newborn children in 48 refugee situations
	% of people of concern registered on an individual basis	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
	Extent that known SGBV survivors receive support	Provide and seek improved provision of support to known SGBV survivors in 17 situations where UNHCR is operationally involved with IDPs
	Extent that known SGBV survivors receive support	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 initiated or completed in 56 refugee situations

Basic needs and services		
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 (per 1000 population/month)	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
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in 12 situations where UNHCR is operationally involved with internally displaced persons
	% of households living in adequate dwellings	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 6-11 years enrolled in primary education	Maintain or increase the percentage of refugee children of 6-11 years old 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	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 protection and solutions in 73 situations

Annex II

2012-2013 Support and Management Global Strategic Priorities	Impact indicator
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 Accountability 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 happens 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

<p>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</p>	<p>Resource mobilization strategies enhanced to increase funding towards UNHCR's budget</p>
	<p>Partnerships with UN agencies, NGOs and the humanitarian system are strengthened</p>
	<p>Strategic external communication is strengthened through targeted multi-media campaigns and timely public updates</p>
	<p>Information on operations is made accessible in a more transparent manner to external stakeholders</p>
