Global strategic p

The Global Strategic Priorities (GSPs) for 2012-2013 set out areas of critical concern where UNHCR is making particular efforts to find new ways of improving the circumstances and well-being of people of concern. For this biennium, UNHCR has adjusted the number of priorities to sharpen the focus on key areas identified and to achieve more manageable data analysis and reporting. The GSPs are categorized as either operational GSPs (field operations) or support and management GSPs (headquarters divisions).

The operational GSPs are designed to help UNHCR operations in planning and identifying areas which need to be implemented as a matter of priority. They formed the basis for strategic discussions at field level between UNHCR staff and partners, and the subsequent development of prioritized plans and budgets for 2012, taking into consideration the specific context and operating environment. Operations selected the GSPs which were relevant to their working environment at that time, and where the comprehensive needs assessment had identified gaps (see the country operation chapters which report against the 2012 main objectives per country as presented in the *Global Appeal 2012-2013*).

As part of the annual review of operations plans for 2012, the level of advancement of GSP engagements was considered. This review sought to ascertain that operations had indeed prioritized measures to improve on GSP targets, and provided an opportunity to check that the data submitted was coherent and consistent.

Throughout 2012, operations implemented activities that were prioritized in their plans. As part of ongoing operational management processes, field staff monitored progress achieved in the delivery of planned outputs (performance monitoring), and the level of improvement which these measures brought to the situation of people of concern (impact monitoring). Operations used this information to make adjustments to their plans and implementation mo-

dalities, in order to optimize the impact of the activities undertaken. Given the many different GSP areas, which are all of critical importance, these adjustments and reprioritization exercises are difficult, requiring a fine balancing act when making choices – often between equally compelling areas of need.

MID-BIENNIUM PROGRESS

Information on progress achieved in this first year of the 2012-2013 biennium was compiled and analysed by UNHCR staff and partners, and the results reported to Headquarters through the *Focus* results-based management software. The analysis of progress achieved in 2012 is encouraging: advances have been made in several areas, sometimes even exceeding targets set by operations for 2012, making a tangible difference to the lives of many people of concern. At the same time, it is important not to gloss over ongoing challenges for a number of operations, where constraints or changing circumstances have so far prevented or limited full realization of GSP engagements to maintain, improve or strengthen delivery and performance standards.

In this chapter, a consolidated account of mid-biennium progress towards the GSP engagements for 2012-2013 is provided in the chart, as well as an indication of where further information on achievements and challenges can be found in other chapters of this report. GSP boxes providing one or two examples of progress (or lack of) for each of the operational engagements have been inserted within the thematic chapters on *Ensuring Protection for People of Concern*, *Providing for Essential Needs*, *Finding Durable Solutions*, and *Addressing Statelessness*.

UNHCR staff and partners across the world are pursuing efforts in 2013 to maintain or improve 2012-2013 GSP results. The interest and support of hosting countries, donors and all other concerned partners are vital in helping to address these very critical areas and make a significant difference in the lives of people of concern across the world. ∎

riorities 2012-2013

	ENGAGEMENT	MID-BIENNIUM PROGRESS END-2012

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

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

Improvements to national laws and policies, in accordance with international standards concerning refugees, asylum-seekers and IDPs, were sought in more than 112 countries in 2012 and legislative changes were reported in 14 countries. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples of progress or particular challenges in achieving improvements.

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

Improvements to constitutions and nationality laws, so as to bring them into closer compliance with international standards on the prevention of statelessness, were adopted in 6 countries in 2012. Advocacy interventions and technical advice on reform of nationality legislation were undertaken in 51 countries. See chapter on *Addressing Statelessness* and country operation chapters for examples.

Fair protection processes and documentation

2. Securing birth registration, profiling and individual documentation based on registration

■ *Seek increase in systematic issuance of birth certificates to newborn children in 48 refugee situations*

Increases in the systematic issuance of birth certificates to newborn children were reported in 25 refugee situations. See chapter on *Addressing Statelessness* and country operation chapters for examples.

■ *Maintain or increase levels of individual registration in 87 refugee situations*

Increases in the levels of individual registration were reported in 44 refugee situations, while levels were maintained in a further 38 refugee situations. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples.

OPERATIONAL

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

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

  Improvements in the provision of support to known SGBV survivors were reported in 51 refugee situations. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples.

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

  Improvements in the provision of support to known SGBV survivors were reported in 16 situations where UNHCR was operationally involved with IDPs. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples.

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

  Improvements in the provision of support to known SGBV survivors were reported in 5 returnee situations. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples.

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

  Increases in the participation of out-of school adolescents in targeted programmes were reported in 12 refugee situations, while levels were maintained in a further 6 refugee situations. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples.

- *Maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest determination process has been completed or initiated in 56 refugee situations*

  Increases in the proportion of unaccompanied or separated refugee children for whom a best interest determination process has been completed or initiated were reported in 24 refugee situations, while the proportion was maintained in a further 18 refugee situations. See chapter on *Ensuring Protection for People of Concern* and country operation chapters for examples.

Basic needs and services

4. Reducing malnutrition and anaemia; addressing major causes of morbidity and mortality; and providing adequate reproductive health care

- *Maintain UNHCR standards or reduce level of Global Acute Malnutrition (GAM) in 24 situations where refugees live in camps or settlements*

  In 2012, nutritional surveys were carried out in 57 camps and settlements in 18 country operations, and standards were met in 28 of those. Where standards were not met, the nutritional situation improved in 8 camps, deteriorated in 9, and surveys were carried out for the first time in 12 camps in new emergency situations. Updated data was not available from camps and settlements in 9 country operations previously having reported as no nutritional survey took place in 2012. See chapter on *Providing for Essential Needs* and country operation chapters for examples.

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

  In 2012, 95 refugees sites were monitored for U5MR. In the period July to December 2012, 84 camps met acceptable standards related to < 5 mortality rates (U5MR <1.5/1000/month). Of the 11 sites that did not meet acceptable standards, 3 showed a deterioration when compared with results for July-December 2011. One site did not meet the standard but showed an improvement within the period. The remaining 7 sites that did not meet the standard were reporting for the first time in 2012 and therefore trend data is not yet available. See chapter on *Providing for Essential Needs* and country operation chapters for examples.

	ENGAGEMENT	MID-BIENNIUM PROGRESS END-2012
5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene	■ *Maintain or increase the percentage of households living in adequate dwellings in 54 refugee situations*	Increases in the percentage of households living in adequate dwellings were reported in 31 refugee situations, while the percentage was maintained in a further 20 situations. See chapter on *Providing for Essential Needs* and country operation chapters for examples.
	■ *Maintain or increase the percentage of households living in adequate dwellings in 12 situations where UNHCR is operationally involved with IDPs*	Increases in the percentage of households living in adequate dwellings were reported in 9 situations where UNHCR is operationally involved with IDPs, while the percentage was maintained in a further 3 situations. See chapter on *Providing for Essential Needs* and country operation chapters for examples.
	■ *Maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations*	Increases in the percentage of households living in adequate dwellings were reported in 3 returnee situations while the percentage was maintained in 1 other situation. See chapter on *Providing for Essential Needs* and country operation chapters for examples.
	■ *Maintain or increase the level of water supply in 44 refugee situations*	Increases in the levels of water supply were reported in 25 refugee situations, while the levels were maintained in a further 15 situations. See chapter on *Providing for Essential Needs* and country operation chapters for examples.
6. Promoting human potential through education, training, livelihoods support and income generation	■ *Maintain or increase the percentage of refugee children aged 6 - 13 enrolled in primary education in 102 refugee situations*	Increases in the percentage of refugee children aged 6 - 13 enrolled in primary education were reported in 62 refugee situations, while the percentage was mantained in a further 29 situations. See chapters on *Providing for Essential Needs* and *Drawing Support from the Private Sector* and country operation chapters for examples.

Durable solutions

7. Facilitating durable solutions	■ *Support refugees to return voluntarily in 54 situations where conditions permit*	Some 90% of those who expressed their intention to return voluntarily to their country of origin, were supported by UNHCR to do so in 54 situations. See chapter on *Finding Durable Solutions* and country operation chapters for examples.
	■ *Support local integration in 45 refugee situations where conditions permit*	Improvements in opportunities for local integration were reported in 19 refugee situations. See chapter on *Finding Durable Solutions* and country operation chapters for examples.
	■ *Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting solutions in 73 situations*	Increases in the percentage of refugees who departed for resettlement among those submitted were reported in 35 refugee situations. See chapter on *Finding Durable Solutions* and country operation chapters for examples.

SUPPORT AND MANAGEMENT

	ENGAGEMENT	MID-BIENNIUM PROGRESS END-2012
1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight	■ *Financial management and reporting capacity both at HQ and in field operations are improved*	At Headquarters and in field operations, finance and project control functions were realigned and strengthened to reflect associated accountabilities. Capacity was increased through the recruitment of 14 project control and 10 finance/admin officers. Training was conducted worldwide to introduce changes related to the adoption of the International Public Sector Accounting Standards (IPSAS).
	■ *IPSAS (International Public Sector Accountability Standards)-compliant financial statements are published for 2012*	IPSAS-compliant financial policies and procedures were put in place and UNHCR's 2012 financial statements were prepared and submitted in accordance with IPSAS.
	■ *Formal corporate risk management framework and strategy are adopted*	The corporate risk management framework and strategy were drafted in 2012 and will be formally adopted in 2013.
	■ *Independent Audit and Oversight Committee is established and fully functioning*	The Independent Audit and Oversight Committee (IAOC) was established in 2012 and is fully functioning. The first annual report of the Committee will be presented to the Executive Committee in 2013.
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*	22 policy and legal guidance documents were issued in 2012 to support the efforts of UNHCR staff, governments and other partners to enhance the protection of people of concern to the Office. Four protection-related learning programmes were developed on: the age, gender and diversity (AGD) approach; resettlement; addressing statelessness; and sexual and gender-based violence (SGBV). Six global partnerships were concluded, with the aim of strengthening the protection capacity of UNHCR staff and partners in a number of thematic areas. See chapters on *Ensuring Protection for People of Concern* and *Working in Partnership.*
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 (ICT) networks and tools*	New ICT infrastructure and services were put in place. UNHCR field computers were upgraded to Windows 7 and Office 2010. A new messaging platform based on Outlook and Microsoft Exchange was implemented at Headquarters and major liaison offices.

	ENGAGEMENT	MID-BIENNIUM PROGRESS END-2012

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*

UNHCR was responsible for leading and coordinating assessment and response for 17 protection, 11 shelter and 7 camp coordination and camp management clusters in a total of 20 operations. Surge capacity and technical support for coordinating assessment and information management were deployed to 17 operations. At the global level, cluster coordination was further strengthened, new guidelines and toolkits were developed and disseminated - and a range of training interventions for cluster partners was organized. See chapters on *Engaging with internally displaced people* and *Working in Partnership* for more detailed information.

5. Results-based management informs operational decision-making and resource allocation

■ *Operational performance is monitored and analysed with a focus on results, and support provided to the field for adoption of results-based management (RBM)*

Global analyses of performance against targets, undertaken as part of the annual planning and mid-year review exercises, informed programming and resource allocation. UNHCR provided tools and guidance, trained 260 staff, and created 15 new programme-related positions to strengthen programme management in the field. The Results Framework was adjusted to align it better with inter-agency and new UNHCR policies and strategies.

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*

A total of 129 airlifts with emergency relief items were dispatched, of which 92% were delivered within 72 hours of the time of request.

■ *Emergency deployment of staff, including staff with appropriate leadership and management capacity, is ensured through continuous training of staff at all levels*

170 staff members were deployed on emergency missions. Seven emergency management workshops were held to prepare staff for emergency deployments; two of these provided specific training for senior emergency leaders and information managers. A total of 174 staff were trained.

7. UNHCR has a diverse and gender-balanced workforce, which performs effectively

ENGAGEMENT

- *Overall gender balance is achieved*

- *Staff members meet their learning needs*

- *Assignments are made in a efficient and timely manner*

- *Compliance is achieved in respect of performance reporting*

- *Staff are committed and satisfied with their work*

MID-BIENNIUM PROGRESS END-2012

At the end of 2012, female representation reached 41% for international professional category staff (P1-level and above); and 46% for locally recruited staff at G4-level and above, including national professional officers.

In 2012, 61% of UNHCR staff members enrolled in at least one training course. UNHCR's training catalogue covered a wide range of topics and functional areas and placed increased emphasis on distance learning methodologies and wider access to learning opportunities for all staff.

DHRM filled 872 regular and 160 Fast Track positions, assessed suitability for over 31,000 applications and processed more than 1,000 Temporary Assignment requests, mainly for emergency situations. Career counselling services were provided to over 2,000 staff members.

By the end of December 2012, 84% of final performance appraisal reports for 2011 had been duly completed, and 98% of mid-year review reports for 2012 had been entered.

The level of organizational commitment among UNHCR staff remains very high according to the ratings in the annual performance assessment exercise. The 2012 session of the Staff Management Consultative Committee reviewed key findings from the 2011 Global Staff Survey and a series of recommendations were made for concrete actions on issues of leadership, staff-management dialogue, internal communications and career development.

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 were further strengthened in 2012*

- *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*

With USD 2.3 billion of income through voluntary contributions in 2012, UNHCR received a record level of donor support, including some USD 130 million generated from private sector fundraising and over USD 121 million received from UN and Pooled Funding Mechanisms - the highest amounts ever. This reflected not only the increasing needs of people of concern to UNHCR but was also an indication of trust and strong partnership with donors and other supporters. The funds made available in 2012 covered 60% of budgetary needs globally by the end of the year.

UNHCR took a very active role in the development of the inter-agency Transformative Agenda and worked to align its own emergency response procedures with those under development in other agencies. In the Syria and Mali emergency situations, UNHCR's regional refugee coordinators facilitated assessment, planning and resource mobilization among involved partners. In respect of bilateral relations, close partnership with WFP continued in 2012, including a number of joint assessment missions and collaboration on cash-based interventions. With UNICEF, a number of country-level agreements were drawn up to help develop more predictable engagement in refugee emergency response. Bilateral strategic partnership discussions were held with key NGO partners and the High Commissioner's Structured Dialogue with NGOs culminated in joint recommendations to strengthen the application of the principles of partnership in 2013 and beyond. For further details, see chapter on *Working in Partnership*.

The number of hits to the global UNHCR website increased by 9% in 2012 (total 436 million). UNHCR's Facebook community grew by 64% in 2012. The Office also expanded its global presence and engagement on other social media networks such as Twitter and Instagram. More people than ever before watched UNHCR's campaign videos and went to the Office's dedicated World Refugee Day website

Operations plans for over 20 countries were displayed on the *Global Focus External* web portal in 2012, making available detailed descriptions of programmes and information on baseline and targets for key indicators. Several emergency portals were launched in 2012, providing updated information on emergency needs, population statistics and funding requirements.