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Report on UNHCR's global strategic priorities

Summary

This report outlines the progress made in the course of 2018 in pursuit of UNHCR's global strategic priorities (GSPs) for 2018-2019, during the first year of the biennium. It also introduces the global strategic priorities established by the High Commissioner for the 2020-2021 biennium.

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I. Introduction

1. The global strategic priorities (GSPs) for the 2018-2019 biennium set out areas targeted by UNHCR in order to enhance protection for persons of concern and find solutions for them. The GSPs are divided into two categories: (i) operational priorities for field operations; and (ii) support and management priorities for core organizational functions. The operational priorities influence the development and implementation of country-level plans by field operations. The support and management GSPs, on the other hand, reflect UNHCR's 2017-2021 Strategic Directions, and are also aligned with UNHCR's commitments under the 2030 Agenda for Sustainable Development and the "grand bargain".

2. This paper provides an update on the progress made by UNHCR and partners in 2018 in implementing the GSPs established for the 2018-2019 biennium. The 2018 "Progress report on the global strategic priorities" is accessible on Global Focus, UNHCR's results-based management programme and reporting tool, where more detailed information and analysis on good practices and ongoing initiatives are provided.

II. GSPs in the operations management cycle

3. UNHCR undertook participatory planning in early 2017, including a joint assessment with partners, to inform the operations plans for 2018. The operations selected priority areas and GSP indicators that were relevant for their context and set baselines and targets against which progress and improvement could be measured. During the ensuing annual programme review, the alignment of operational plans with the GSPs was examined to ensure that planned activities directly supported the selected GSPs.

4. Throughout 2018, operations implemented prioritized activities in accordance with the selected GSPs. They monitored the progress made towards achieving the targets and adjusted their operational plans and implementation modalities, together with partners where necessary, to optimize the impact of their interventions.

5. UNHCR's operations collected and analysed programme implementation information and communicated progress and results through Focus, as well as through the new integrated refugee health information system (HIS). Supported by technical experts at Headquarters, operations reviewed the data to determine the overall progress achieved against UNHCR's global engagements.

III. Overview of progress achieved in 2018 against the 2018-2019 GSPs

A. Operational GSPs

6. UNHCR operations achieved steady progress against most of the GSPs, although some prioritized areas remained challenging. The aggregated 2018 results for each GSP indicator are set out in annex I under "engagement".

7. UNHCR continued to promote accession to the international instruments relating to refugees, internally displaced persons (IDPs) and stateless persons in order to advance a favourable protection environment. At the end of 2018, 149 States were party to the 1951 Convention relating to the Status of Refugees, its 1967 Protocol, or both. South Sudan became the latest State party to accede to both instruments in December 2018. UNHCR developed a number of tools in 2018 to eradicate statelessness and support States in

undertaking reforms to prevent it. These tools included a handbook for parliamentarians on good practices in nationality laws for the prevention and reduction of statelessness, which was developed together with the Inter-Parliamentary Union, as well as an updated background note on gender equality in nationality laws.

8. In the area of fair protection processes and documentation, UNHCR maintained high levels of individual registration across its operations. By the end of 2018, over 7.2 million refugees were registered in UNHCR's digital population registration and identity management ecosystem (PRIMES). As registration is vital to UNHCR's ability to identify and protect persons of concern, efforts were made to develop appropriate tools that will enable field practitioners in the most remote locations to register populations more efficiently. Currently operational in 16 country operations, an offline version of one of the PRIMES tools was developed to facilitate registration activities in non-connected and complex environments, including Kenya and Uganda. UNHCR also engaged closely with the World Bank on its identification for development programme (ID4D) and with other partners to promote the inclusion of all persons of concern, including those at risk of statelessness, in digital identity management systems.

9. UNHCR worked with governments and partners to strengthen national protection systems for refugee children and youth, alongside those for host community children. New provisional guidelines on assessing and determining the best interests of the child were released, along with better case management tools for field practitioners. Some 300 UNHCR and partner staff were trained on the new guidelines in 2018. To promote cross-border coordination among organizations working with children and to strengthen safe and dignified access to asylum, the Regional Safe Space Network (RSSN) was established to cover eight countries in Latin America. The RSSN connects over 60 colleagues from governments, the United Nations, non-governmental organizations (NGOs) and faith-based organizations.

10. Access to medical, psychosocial and legal services for survivors of sexual and gender-based violence (SGBV) was improved, and UNHCR continued to promote inclusivity of services for all survivors, including men and boys, and other groups at risk of SGBV. UNHCR implemented eight innovative projects in six countries (Burkina Faso, the Democratic Republic of the Congo, Kenya, Malaysia, Pakistan and the United Republic of Tanzania) to address livelihood opportunities, safe energy for cooking, as well as technology and community lighting. In order to improve the collection and analysis of data on SGBV and timely assistance for survivors, 19 UNHCR operations were provided with technical support in using a gender-based violence information management system. As part of its "safe from the start" initiative, UNHCR deployed roving SGBV experts to emergencies in 10 countries (Angola, Bangladesh, Chad, the Democratic Republic of the Congo, Iraq, Libya, Sudan, the Syrian Arab Republic, Uganda and Venezuela (the Bolivarian Republic of)) to help UNHCR operations prevent, mitigate the risk of and respond to SGBV.

11. In the area of basic needs and services, UNHCR focused on reducing the cost and environmental footprint of water supply systems by installing 31 solar hybrid or fully solar powered water pumping systems. To improve accountability to persons of concern during design and delivery of water, sanitation and hygiene (WASH) programmes, UNHCR piloted an android application as a mechanism for providing feedback. Globally, the enrolment rates of refugee children in primary school improved, with the percentage of enrolled children rising to 61 per cent. UNHCR facilitated this through the recruitment and training of teachers, the construction and rehabilitation of classrooms and the payment of school fees and allowances to refugee children. The Office continued to support the inclusion of refugees in the national education systems consistent with the comprehensive refugee response framework (CRRF).

12. To support community empowerment and self-reliance, UNHCR continued to invest in the capacities and skills of persons of concern. A 10-point action plan on the hiring of

refugees was developed, together with the Organisation for Economic Co-operation and Development (OECD), and UNHCR convened a range of stakeholders and engaged in dialogue on its implementation in Belgium, Bulgaria, Hungary and Malta. UNHCR operations continued to encourage women's participation in leadership and management structures, including through support for community outreach volunteers, training and capacity-building activities, as well as information sharing. The second report in a global series documenting promising practices on gender equality was released. It focused on good practices stemming from UNHCR operations in Asia. These practices ranged from supporting internally displaced women with documentation in Pakistan, to access to land rights for women in Sri Lanka.

13. With respect to durable solutions, voluntary repatriation remained challenging in 2018 returns, with around 593,800 refugees returning in 2018 compared to 667,400 in 2017. This number included UNHCR-facilitated repatriation, as well as spontaneous returns. For returnees, cash assistance played a crucial part by providing a welcome respite for families while they sought various forms of national support. UNHCR also advocated the inclusion of returnees in national development plans and other frameworks for solutions. Global resettlement needs were estimated at 1.2 million in 2018. Although UNHCR submitted the cases of some 81,300 refugees for resettlement, which represented an 8 per cent increase compared to 2017, this only covered 7 per cent of the global needs. UNHCR strengthened partnerships through the Annual Tripartite Consultations on Resettlement (ATCR) and its working group, including with non-traditional actors, to expand complementary pathways. A working group was established to develop the engagement of communities and citizens in community-based sponsorship programmes.

14. The strong alignment of the operational GSPs with the sustainable development goals (SDGs), including in the areas of gender equality, peace and justice, food security, health, education and livelihoods, as well as WASH, meant that UNHCR was able to actively engage in the discussion on the SDGs at the country operations level and advocate the inclusion of persons of concern in national plans. In the spirit of the Global Compact on Refugees (GCR), UNHCR's programmes were strengthened through a broad range of partnerships within the humanitarian, development and private sectors.

B. Support and management GSPs

15. UNHCR Divisions and Bureaux implemented a range of activities to strengthen the support provided to operations, as well as to ensure effective oversight in line with the support and management GSPs for the 2018-2019 biennium. Annex II provides a summary overview of the progress achieved against these GSPs.

16. The adoption of the GCR introduced a framework for better burden- and responsibility-sharing, recognizing that a sustainable solution to refugee situations cannot be achieved without international cooperation. UNHCR's Global Youth Advisory Council contributed to the GCR, by advocating for youth engagement and participation in the development of specific commitments to refugee children and youth. The global Youth Initiative Fund supported 25 projects led by refugee and host community youth groups in 22 countries. In March 2018, UNHCR issued an updated age, gender and diversity policy, which aims to ensure an inclusive approach that takes into account the needs of all persons of concern.

17. In 2018, UNHCR provided \$568 million in cash assistance, an increase of 14 per cent compared to 2017. Around \$472 million was delivered directly by UNHCR and an additional \$96 million through partners. Of the cash provided by UNHCR, 95 per cent was unrestricted in use. CashAssist, UNHCR's cash assistance management system, is currently implemented

in five countries and will gradually be adopted by all operations by June 2022. It provides a transparent platform for UNHCR and partners to create and send secured payment instructions to financial service providers, thereby ensuring that the cash assistance is fully traceable.

18. To safeguard and maintain sound financial management, UNHCR improved its financial and administrative systems, policies and procedures, while promoting a cost-effective and transparent use of its resources. In September 2018, UNHCR began publishing detailed data on budgets, funding, expenditure and results, through an established and internationally recognized data standard under the International Aid Transparency Initiative (IATI). This is in line with the “grand bargain” commitments on transparency. In 2018, UNHCR supported a record number of 1,077 partners with \$1.407 billion. This included \$752.4 million for 865 national partners, which accounted for 22 per cent of the programme budget, with the ultimate aim of reaching 25 per cent under the “grand bargain” target.

19. The United Nations Statistical Commission developed the first ever international recommendations on refugee statistics, which were later approved by the United Nations General Assembly. A technical report on statistics of internally displaced persons was also published in March 2018 by the United Nations Statistical Commission, endorsing the establishment of a similar set of recommendations for statistics on IDPs. A data-sharing agreement was concluded with the World Food Programme (WFP) to include assessment and monitoring data, as well as reciprocal data sharing on IDPs and host communities.

20. In the framework of inter-agency coordination for IDP situations, UNHCR continued to lead or co-lead the protection, shelter, and camp coordination and camp management (CCCM) clusters at the global level. Working with partners and a wide range of stakeholders, UNHCR led 24 out of the 26 country-level protection clusters and other inter-agency protection coordination mechanisms worldwide. The CCCM cluster, co-led by UNHCR and the International Organization for Migration (IOM), supported 22 country-level clusters and cluster-like structures, with UNHCR leading or co-leading 14 of them. UNHCR also led 12 and co-led 1 of the 28 activated country-level shelter clusters, supporting the coordination of 664 partners to provide shelter and non-food items to over 10 million people.

21. In 2018, UNHCR mobilized \$4.14 billion in donor contributions. The assessed contributions of the United Nations regular budget accounted for a further \$43 million, bringing the total to \$4.183 billion. Private donors contributed \$422 million, a 6 per cent growth compared to 2017. Flexible funding is crucial to UNHCR’s ability to quickly respond to crises and to support those operations that do not attract sufficient donor interest. Of the total contributions received, \$617 million, or 15 per cent, were un-earmarked and \$754.8 million (18 per cent) were softly earmarked. UNHCR continued to broaden its donor base through strengthened advocacy and engagement with new governmental donors. The organization also explored the opportunities offered by innovative funding sources in the private sector.

IV. GSPs for the 2020-2021 biennium

22. For the 2020-2021 planning period, the current set of operational GSPs were maintained, as they reflect the core areas in the strategic directions and ensure continuity in reporting. The comprehensive review of UNHCR’s results-based management system will include a broader revision of the planning and reporting structures, and improved software platforms. This revision will assist in shaping the future approach to reporting against UNHCR’s strategic priorities. For the 2020-2021 biennium, UNHCR will also maintain the previously established set of support and management GSPs, reflecting the broad institutional

priorities set out in the 2017-2021 strategic directions. These GSPs take into account the 2030 Agenda for Sustainable Development, as well as the commitments made at the World Humanitarian Summit and under the “grand bargain”. In line with the GCR, UNHCR’s work will continue to be strengthened through a broad range of partnerships within the humanitarian, development and private sector realms. The GSPs for the 2020-2021 biennium are attached as annex III. The process of establishing UNHCR’s global engagements for the operational GSPs is underway and will be presented in the 2020-2021 Global Appeal.

Annex I

Progress made in achieving the 2018-2019 operational GSPs

<i>2018-2019 Operational GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
Favourable protection environment		
1. Safeguarding 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 80 countries so as to be consistent with international standards concerning refugees and asylum-seekers	Adoption of improved legislative changes to enhance the protection of asylum-seekers and refugees were reported in 21 countries.
	Seek improvement to national law and policy in 17 countries, so as to be consistent with international standards concerning IDPs	Improvements in national laws and policies on IDPs were reported in 11 countries. This included measures to promote laws and policies that focus on durable solutions.
	Seek improvement in citizenship laws in 40 countries, so as to be consistent with international standards on the prevention of statelessness	Ten countries amended their nationality laws to more effectively prevent statelessness or to protect the rights of stateless people.
	Seek to increase the percentage of stateless people who acquire or have their nationality confirmed in 14 situations	A number of States took important steps to grant nationality to stateless people, resulting in some 56,380 stateless individuals or those with undetermined nationality acquiring or having their nationality confirmed.
Fair protection process and documentation		
2. Securing birth registration, profiling and individual documentation based on registration	Seek increase in the systematic issuance of birth certificates to newborn children in 53 situations	Increases in the systematic issuance of birth certificates to newborn children were reported in 21 situations.
	Maintain or increase levels of individual registration in 96 refugee situations	Increases in the levels of individual registration were reported in 30 refugee situations, while levels were maintained in a further 52 refugee situations.
Security from violence and exploitation		
3. Reducing protection risks faced by people of concern, in particular, discrimination, sexual and gender-	Provide and seek improved provision of support to known	Improvements in the provision of support to known SGBV survivors were reported in 38 refugee situations.

<i>2018-2019 Operational GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
based violence and specific risks faced by children	SGBV survivors in 95 refugee operations	
	Provide and seek improved provision of support to known SGBV survivors in 10 situations where UNHCR is operationally involved with IDPs	Improvements in the provision of support to known SGBV survivors were reported in five situations where UNHCR is operationally involved with IDPs.
	Provide and seek improved provision of support to known SGBV survivors in three returnee situations	Improvements in the provision of support to known SGBV survivors were reported in one returnee situation.
	Seek improved community involvement in prevention and protection of SGBV survivors in 58 refugee situations	Progress in mobilizing communities to be active in SGBV prevention and survivor-centred protection was achieved in 27 refugee situations.
	Seek improved community involvement in prevention and protection of SGBV survivors in eight situations where UNHCR is operationally involved with IDPs	Progress in mobilizing communities to be active in SGBV prevention and survivor-centred protection was achieved in four situations where UNHCR is operationally involved with IDPs.
	Seek improved community involvement in prevention and protection of SGBV survivors in four returnee situations	Progress in mobilizing communities to be active in SGBV prevention and survivor-centred protection was achieved in four returnee situations.
	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	Increases in the proportion of unaccompanied and separated refugee children for whom a best interest process was completed or initiated were reported in 32 refugee situations, while the proportion was maintained in a further six refugee situations.
	Seek increase in the non-discriminatory access to national child protection and social services in 37 refugee situations	Increases in the non-discriminatory access to national child protection and social services were reported in 20 refugee situations, while it was maintained in a further 13 situations.
	Seek increase in the non-discriminatory access to national child protection and social services in four situations where UNHCR is operationally involved with IDPs	Increases in the non-discriminatory access to national child protection and social services were reported in two situations where UNHCR is operationally involved with IDPs.
	Seek increase in the non-discriminatory access to national child protection and social	Increases in the non-discriminatory access to national child protection and social services

<i>2018-2019 Operational GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
	services in three returnee situations	were not reported in any of the returnee situations.

Basic needs and services

4. Reducing mortality, morbidity and malnutrition through multisectoral interventions	Maintain UNHCR standards or reduce level of global acute malnutrition in 36 situations where refugees live in camps or settlements	UNHCR's standards for global acute malnutrition ($\leq 10\%$) were met in 33 of the 74 camps and settlements where nutritional surveys were carried out.
	Maintain UNHCR standards or reduce mortality levels of children under five years old in 44 situations where refugees live in camps or settlements	UNHCR's standard for < 5 mortality rates ($< 1.5/1000/\text{month}$) was met in 149 out of 170 monitored sites. The average under-five mortality rate was 0.3/1,000/month.
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 48 refugee situations	An increase in the percentage of households living in adequate dwellings were reported in 30 refugee situations, while the percentage was maintained in a further three situations.
	Maintain or increase the percentage of households living in adequate dwellings in 15 situations where UNHCR is operationally involved with IDPs	An increase in the percentage of households living in adequate dwellings was reported in six situations where UNHCR was operationally involved with IDPs, while the percentage was maintained in two situations.
	Maintain or increase the percentage of households living in adequate dwellings in seven returnee situations	An increase in the percentage of households living in adequate dwellings was reported in five returnee situations.
	Maintain or increase the level of water supply in 46 refugee situations	Increases in the levels of water supply were reported in 26 refugee situations, while the levels were maintained in a further three situations.

Community empowerment and self-reliance

6. Promoting active participation in decision-making of people of concern and building coexistence with host communities	Seek improved participation of women in leadership/management structures in 54 refugee situations	Increases in the participation of women in leadership/management structures were reported in 23 refugee situations, while the level of participation was maintained in a further four situations.
	Seek improved participation of women in leadership/management structures in four situations	Increases in the participation of women in leadership/management structures were reported in three situations where UNHCR is operationally involved with IDPs, while it was maintained in two situations.

<i>2018-2019 Operational GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
	where UNHCR is operationally involved with IDPs	
	Seek improvement in relations between people of concern and local communities in 65 refugee situations	Improvements in the extent to which local communities supported the continued presence of refugees were reported in 26 situations.
7. Promoting human potential through increased opportunities for quality education and livelihoods support	Maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 38 operations	Increases in the percentage of people of concern (ages 18-59) who were supported with their own business or self-employment were reported in 26 operations, while the level was maintained in a further four operations.
	Seek improved enrolment rate of primary school-aged children in 95 refugee situations	Increases in the percentage of primary school-aged children enrolled in school were reported in 57 refugee situations, while the percentage was maintained in a further six situations.
Durable solutions		
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.	Support refugees to return voluntarily, and in safety and dignity, in 40 situations where conditions permit	Refugees were supported to return voluntarily, in safety and in dignity, in 40 situations. Some 593,800 individuals returned to their countries of origin, including Afghanistan, Burundi, Chad, Côte d'Ivoire, Rwanda and Somalia.
	Support returnees in 11 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens	Returnees were supported in 11 situations to reintegrate in a sustainable manner.
	Support local integration in 42 refugee situations where conditions permit	Improvements in local integration were reported in 31 refugee situations.
	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	UNHCR submitted the case of 81,300 refugees for resettlement, an 8 per cent increase compared with the previous year.

Annex II

Progress made in achieving the 2018-2019 support and management GSPs

<i>2018-2019 Support and management GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
<p>I. UNHCR's programmes are carried out in an environment of sound financial accountability and effective oversight</p>	<p>Financial management and reporting are strengthened at UNHCR Headquarters and in the field through streamlined and enhanced systems, with effective guidance on financial controls provided and applied</p>	<p>UNHCR began publishing data through the International Aid Transparency Initiative (IATI) in September 2018. As at end 2018, UNHCR posted a score of 72 points, placing it in the top tier of nearly 1000 IATI publishers.</p> <p>UNHCR successfully launched a pilot project for vendor screening using Robotic Process Automation (RPA). In addition to time and money saved in managing suppliers, the RPA solution leverages a larger data set from multiple agencies which will allow for better decision-making.</p>
	<p>Accounts are recorded and disclosed in full compliance with the International Public Sector Accounting Standards (IPSAS), and UNHCR obtains maximum benefits from the standards applied</p>	<p>IPSAS-compliant financial statements were published for 2018, applying best practices in financial reporting and laying the foundations for transparency and judicious stewardship of resources. Reflecting the ongoing efforts to rationalize and streamline financial processes, UNHCR successfully implemented a rationalization of the accounting for property, plant and equipment.</p>
	<p>Cash-based interventions (CBIs) are supported by a robust financial control framework and business processes that are embedded in the delivery system</p>	<p>The updated administrative instruction for CBIs, issued in 2017, was applied to CBI initiatives throughout 2018 and new procedures were introduced in UNHCR's enterprise resource planning system (MSRP) for their financial management and control. UNHCR successfully rolled out CBI programmes in the field, accounting for a total of \$472 million through direct implementation and \$96 million through implementation by partners.</p>

2018-2019 Support and management GSPs	Engagement	Mid-biennium progress
2. UNHCR's operations deliver quality protection, facilitate solutions for persons of concern and effectively advocate for their rights	Partnership arrangements are simplified and harmonized in collaboration with stakeholders, including other United Nations entities, and the share of resources entrusted to local partners is increased	UNHCR launched an online interactive platform, the UNHCR Partner Portal, to be adopted as a common UN Partner Portal in collaboration with WFP and UNICEF. In 2018, UNHCR supported a record number of 1,077 partners with \$1.407 billion. This included \$752.4 million for 865 national partners, which accounted for 22 per cent of the programme budget, with the ultimate aim of reaching 25 per cent under the “grand bargain” target.
	Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships	UNHCR continued to support States and collaborated closely with partners in order to operationalize protection principles. The affirmation of the Global Compact on Refugees (GCR) introduced a framework for better burden- and responsibility-sharing, recognizing that a sustainable solution to refugee situations cannot be achieved without international cooperation.
		UNHCR’s Global Youth Advisory Council contributed to the GCR process, by advocating for youth engagement and specific commitments to refugee children and youth. The global Youth Initiative Fund (YIF) supported 25 projects led by refugee and host community youth groups in 22 countries.
		In March 2018, UNHCR issued an updated age, gender and diversity policy, which aims to ensure an inclusive approach that takes into account the needs of all persons of concern.
	The promotion of gender equality is enhanced and accountability to persons of concern is reinforced at global and operational levels	The Inter-Agency Standing Committee (IASC) task team on accountability to affected populations and protection from sexual exploitation and abuse (AAP/PSEA), which is co-chaired by UNHCR, developed a tool to include AAP in multisector needs assessments.

<i>2018-2019 Support and management GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
<p>3. UNHCR facilitates effective responses to forced displacement and statelessness through strengthened protection and solutions frameworks, advocacy and operational partnerships and the promotion of inclusion in national systems</p>	<p>National, regional and global protection frameworks and capacities are strengthened through effective implementation of supervisory responsibility and advocacy, in close collaboration with States and other relevant actors, including international development and peacebuilding entities</p>	<p>UNHCR contributed to the revision of the IASC “gender with age” marker and the IASC gender handbook for humanitarian action.</p>
<p>Protection of displaced and stateless people is strengthened, and pathways to solutions are expanded, through new partnership arrangements, support to strengthen national systems and institutions, and implementation of comprehensive responses</p>	<p>UNHCR engaged in legislation processes and commented on proposed revisions to European Union asylum instruments; worked with countries in the Americas concerning the right to lawful entry of Venezuelan nationals; engaged with countries in the Middle East and North Africa and Asia-Pacific region that are developing domestic refugee legislation; and worked with countries in Africa that made notable improvements to their domestic protection regimes.</p>	<p>Legislative processes are on-going in approximately 90 countries to implement the 1951 Convention and/or 1967 Protocol at the domestic level, as well as regional refugee law instruments such as the 1969 OAU Convention and the 1984 Cartagena Declaration.</p>
<p>Protection of displaced and stateless people is strengthened, and pathways to solutions are expanded, through new partnership arrangements, support to strengthen national systems and institutions, and implementation of comprehensive responses</p>	<p>UNHCR provided substantive operational guidance and advice on resettlement and complementary pathways in more than 60 countries. UNHCR and the Organisation for Economic Co-operation and Development (OECD) published a joint statistical report on complementary pathways for the admission of refugees in OECD countries from 2010 to 2017.</p>	<p>UNHCR provided substantive operational guidance and advice on resettlement and complementary pathways in more than 60 countries. UNHCR and the Organisation for Economic Co-operation and Development (OECD) published a joint statistical report on complementary pathways for the admission of refugees in OECD countries from 2010 to 2017.</p>
<p>Protection of displaced and stateless people is strengthened, and pathways to solutions are expanded, through new partnership arrangements, support to strengthen national systems and institutions, and implementation of comprehensive responses</p>	<p>Afghanistan, Chad and Rwanda became CRRF countries in 2018, which facilitated a “whole of government” approach and enabled agreement on strategies linked to government priorities. The framework leveraged existing formal mechanisms, thereby ensuring an integrated government response.</p>	<p>Afghanistan, Chad and Rwanda became CRRF countries in 2018, which facilitated a “whole of government” approach and enabled agreement on strategies linked to government priorities. The framework leveraged existing formal mechanisms, thereby ensuring an integrated government response.</p>

2018-2019 Support and management GSPs	Engagement	Mid-biennium progress
4. UNHCR facilitates responsible and comprehensive use of data and information for decision making and advocacy, including by partners and persons of concern	UNHCR and partners manage and use data and information, following a principled, systemized and collaborative approach to enable evidenced-based actions, programme design and resourcing decisions for quality protection outcomes	The online toolkit found in the UNHCR needs assessment handbook was expanded to include guidance to support joint analysis, secondary data reviews and assessment coordination. Over 3,600 people in 149 countries visited the toolkit website in 2018.
	Information and analysis on the situation of refugees and other persons of concern is made available to support their inclusion in international and national development frameworks	In close collaboration with ALNAP, a global network dedicated to learning how to improve responses to humanitarian crises, UNHCR developed, populated and launched a web portal on targeting for improved humanitarian response . The portal provides a platform to share evidence, experience and lessons learned to make humanitarian assistance more relevant, cost-effective and efficient.
	Data and information management approaches, including storing and sharing of personal data, respect protection practices and privacy concerns	The UNHCR Operational Data Portal (ODP) is the source for up-to-date information on refugee emergencies, which facilitates the sharing of operational data about persons of concern for governments, humanitarians and the general public. In 2018, three new situations and six new country views were added. By the end of the year, the ODP covered operations and populations of concern in 99 countries, and was visited on an average 45,000 times per month.
		As part of efforts towards responsible approaches to open data, UNHCR pursued various workstreams to strengthen its technical capacity for data anonymization. A review of best practices in the anonymization of data in international organizations and national statistical offices was conducted, along with preliminary work to develop standard operating procedures on the removal of personally identifiable data and the prevention of re-identification.
		A beta version of the UNHCR Raw Internal Data Library (RIDL) was launched. RIDL aims to create a

<i>2018-2019 Support and management GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
<p>5. UNHCR makes effective use of and contributes to improving inter-agency humanitarian coordination mechanisms and drives efforts to place protection at the centre of humanitarian action</p>	<p>Effective coordination and leadership is established for refugee responses and for UNHCR-led clusters at the global and operational levels</p>	<p>globally-supported, centralized and secure data repository that will ensure UNHCR’s raw data is used to its full potential and is available externally to various stakeholders, from operational partners to academia.</p> <p>UNHCR led 24 of the 26 activated country-level protection clusters and other inter-agency protection coordination mechanisms worldwide. Five national protection clusters are co-led with a government counterpart or a UN organization, with twelve or more co-facilitated by international non-governmental organizations (NGOs), including the Danish Refugee Council (DRC), the Norwegian Refugee Council (NRC) and the International Rescue Committee (IRC). The global protection cluster worked closely with UNICEF UNFPA, UNMAS and the NRC.</p> <p>The global camp coordination and camp management (CCCM) cluster, co-led by UNHCR and IOM, supported 22 country-level clusters and cluster-like structures worldwide, with UNHCR leading or co-leading 14 of them. In the absence of formal CCCM cluster activation, alternative arrangements were devised. Three inter-agency coordination mechanisms for CCCM were implemented under other existing clusters, namely the protection cluster in Ethiopia and Niger, and the shelter cluster in Afghanistan.</p> <p>The global shelter cluster is led by UNHCR in conflict situations and by the International Federation of Red Cross and Red Crescent Societies (IFRC) in natural disasters. In 2018, UNHCR led 12 and co-led one of the 28 activated country-level shelter clusters, supporting the coordination of 664 partners to provide shelter support and non-food items to over 10 million people.</p>

2018-2019 Support and management GSPs	Engagement	Mid-biennium progress
6. Multi-year, multi-partner protection and solutions strategies, supported by results based management (RBM) approaches, facilitate collaboration and effective inclusion of persons of concern in national systems and development frameworks, in pursuit of the sustainable development goals	<p>UNHCR provides protection expertise and analysis to guide and inform joint humanitarian action</p> <p>Multi-year, multi-partner strategies are informed by improved joint needs assessments and are developed and implemented in consultation with key stakeholders, including national authorities, civil society, development partners and private sector representatives</p> <p>UNHCR's results-based management (RBM) systems support collaborative and evidence-based planning and monitoring</p>	<p>UNHCR continued to engage with States and partners to improve the quality of the global protection response. UNHCR issued authoritative legal guidance, cooperated with the judiciary and the legal community, and provided tailored advice and comments on legislation and policy on international protection, statelessness and durable solutions.</p> <p>To date, 22 operations have developed multi-year multi-partner (MYMP) protection and solutions strategies, serving to identify and achieve a long-term vision with strategic objectives that establish clear linkages to national planning and the work of humanitarian, development and peacebuilding actors. These operations include countries that were eligible for World Bank financing under the \$2 billion International Development Association (IDA) 2018 sub-window for refugees and host communities.</p> <p>UNHCR conducted a lessons-learned process to document the experience of the 22 operations and inform the way forward. The process highlighted the need to adapt UNHCR's planning and programming tools. The institutionalization of the MYMP approach will necessitate a broad set of changes to existing systems and processes, as well as structured support to field operations over a number of years.</p> <p>The need for enhancing the current operational management system led to a review process of UNHCR's approaches, processes and tools when implementing RBM. Based on the initial proposal, a stock-taking process in May 2018 allowed the RBM project to reset its direction with a stronger focus on country-level flexibility, the measuring of outcomes</p>

<i>2018-2019 Support and management GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
<p>7. UNHCR, in collaboration with partners, provides refugees and other persons of concern with the possibility to meet their needs, enhance their protection and support their transition to solutions through the expanded use of CBIs</p>	<p>UNHCR is equipped with the relevant systems, tools, skills and processes to implement and scale up cash-based assistance programmes in an accountable manner</p>	<p>and impact, and using RBM to advance UNHCR's commitment to greater evidence-based planning.</p> <p>UNHCR delivered \$568 million in cash-based assistance, an increase of 14 per cent compared to 2017. Around \$472 million was implemented directly and an additional \$96 million through partners. Cash, together with in-kind assistance and services, helped prevent displaced people from resorting to negative survival strategies, such as child labour. In 2018, UNHCR provided more than 30 per cent of its overall cash assistance to meet specific protection outcomes.</p>
<p>8. UNHCR strengthens emergency preparedness and maintains and builds capacity to mobilize rapidly and effectively in response to emergencies</p>	<p>UNHCR pursues the objective of common cash transfer arrangements with partners, in line with UNHCR's CBI policy and strategy</p>	<p>UNHCR promoted a collaborative approach to cash assistance and established cash transfer services that are managed by the private sector but are available for use by all partners. Common cash transfer arrangements allow beneficiaries to receive assistance from partner UN agencies and NGOs via one delivery mechanism, such as a prepaid card or mobile money account. Examples of UNHCR-led common cash transfer arrangements are used in Greece, Jordan and Lebanon.</p>
<p>8. UNHCR strengthens emergency preparedness and maintains and builds capacity to mobilize rapidly and effectively in response to emergencies</p>	<p>Active standby capacity is maintained and UNHCR and partner personnel, with appropriate leadership, coordination and protection skills, are available for immediate deployment to emergency operations</p>	<p>UNHCR deployed more than 400 staff to lead, coordinate and support emergency responses. Some 48 operations benefited from emergency deployments, with most deployments to Bangladesh, Brazil, the Democratic Republic of the Congo, Ethiopia, Nigeria, Peru and Uganda. The emergency deployees completed some 51,700 mission-days in the field compared to 32,000 in 2017. In total 105 emergency response team (ERT) roster members were trained during three workshops on emergency management (WEM).</p>

2018-2019 Support and management
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Engagement

Mid-biennium progress

	<p>UNHCR used its internal global repository of preparedness information (HALEP) and its associated diagnostic tool to capture and provide an overview of country operations preparedness and capacity to respond to potential population displacement, as well as to prioritize Headquarters preparedness support. A total of 29 HALEP updates were issued in relation to emerging refugee and IDP displacement situations.</p>
<p>Core relief items are stocked to provide emergency assistance for up to 600,000 persons and dispatched within 72 hours</p>	<p>Over \$34 million worth of core relief items (8.972 metric tonnes) together with basic shelter materials, were dispatched from global stockpiles to 39 countries affected by emergencies, including via 19 airlifts. Most core relief items were delivered from the global stockpiles to country operations in Bangladesh, Burundi, Ethiopia, Uganda and Yemen.</p>
	<p>To contribute to a more agile approach in delivering worldwide protection and assistance, a supply planning and forecasting system called Demantra was introduced in 13 operations¹, with more than 100 people trained in using the system.</p>
	<p>Seven global stockpiles in Accra, Amman, Copenhagen, Douala, Dubai, Kampala and Nairobi ensured the capacity of UNHCR and its partners to respond to the needs of up to 600,000 displaced people in simultaneous emergencies around the world within 72 hours.</p>
<p>Representation of local and national partners and communities is increased in preparedness action planning</p>	<p>UNHCR undertook four preparedness missions to Burundi, Rwanda, the United Republic of Tanzania and Zambia, and facilitated four situational emergency trainings</p>

¹ Cameroon, the Central African Republic, Chad, Ethiopia, Jordan, Kenya, Lebanon, Rwanda, South Sudan, Sudan, the Syrian Arab Republic, Turkey and Yemen

2018-2019 Support and management GSPs	Engagement	Mid-biennium progress
<p>A proactive approach to security management is applied, through a qualified security workforce, security training and support to emergencies</p>	<p>in Burundi, Iran (Islamic Republic of), Libya and Tajikistan with the participation of local government and NGO partners. In 2018, out of 54 updated contingency plans, 42 (77 per cent) included participation of local authorities or governments; 37 (68 per cent) included local or national NGOs and six (11 per cent) included local communities.</p>	<p>UNHCR faced over 240 security incidents during the year, most commonly due to crime, hazards and civil unrest. To mitigate these safety and security risks, the organization maintained over 90 international and 200 local security personnel, mostly in high-risk areas. During 2018, 60 security support missions were conducted, 47 of which were to field locations to provide technical support or assist with the emergency response.</p>
<p>9. UNHCR is optimally prepared to respond to global forced displacement challenges, through a diverse workforce of talented and highly performing people, who are flexible and able to be deployed in a timely manner, and who benefit from comprehensive care and support from the organization</p>	<p>Strategic workforce planning that accounts for diversity and gender balance is improved through analysis of current and future talent requirements</p>	<p>UNHCR continued to actively contribute to improving UN-wide security systems through the Inter-Agency Security Management Network. The Office is co-chairing inter-agency sub-working groups on gender inclusion in security and security training.</p>
		<p>At the end of 2018, UNHCR had a total workforce of 16,669 individuals, including 12,090 staff members and 4,579 affiliates. Women made up 43 per cent of UNHCR's total workforce (40 per cent of staff and 51 per cent of affiliates). The breakdown of national and international staff was 71 per cent and 29 per cent respectively, and 88 per cent were field-based. UNHCR was present in 138 countries and in 527 locations.</p>
		<p>In March 2018, UNHCR completed the first holistic review of its human resources systems, services and</p>

2018-2019 Support and management GSPs	Engagement	Mid-biennium progress
<p>Career management is supported through the provision of learning opportunities and performance review, and is informed by the organizational demand for skills</p>	<p>tools. The review recommended a model which is more aligned with operational needs and with a strong focus on identifying, developing and nurturing talent, especially among affiliates and national staff.</p>	<p>Nearly 5,600 workforce members were enrolled in functional certification, management and leadership programmes, as well as in other specialized learning programmes. In relation to gender issues, UNHCR offered code of conduct trainings and awareness campaigns to address unconscious bias in recruitment and in day-to-day workplace interactions.</p>
<p>A fair and transparent assignments framework ensures diversity and gender balance in the deployment of qualified personnel through efficient human resources systems, particularly in the context of emergencies and high-risk operations</p>	<p>To provide more comprehensive career development support, UNHCR issued career path guidance notes for key functions in the organization, including for protection, programme, admin/finance, project control and human resources functions. In addition, 1,676 participants, the majority of which were national staff and affiliate workforce, benefited from career webinars.</p>	<p>The overall percentage of women either assigned or appointed to positions in 2018 increased by 4.3 per cent compared to the previous year, and the percentage of women assigned to higher grade posts through regular and fast track advertisements increased by 14.5 per cent compared to 2017.</p>
		<p>UNHCR continued to improve its capacity to respond to emergencies. In 2018, 14 fast track exercises were processed, with the average number of days to fill a fast track vacancy reduced from 66 days in 2017 to 35 days in 2018. The average recruitment time for an external temporary appointment was also</p>

2018-2019 Support and management GSPs	Engagement	Mid-biennium progress
Minimum standards of occupational health and safety for UNHCR's workforce are implemented across operations	reduced by 15 days (an average of 67 days in 2017 compared to 52 in 2018).	Assessment missions were undertaken to Afghanistan, Bangladesh, Jordan, Mali, Niger, Uganda and Ukraine to review the mandatory health support elements and available health facilities. Measures to improve living conditions included the construction and refurbishment of staff housing and recreational areas, the installation of water systems, and projects to reduce dependency on non-renewable energy. Instructions on measures in support of personnel in high-risk duty stations (non-family duty stations where danger pay applies) were issued. Webinars and leaflets were produced to provide as much information as possible on living conditions in high-risk duty stations, and close to 400 staff took part in psychological preparation sessions ahead of their assignments.
10. UNHCR mobilizes political, financial and operational support from public and private sectors through effective strategic partnerships and fundraising strategies, as well as through evidence-based multimedia communications and targeted campaigns, building empathy and awareness among the general public and shaping the global dialogue on forced displacement	Resource mobilization strategies are enhanced to increase funding from public and private sources, through existing and new creative approaches	UNHCR raised a record level of \$4.140 billion in voluntary contributions, of which \$422 million was received from the private sector. The assessed contributions of the United Nations regular budget accounted for a further \$43 million, bringing the total to \$4.183 billion. UNHCR issued six supplementary appeals to raise awareness for new emergencies or unforeseen needs. UNHCR's income from the private sector in 2018 represented a 6 per cent growth compared to 2017.
	Partnerships with Member States of the Executive Committee, United Nations agencies, NGOs and other partners are maintained and	The historic affirmation by the UN General Assembly of the GCR took place at the end of 2018. Recognizing that strong partnerships

<i>2018-2019 Support and management GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
	enhanced through regular and substantive dialogue	are essential for sustainable and comprehensive responses, UNHCR engaged a wide range of actors during the development of the GCR.
		Regional refugee response plans (RRP) launched by UNHCR involved 218 partners in 22 countries, and appealed for more than \$8 billion under the leadership of Regional Refugee Coordinators. The Syria Regional Refugee and Resilience Plan (the 3RP) was co-led by UNHCR and UNDP. More than \$4.574 billion was mobilized for these crises.
	Strategic external communication activities are strengthened through targeted multimedia campaigns, timely public updates and increased outreach to target audiences, building a strong community of supporters	In 2018, UNHCR's #WithRefugees campaign, which aims to showcase the positive actions made around the world to help mitigate fear, intolerance and xenophobia towards refugees, entered its third year. More than 30 million people demonstrated support for the refugee cause through the campaign worldwide, with 1.8 million petition signatures calling for all refugees to have access to school, the possibility to work and a safe place to live.
	Political and operational support from private and public sectors is expanded to improve the welfare of displaced populations and host communities	UNHCR continued to engage with the private sector to increase their financial support, as well as to find solutions for refugees and support host communities in line with the CRRF, the GCR and the 2030 Agenda for Sustainable Development.

Annex III

Global strategic priorities 2020-2021

Operational GSPs

<i>2020-2021 operational GSPs</i>	<i>Impact indicator</i>	<i>Engagement</i>
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 is consistent with international standards relating to refugees	Seek improvements to national law and policy in XX countries, so as to be consistent with international standards concerning refugees and asylum-seekers
	Extent law and policy are consistent with international standards relating to internally displaced persons (IDPs)	Seek improvement to national law and policy in XX countries, so as to be consistent with international standards concerning IDPs
	Extent law and policy consistent with international standards on prevention of statelessness	Seek improvement in citizenship laws in XX countries, so as to be consistent with international standards on the prevention of statelessness
	% of stateless persons for whom nationality is granted or confirmed	Seek to increase the percentage of stateless persons who acquire or confirm nationality in XX situations
Fair protection process and documentation		
2. Securing birth registration, profiling and individual documentation based on registration	% of children under 12 months old who have been issued with a birth certificate by the authorities	Seek to increase the systematic issuance of birth certificates to newborn children in XX situations
	% of persons of concern registered on an individual basis	Maintain or increase levels of individual registration in XX refugee situations
Security from violence and exploitation		
3. Reducing protection risks faced by persons of concern, in particular, discrimination and sexual and gender- based violence (SGBV), including specific risks faced by children	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in XX refugee operations
	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in XX situations where UNHCR is operationally involved with IDPs
	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in XX returnee situations
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in XX refugee situations

<i>2020-2021 operational GSPs</i>	<i>Impact indicator</i>	<i>Engagement</i>
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in XX situations where UNHCR is operationally involved with IDPs
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in XX returnee situations
	% of unaccompanied and separated children for whom a best interest process has been initiated or completed	Maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in XX refugee situations
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek an increase in the non-discriminatory access to national child protection and social services in XX refugee situations
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek an increase in the non-discriminatory access to national child protection and social services in XX situations where UNHCR is operationally involved with IDPs
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek an increase in the non-discriminatory access to national child protection and social services in XX returnee situations
Basis needs and services		
4. Reducing mortality, morbidity and malnutrition through multisectoral interventions	Prevalence of global acute malnutrition (GAM) (6-59 months)	Maintain UNHCR standards or reduce level of GAM in XX 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 XX 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 XX refugee situations
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in XX situations where UNHCR is operationally involved with IDPs

<i>2020-2021 operational GSPs</i>	<i>Impact indicator</i>	<i>Engagement</i>
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in XX returnee situations
	Average number of litres of potable water available per person per day	Maintain or increase the level of water supply in XX refugee situations
Community empowerment and self-reliance		
6. Promoting active participation in decision-making of persons of concern and building coexistence with host communities	% of female participants active in leadership/management structures	Seek improved participation of women in leadership/management structures in XX refugee situations
	% of female participants active in leadership/management structures	Seek improved participation of women in leadership/management structures in XX situations where UNHCR is operationally involved with IDPs
	Extent local communities support continued presence of persons of concern	Seek improvement in relations between persons of concern and local communities in XX refugee situations
7. Promoting human potential through increased opportunities for quality education and livelihood support	% of persons of concern (18-59 years) with own business/self-employed for more than 12 months	Maintain or increase the percentage of persons of concern who are supported to improve their business/self-employment opportunities in XX operations
	% of primary school-aged children enrolled in primary education	Seek improved enrolment rate of primary school-aged children in XX refugee situations
Durable solutions		
8. Expanding opportunities for durable solutions for persons 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.	Extent return has been voluntary, and in safety and dignity	Support refugees to return voluntarily, and in safety and dignity, in XX situations where conditions permit
	Extent returnees have same access to rights as other citizens	Support returnees in XX situations to reintegrate in a sustainable manner, with the same access to rights as other citizens
	Extent social and economic integration is realized	Support local integration in XX refugee situations where conditions permit
	% of persons of concern, identified in need of resettlement, whose cases are submitted for resettlement	Seek to maintain or increase the percentage of persons of concern whose cases are submitted for resettlement, among those identified in need of resettlement, thereby supporting solutions in XX situations

Support and management GSPs

2020-2021 support and management GSPs***Impact indicator***

1. UNHCR's programmes are carried out in an environment of sound financial accountability and effective oversight

Financial management and reporting are strengthened at UNHCR Headquarters and in the field through streamlined and enhanced systems, with effective guidance on financial controls provided and applied

Accounts are recorded and disclosed in full compliance with the International Public Sector Accounting Standards (IPSAS), and UNHCR obtains maximum benefits from the standards applied

Cash-based interventions (CBIs) are supported by a robust financial control framework and business processes that are embedded in the delivery system

Partnership arrangements are simplified and harmonized in collaboration with stakeholders, including other United Nations entities, and the share of resources entrusted to local partners is increased

2. UNHCR's operations deliver quality protection, facilitate solutions for persons of concern and effectively advocate for their rights

Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships

The promotion of gender equality is enhanced and accountability to persons of concern is reinforced at global and operational levels

3. UNHCR facilitates effective responses to forced displacement and statelessness through strengthened protection and solutions frameworks, advocacy and operational partnerships and the promotion of inclusion in national systems

National, regional and global protection frameworks and capacities are strengthened through effective implementation of supervisory responsibility and advocacy, in close collaboration with States and other relevant actors, including international development and peacebuilding entities

Protection of displaced and stateless people is strengthened, and pathways to solutions are expanded, through new partnership arrangements, support to strengthen national systems and institutions, and implementation of comprehensive responses

4. UNHCR facilitates responsible and comprehensive use of data and information for decision-making and advocacy, including by partners and persons of concern

UNHCR and partners manage and use data and information, following a principled, systemized and collaborative approach to enable evidenced-

<i>2020-2021 support and management GSPs</i>	<i>Impact indicator</i>
5. UNHCR makes effective use of and contributes to improving inter-agency humanitarian coordination mechanisms and drives efforts to place protection at the centre of humanitarian action	<p>based actions, programme design and resourcing decisions for quality protection outcomes</p> <p>Information and analysis on the situation of refugees and other persons of concern is made available to support their inclusion in international and national development frameworks</p> <p>Data and information management approaches, including storing and sharing of personal data, respect protection practices and privacy concerns</p>
6. Multi-year, multi-partner protection and solutions strategies, supported by results based management (RBM) approaches, facilitate collaboration and effective inclusion of persons of concern in national systems and development frameworks, in pursuit of the sustainable development goals	<p>Effective coordination and leadership is established for refugee responses and for UNHCR-led clusters at the global and operational levels</p> <p>UNHCR provides protection expertise and analysis to guide and inform joint humanitarian action</p> <p>Multi-year, multi-partner strategies are informed by improved joint needs assessments and are developed and implemented in consultation with key stakeholders, including national authorities, civil society, development partners and private sector representatives</p> <p>UNHCR’s RBM systems support collaborative and evidence-based planning and monitoring</p>
7. UNHCR, in collaboration with partners, provides refugees and other persons of concern with the possibility to meet their needs, enhance their protection and support their transition to solutions through the expanded use of CBIs	<p>UNHCR is equipped with the relevant systems, tools, skills and processes to implement and scale up cash-based assistance programmes in an accountable manner</p> <p>UNHCR pursues the objective of common cash transfer arrangements with partners, in line with UNHCR’s CBI policy and strategy</p>
8. UNHCR strengthens emergency preparedness and maintains and builds capacity to mobilize rapidly and effectively in response to emergencies	<p>Core relief items are stocked to provide emergency assistance for up to 600,000 persons and dispatched within 72 hours</p> <p>Active standby capacity is maintained and UNHCR and partner personnel, with appropriate leadership, coordination and protection skills, are available for immediate deployment to emergency operations</p>

<i>2020-2021 support and management GSPs</i>	<i>Impact indicator</i>
9. UNHCR is optimally prepared to respond to global forced displacement challenges, through a diverse workforce of talented and highly performing people, who are flexible and able to be deployed in a timely manner, and who benefit from comprehensive care and support from the organization	Representation of local and national partners and communities is increased in preparedness action planning
	A proactive approach to security management is applied, through a qualified security workforce, security training and support to emergencies
	Strategic workforce planning that accounts for diversity and gender balance is improved through analysis of current and future talent requirements
	Career management is supported through the provision of learning opportunities and performance review, and is informed by the organizational demand for skills
10. UNHCR mobilizes political, financial and operational support from public and private sectors through effective strategic partnerships and fundraising strategies, as well as through evidence-based multimedia communications and targeted campaigns, building empathy and awareness among the general public and shaping the global dialogue on forced displacement	A fair and transparent assignments framework ensures diversity and gender balance in the deployment of qualified personnel through efficient human resources systems, particularly in the context of emergencies and high risk operations
	Minimum standards of occupational health and safety for UNHCR's workforce are implemented across operations
	Resource mobilization strategies are enhanced to increase funding from public and private sources, through existing and new creative approaches
	Partnerships with Member States of the Executive Committee, United Nations agencies, non-governmental organizations (NGOs) and other partners are maintained and enhanced through regular and substantive dialogue
	Strategic external communication activities are strengthened through targeted multimedia campaigns, timely public updates and increased outreach to target audiences, building a strong community of supporters
	Political and operational support from private and public sectors is expanded to improve the welfare of displaced populations and host communities