**Executive Committee of the
High Commissioner's Programme**

**Standing Committee
53rd meeting**

2012-2013 Global Strategic Priorities

Contents

Summary

The purpose of this paper is to provide the Standing Committee with an update on developments related to the implementation of UNHCR's Global Strategic Priorities (GSPs) since the introduction of the results-based management tools and the prioritization framework in 2010-2011.

I.   Introduction

1.   At the 50th meeting of the Standing Committee in March 2011, UNHCR outlined initial lessons learned from the use of the Global Strategic Priorities (GSPs) in 2010 and 2011, and announced its intention to refine the framework and the way it is managed.[1] Among the areas identified for improvement was the need to introduce a more focused set of priorities in order to show more clearly the purpose and usefulness of the prioritization process. It was also realized that a sharper focus would help strengthen a sense of ownership of GSPs among UNHCR managers in the field.[2]

2.   Based on these findings, in March 2011 UNHCR streamlined the GSPs to guide the planning process for 2012 and 2013. Drawing on feedback from field operations, UNHCR managers and other interlocutors, the Office re-adjusted the overall approach before preparing the *Biennial Programme Budget 2012-2013* and *Global Appeal 2012-2013*, with the aim of better integrating the priorities within detailed plans for implementation and further improving the quality of results-based reporting.

3.   The GSPs established for 2012 and 2013 (Annexes I and II) focus on areas of critical concern to the Office. They are broken down into "operational GSPs" that guide the work of UNHCR field operations, and "support and management GSPs" that reinforce the direction of Headquarters and regional offices.

4.   The current set of operational GSPs will bring renewed emphasis to seven areas of pressing needs that have been identified by field and regional offices through the Global Needs Assessment, namely:

- promoting favourable protection environments;

- securing fair access to registration and documentation processes;

- reducing protection risks faced by persons of concern;

- responding to basic needs and improving essential services, in particular as they relate to nutrition, health, shelter, water and education; and

- facilitating durable solutions.

5.   The operational GSPs are anchored in the Office's results-based management framework and provide some 15 impact indicators that are commonly used in field operations, enabling UNHCR to monitor progress and illustrate the impact of its programmes. The support and management GSPs highlight key areas where UNHCR is committed to strengthening management functions and the support provided to operations worldwide through Headquarters and regional offices. Specific measures of performance have been established for these GSPs in line with support and management plans.

II.   Operational global strategic priorities and global engagements

6.   Field and regional offices have integrated GSPs and their common indicators within operations plans for 2012 and 2013, and will monitor progress against specific targets set at the field level. They will pursue the GSPs that are relevant in their particular context, based on the outcomes of participatory assessment and planning with Governments, partners and communities.

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[1]   *Global Strategic Priorities (GSP) Framework for the 2012-2013 biennium* (EC/62/SC/CRP.5), 11 February 2011

[2]   Revisions to the GSP Framework were undertaken to address the recommendations of a study conducted by UNHCR's Policy Development and Evaluation Service (PDES): *Measure for measure: A field-based snapshot of the implementation of results based management in UNHCR* (November 2010), as well as based on the outcomes of consultations with UNHCR Representatives in March 2011.

7.   UNHCR has grouped together the situations where field and regional offices are using common GSP indicators to track work in priority areas to establish levels of "global engagement". Each engagement sets the basis for UNHCR's commitments to maintain standards or raise levels of protection and wellbeing in priority areas. The number of situations within each engagement varies in line with the nature of the problems being addressed by UNHCR's operations.

8.   UNHCR will report under each engagement, in order to highlight overall results – both positive and negative – of the work carried out by the Office and its partners in priority areas, and will closely monitor progress towards targets set at the field level. Results will be complied in order to show levels of achievement across operations, as well as any critical changes in the situation of persons of concern. Taken together with qualitative reporting, this will provide a more comprehensive and realistic account of UNHCR's accomplishments, as well as the continuing operational challenges.

III.   Future perspectives

9.   To address the concerns that arose in 2010-2011 regarding the ownership and manageability of GSPs, UNHCR has placed particular emphasis on supporting field and regional offices to ensure that they are appropriately reflected in detailed planning. The monitoring of the GSPs is also being reinforced, for example through the issuance of updated indicator guidance. As the 2012 and 2013 biennium progresses, regional bureaux and support divisions will continue to provide advice on prioritization as well as quality control on the use of indicators and narratives to report results. A GSP management team, chaired by the Division of Programme Support and Management (DPSM), now coordinates initiatives to support implementation and analysis of the GSPs.

10.   UNHCR will further modify the present set of GSPs as required, as humanitarian situations evolve and the Office consolidates its expertise in demonstrating impact. Further improvements in the functionality of the *Focus* software in 2012 will help facilitate the management of GSPs in operations plans and the analysis of implementation in priority areas. These include new indicator-management and reporting capabilities, as well as dashboards to facilitate comparative views of results. Country-level information relating to the GSPs is already available to Executive Committee (ExCom) members through the *Global Focus* portal, and this will be updated regularly as implementation progresses.

11.   UNHCR alone cannot raise levels of protection and wellbeing for persons of concern in priority areas. This requires coordinated action and sustained commitment - first and foremost by States, and also by other United Nations agencies, non-governmental organizations and local communities. Context-specific factors beyond the control of any one actor can also have a significant influence on outcomes. UNHCR will adapt its approach as operating environments change, but is fully aware that these efforts can only be effective when undertaken in partnership with Governments and the broader humanitarian community.

12.   UNHCR looks forward to sharing more details of the results of its work on the GSPs for 2010-2011 with ExCom members, and to working in collaboration to realize further improvements in priority areas for 2012-2013.

Annex I

2012-13 Operational Global Strategic Priorities	Impact Indicator	**Global Engagement**
		UNHCR is engaged, as a matter of priority, to assist Governments and work together with UN agencies, non-governmental organizations, communities and other partners to:
Favourable protection environment		
1. Access to territorial protection and asylum procedures; protection against *refoulement*; and the adoption of nationality laws that prevent and/or reduce statelessness	Extent law and policy are consistent with international standards	Seek improvements to national law and policy in 112 countries so as to be consistent with international standards concerning refugees, asylum seekers and internally displaced persons
	Extent law is consistent with international standards on prevention of statelessness	Seek improvements to citizenship laws in 70 countries so as to be consistent with international standards on the prevention of statelessness
Fair protection processes and documentation		
2. Securing birth registration, profiling and individual documentation based on registration	% of children under 12 months old who have been issued birth certificates by the authorities	Seek increase in the systematic issuance of birth certificates to newborn children in 48 refugee situations
	% of people of concern registered on an individual basis	Maintain or increase levels of individual registration in 87 refugee situations
Security from violence and exploitation		
3. Reducing protection risks faced by people of concern, in particular discrimination, sexual and gender-based violence and child recruitment	Extent that known SGBV survivors receive support	Provide and seek improved provision of support to known SGBV survivors in 87 refugee situations
	Extent that known SGBV survivors receive support	Provide and seek improved provision of support to known SGBV survivors in 17 situations where UNHCR is operationally involved with IDPs
	Extent that known SGBV survivors receive support	Provide and seek improved provision of support to known SGBV survivors in 7 returnee situations
	% of out-of-school adolescents who participate in targeted programmes	Maintain or increase the participation of out-of-school adolescents in targeted programmes in 27 refugee situations
	% of unaccompanied and separated children for whom a Best Interest Determination process has been initiated or completed	Maintain or increase the proportion of unaccompanied and separated refugee children for whom a Best Interest Determination process has been initiated or completed in 56 refugee situations

Basic needs and services		
4. Reducing malnutrition and anaemia; addressing major causes of morbidity and mortality; and providing adequate reproductive health care	Prevalence of global acute malnutrition (6-59 months)	Maintain UNHCR standards or reduce levels of Global Acute Malnutrition in 24 situations where refugees live in camps or settlements
	Under-5 mortality rate (per 1000 population/month)	Maintain UNHCR standards or reduce mortality levels of children under 5 years old in 30 situations where refugees live in camps or settlements
5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in 54 refugee situations
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in 12 situations where UNHCR is operationally involved with internally displaced persons
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations
	Average number of litres of potable water available per person per day	Maintain or increase the level of water supply in 44 refugee situations
6. Promoting human potential through education, training, livelihoods support and income generation	% of people of concern aged 6-11 years enrolled in primary education	Maintain or increase the percentage of refugee children of 6-11 years old enrolled in primary education in 102 refugee situations
Durable solutions		
7. Facilitating durable solutions	% of people of concern with intention to return who have returned voluntarily	Support refugees to return voluntarily in 54 situations where conditions permit
	% of people of concern opting for local integration who have locally integrated	Support local integration in 45 refugee situations where conditions permit
	% of individuals who depart for resettlement among those submitted	Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting protection and solutions in 73 situations

Annex II

2012-2013 Support and Management Global Strategic Priorities	Impact indicator
1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight	Financial management and reporting capacity both at HQs and in operations are improved
	IPSAS (International Public Sector Accountability Standards)-compliant financial statements are published for 2012 and 2013
	Formal corporate risk management framework and strategy are adopted
	Independent Audit and Oversight Committee is established and fully functioning
2.UNHCR meets the global operational demand for quality protection for people of concern	Global protection capacity is strengthened through policy and legal advice, learning and partnerships
3. Programme implementation is supported by timely, effective and predictable delivery of information and telecommunications services	Field operations have access to reliable, fast and secure Information and Communication Technology networks and tools
4. UNHCR makes effective use of, and contributes to improving humanitarian coordination mechanisms	Effective leadership is established for cluster and inter-agency coordination at global and operational level
5. Results-based management informs operational decision-making and resource allocation	Operational performance is monitored and analysed with a focus on results, and support is provided to the Field for adoption of RBM
6. UNHCR effectively prepares for, and responds to, emergencies	First delivery of protection and relief happens within three days from the onset of an emergency
	Emergency deployment of staff, including staff with appropriate leadership and management capacity, is predictable and immediate
7. UNHCR has a diverse and gender-balanced workforce, which performs effectively	Overall gender balance is achieved
	Staff members meet their learning needs
	Assignments are made in an efficient and timely manner
	Compliance is achieved in respect of performance reporting
	Staff are committed and satisfied with their work

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