

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

Distr.: Restricted
14 June 2017
English
Original : English and French

Standing Committee
69th meeting

Update on the global strategic priorities

Summary

This paper updates the Standing Committee on progress made in pursuing the Office's global strategic priorities during the first year of the 2016-2017 biennium. It also introduces the global strategic priorities established by the High Commissioner for the 2018-2019 biennium.

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I. Introduction

1. The global strategic priorities (GSPs) set out the areas in which UNHCR is targeting efforts to improve the protection and well-being of persons of concern. The GSPs guide the work of UNHCR field operations and Headquarters, as well as the Office's overall strategies and plans. They consist of a set of operational priorities, which influence the development and implementation of country-level plans undertaken by field operations, together with partners and in support of national authorities. They also include a set of support and management priorities that guide the work of Headquarters and regional offices in providing oversight, policy development and operational support to field operations.

2. This paper provides an update on the progress made by UNHCR and partners in 2016 in pursuing the GSPs established for the 2016-2017 biennium. More detailed information on the work undertaken under each of the GSPs can be found in the 2016 progress report on the global strategic priorities, which will be made available on Global Focus,¹ UNHCR's results-based management programme planning and reporting tool.

II. GSPs in the operations management cycle

3. In the beginning of 2015, UNHCR operations undertook participatory planning exercises involving a joint assessment with partners to inform UNHCR's operations plans for 2016. The operations selected priority areas and GSP indicators that were relevant for their context. They 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 2016, the operations prioritized activities implemented in accordance with the selected GSPs. They monitored the progress made towards achieving the targets and, where necessary, adjusted their operational plans and implementation modalities to optimize the impact of their interventions.

5. UNHCR's field operations collected and analysed programme implementation information and communicated the progress and results achieved through Focus and TWINE,² UNHCR's web-based health data gathering platform. The operations, supported by technical experts at Headquarters, reviewed the data to determine the overall progress achieved against UNHCR's global engagements.

III. Overview of progress achieved in 2016 against the 2016-2017 GSPs

A. Operational GSPs

6. Overall, UNHCR operations achieved substantial results against most of the GSPs, while progress in some prioritized areas remained challenging. The aggregated 2016 results for each GSP indicator are set out in annex 1 under "engagement".

7. UNHCR continued to promote accession to the international instruments on refugees, internally displaced persons (IDPs) and stateless persons in order to advance a favourable

¹ See <http://reporting.unhcr.org/>.

² See <http://twine.unhcr.org>.

protection environment. It also advised and supported governments in aligning national legislation with the provisions contained in the international instruments. In 2016, three States acceded to both the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness,³ with 16 countries working to bring nationality legislation aimed at preventing statelessness in line with international standards.

8. In the area of fair protection processes and documentation, UNHCR maintained high levels of individual registration across its operations. Despite difficult operational environments, UNHCR worked with national authorities to improve the rates of birth registration and issuance of birth certificates for children of concern. UNHCR also engaged with national authorities to find ways to facilitate access to civil registration and simplify procedures for refugees who lack documents that cannot be replaced while in exile. Identity management and registration procedures were strengthened through innovative technology, robust processes and quality data collection. UNHCR employed the improved case management system, proGres v4, and the new biometric identity management system (BIMS) in a number of operations.

9. UNHCR continued to work with governments and partners to strengthen national protection systems to support refugee children and youth, alongside host community children. To enable better access for survivors of sexual and gender-based violence (SGBV) to medical, psychosocial and legal services, UNHCR operations used targeted cash assistance and relied on improved SGBV data management and analysis.

10. In the area of basic needs and services, UNHCR and its health partners maintained the under-5 mortality rate within acceptable standards in 99 per cent of sites monitored, including in challenging operational environments and emergency situations, and despite the high number of new arrivals in poor health. UNHCR and partners met the standards for global acute malnutrition (GAM) in the majority of sites monitored. However, high levels of malnutrition remained an area of serious concern in several operations. The significant gap in funding for food assistance programmes is a contributing factor, with over 2 million refugees across nine operations experiencing reductions in food assistance. UNHCR and its partners involved in water, sanitation and hygiene (WASH) programmes succeeded in meeting standards for supply and water quality in almost all operations, except for a few emergency situations where the rate of new arrivals exceeded their ability to scale up water supply to keep pace with the growing needs. In 2016, the dwelling conditions for refugees, IDPs and returnees improved in a significant number of situations. However, progress towards achieving fully satisfactory shelter standards remained limited due to a lack of funds and operations were frequently forced to use emergency-type arrangements over more durable shelter solutions.

11. In support of community empowerment and self-reliance, UNHCR continued to work with national authorities and partners to seek opportunities for refugee children to be enrolled in national education systems. Over 250,000 refugee children who were outside the formal education system were able to access primary education as a result of these efforts. However, up to half of primary school-aged refugee children remained out of school due to inflexible enrolment policies, a lack of documentation and certification barriers. While progress was made in promoting the right of refugees to work, legal, policy and administrative barriers continued to present challenges to accessing safe and sustainable employment. UNHCR and its partners supported the inclusion of persons of concern into existing development and poverty alleviation programmes, financial markets and the labour force. Through a market analysis conducted with the International Labour Organization (ILO), UNHCR identified opportunities for refugees to access employment in several countries, supporting both refugee

³ Guinea-Bissau, Mali and Sierra Leone.

livelihoods and the economic development of the communities. UNHCR sustained efforts to promote the participation of displaced women in leadership structures, with operations achieving positive results when addressing social barriers through community awareness programmes. UNHCR operations also undertook community support projects to meet the shared needs of persons of concern and host communities, enhancing peaceful coexistence.

12. With respect to durable solutions, UNHCR supported the voluntary repatriation and reintegration of over a half a million refugees. In situations where opportunities for local integration were available, UNHCR worked with national authorities and the private sector to facilitate access to labour markets. Working in close collaboration with a number of resettlement countries, UNHCR submitted over 160,000 refugees for resettlement and assisted some 125,000 refugees to depart to a resettlement country, representing an increase of more than 50 per cent from 2015. In spite of these achievements, an estimated 1 million refugees remain in need of resettlement due to their protection situation and lack of access to any other durable solution.

B. Support and management GSPs

13. UNHCR Headquarters divisions and bureaux implemented a range of activities to further strengthen the support provided to operations in the field, as well as to ensure effective oversight, in line with the support and management GSPs set for the 2016-2017 biennium. Annex II provides a summary overview of the progress achieved against these GSPs.

14. Throughout 2016, UNHCR strengthened protection activities by providing legal advice, policy guidance and operational support on a range of issues to both UNHCR operations and States, including with respect to legal obligations and the individual rights of people of concern. UNHCR joined the World Bank's Identification for Development (ID4D) initiative to promote improvements to civil registration and vital statistics programmes.

15. When responding to IDP situations, in the context of inter-agency coordination, UNHCR leads or co-leads the following clusters at the global level: protection, shelter, and camp coordination and camp management (CCCCM). By working with partners and a wide range of stakeholders, UNHCR supported the inter-agency cluster system in developing new guidelines and tools, building and maintaining emergency response and technical support capacity, as well as in deploying coordination and technical specialists to operations.

16. Seven global stockpiles strategically located in Accra, Amman, Copenhagen, Duala, Dubai, Isaka and Nairobi enabled UNHCR to provide rapid support to emergency operations, with the shipment of relief items by air, land and sea transport. In 2016, 76 per cent of the deliveries from these global stockpiles were organized within 48 hours. A total of 21 emergency airlifts of relief items reached the Central African Republic, Ecuador, Ethiopia, Haiti, Iraq, Jordan, the Syrian Arab Republic and Uganda. Deployments of well-trained UNHCR and partner staff played a critical role in preparedness and response, with more than 370 deployments to 37 emergency operations around the world.

17. In response to multiple emergencies and protracted situations, UNHCR mobilized more than \$3.9 billion to protect and assist people of concern, an increase of over \$500 million from 2015. The #WithRefugees multimedia campaign attracted more than 100 partners in 2016 and achieved increasing levels of engagement, field support and media coverage, building empathy and promoting understanding for the plight of displaced persons.

18. Improvements in a range of tools to strengthen results-based management (RBM) and the use of training programmes contributed to more effective programme management. An institutional undertaking to comprehensively revise the RBM system was initiated, and a cross-divisional working group to initiate the process was established.

IV. GSPs for the 2018-2019 biennium

19. The High Commissioner issued a set of strategic directions⁴ for 2017 to 2021 in order to guide the work of the Office. It elaborates five core directions on which UNHCR will focus: ensuring protection; responding in emergencies; promoting inclusion and self-reliance, including through the engagement of development actors; empowering the people UNHCR serves; and pursuing solutions. It also sets out a number of institutional changes that UNHCR will undertake in order to pursue these directions, and to optimize its responsiveness, effectiveness and institutional accountability.

20. For the 2018-2019 planning period, it was decided to maintain the current set of operational GSPs, as they reflect the core areas in the strategic directions and given the importance of ensuring continuity over time in reporting. The comprehensive review of UNHCR's results-based management system will include a broader revision of UNHCR's planning and reporting structures and improved software platforms. This revision will assist in shaping the future approach to reporting against UNHCR's strategic priorities. A number of changes have been introduced to the support and management GSPs in order to better reflect the way in which Headquarters, including the regional bureaux, is taking forward the vision set out in the strategic directions and in order to align them with UNHCR's commitments under the 2030 Agenda for Sustainable Development, the World Humanitarian Summit and the "grand bargain". The GSPs for the 2018-2019 biennium are attached as annex III. The process of establishing UNHCR's global engagements for the operational GSPs is underway, and this will be presented in the 2018-2019 Global Appeal.

⁴ Available from <http://www.unhcr.org/5894558d4.pdf>.

Annex I

Progress made in achieving the 2016-2017 operational GSPs

<i>2016-2017 Operational GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</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	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 25 countries.
	Seek improvement to national law and policy in 20 countries, so as to be consistent with international standards concerning IDPs	Improvements in the national laws and policies on IDPs were reported in 8 countries. This included measures to promote laws and policies that focus on durable solutions.
	Seek improvement in citizenship laws in 41 countries, so as to be consistent with international standards on the prevention of statelessness	Sixteen 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 confirm nationality in 16 situations	A number of States took important steps to grant nationality to stateless people, resulting in some 60,800 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 22 situations.
	Maintain or increase levels of individual registration in 96 refugee situations	Increases in the levels of individual registration were reported in 24 refugee situations, while levels were maintained in a further 51 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 specific risks faced by children	Provide and seek improved provision of support to known SGBV survivors in 91 refugee operations	Improvements in the provision of support to known SGBV survivors were reported in 25 refugee situations, and levels of support were sustained in a further 52 situations.
	Provide and seek improved provision of support to known SGBV survivors in 10 situations	Improvements in the provision of support to known SGBV survivors were reported in 7 situations where UNHCR is operationally involved with IDPs.

<i>2016-2017 Operational GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
	where UNHCR is operationally involved with IDPs	
	Provide and seek improved provision of support to known SGBV survivors in 3 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 35 refugee situations.
	Seek improved community involvement in prevention and protection of SGBV survivors in 8 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 6 situations where UNHCR is operationally involved with IDPs.
	Seek improved community involvement in prevention and protection of SGBV survivors in 4 returnee situations	Progress in mobilizing communities to be active in SGBV prevention and survivor-centred protection was achieved in 2 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 has been completed or initiated were reported in 35 refugee situations, while the proportion was maintained in a further 17 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 17 refugee situations.
	Seek increase in the non-discriminatory access to national child protection and social services in 4 situations where UNHCR is operationally involved with IDPs	Increases in the non-discriminatory access to national child protection and social services were reported in 1 situation where UNHCR is operationally involved with IDPs.
	Seek increase in the non-discriminatory access to national child protection and social services in 3 returnee situations	Increases in the non-discriminatory access to national child protection and social services were not reported in any of the returnee situations.

Basis needs and services

4. Reducing mortality, morbidity and malnutrition through multisectoral interventions

Maintain UNHCR standards or reduce level of GAM in 36 situations where refugees live in camps or settlements

UNHCR’s standard for global acute malnutrition ($\leq 10\%$) were met in 62 of the 108 camps and settlements where nutritional surveys were carried out.

Maintain UNHCR standards or reduce mortality levels of

UNHCR’s standard for < 5 mortality rates ($< 1.5/1000/month$) were met in 140 out of

<i>2016-2017 Operational GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
	children under 5 years old in 44 situations where refugees live in camps or settlements	142 sites monitored. The average under-five mortality rate was 0.4/1,000/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	Increases in the percentage of households living in adequate dwellings were reported in 31 refugee situations, while the percentage was maintained in a further 3 situations.
	Maintain or increase the percentage of households living in adequate dwellings in 15 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 was operationally involved with IDPs.
	Maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations	Increase in the percentage of households living in adequate dwellings were reported in 2 returnee situations, while the percentage was maintained in a further 2 situations.
	Maintain or increase the level of water supply in 46 refugee situations	Increase in the levels of water supply were reported in 18 refugee situations, while the levels were maintained in a further 24 situations.
Community empowerment and self-reliance		
6. Promoting active participation in decision-making of people of concern and building coexistence with hosting 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 29 refugee situations, while the level of participation was maintained in a further 4 situations.
	Seek improved participation of women in leadership/management structures in 4 situations where UNHCR is operationally involved with IDPs	Increases in the participation of women in leadership/management structures were reported in 3 situations 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 34 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) with their own business or self-employment were reported in 23 operations, while the level was maintained in a further 3 situations.
	Seek improved enrolment rate of primary school-aged children in 96 refugee situations	Increases in the percentage of primary school-aged children enrolled in primary education were reported in 61 refugee situations, while the percentage was maintained in a further 9 situations

<i>2016-2017 Operational GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
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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 42 situations where conditions permit

Some 552,200 individuals returned to their countries of origin, including Afghanistan, the Central African Republic, Côte d'Ivoire, Somalia and Sudan.

Support returnees in 16 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens

Strengthening of the existing structures was maintained in all situations where UNHCR collaborated with government actors, community-based organizations and non-governmental organizations to further the reintegration of returnees.

Support local integration in 42 refugee situations where conditions permit

Improvements in local integration were reported in 30 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 over 162,000 refugees for resettlement. Increase in the percentage of people submitted for resettlement was reported in 33 situations, while the percentage was maintained in a further 9 situations.

Annex II

Progress made in achieving the 2016-2017 support and management GSPs

<i>2016-2017 Support and management GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight	<p>Financial management at UNHCR Headquarters and in the field is strengthened, and adequate internal control infrastructure is in place</p> <p>Accounts are recorded in full compliance with IPSAS, and UNHCR endeavours to benefit from it to the maximum extent</p>	<p>UNHCR advanced the upgrade of its enterprise resource planning system, which will provide management with more reliable and timely information to facilitate decision-making and enable resources to be deployed in the most effective and efficient manner.</p> <p>New financial instructions for cash-based interventions (CBIs) were established to enhance financial management and financial controls.</p> <p>IPSAS-compliant financial statements were issued for 2016, applying a number of new accounting standards (IPSAS 34-38). UNHCR recognized the need to revise its current contractual relationships with national partners to address potential requirements related to IPSAS. UNHCR revised its policy on accounting for property, plant and equipment to address challenges faced in applying relevant IPSAS standards.</p>
2. UNHCR's operations deliver quality protection to people of concern and effectively advocate for their rights	Global protection capacity and response are strengthened through direct operational support and enhanced monitoring	<p>UNHCR provided guidance to operations and States, including on legal obligations and individual rights.</p> <p>UNHCR issued a global strategy and implementation plan for its campaign to end statelessness and published a good practices paper on statelessness determination procedures.</p> <p>UNHCR deployed 42 experts to support 29 operations in responding to protection gaps. The expanded resettlement deployment scheme saw 307 experts sent to various operations around the globe.</p> <p>Targeted learning programmes on mixed movements, refugee status determination, country of origin information, interview techniques, community-based protection strategies and other protection issues were developed to help build the capacity of staff to respond to protection issues more effectively.</p>

<i>2016-2017 Support and management GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
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	<p>UNHCR launched a resettlement innovation project with the aim of ensuring that its resettlement activities are more strategic and efficient, while safeguarding quality and the integrity of the process.</p> <p>UNHCR continued to enhance its global information and communication technologies (ICT) infrastructure. All legacy systems were replaced with Microsoft infrastructure. Network issues were addressed in over 200 field offices.</p> <p>UNHCR developed operational guidelines for ICT emergency support, and improved the tracking system of available candidates for emergency deployments.</p> <p>In 2016, UNHCR deployed 25 ICT officers to multiple emergency operations, and a senior ICT emergency coordinator was deployed to oversee the delivery of ICT services in the South Sudan situation.</p>
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 levels	<p>UNHCR led 25 country-level protection clusters or other coordination mechanisms, including 8 co-led with a government counterpart and 8 co-facilitated with NGO partners. Under the global protection cluster (GPC), UNHCR led efforts in the areas of child protection and SGBV prevention and response to ensure a coherent and integrated protection response. The GPC trained over 500 field practitioners, undertook support missions to 13 operations and deployed additional staff to the Central African Republic, Ethiopia, Haiti and Niger.</p> <p>The global CCCM cluster, led by UNHCR in conflict settings and the International Organization for Migration (IOM) in the context of natural disasters, supported 15 country-level clusters and cluster-like structures worldwide. Nine support missions were undertaken to Chad, Iraq, Niger, Nigeria and Yemen.</p> <p>The global shelter cluster, which is co-led by UNHCR in conflict settings and by the International Federation of the Red Cross and Red Crescent Societies</p>

 2016-2017 Support and management
 GSPs

Engagement

 Mid-biennium progress

		<p>(IFRC) in the context of natural disasters, supported 26 country-level clusters or cluster-like mechanisms, of which 12 were led by UNHCR. UNHCR provided more than 760 days of support to country-level shelter clusters, including through 20 field missions to Afghanistan, the Central African Republic, Iraq, the Syrian Arab Republic, Yemen and other operations. Through its surge capacity mechanism, the global shelter cluster was able to deploy trained and experienced shelter coordinators to newly activated clusters less than 72 hours after request.</p>
<p>5. Results-based management (RBM) informs operational decision-making and resource allocation</p>	<p>Operational performance is monitored and analysed with a focus on results, and support is provided to the field for enhanced results orientation</p>	<p>UNHCR enhanced programme management with a focus on strengthening RBM systems and tools, programme analysis capacity and operational delivery in emergencies. Evidence-based decision-making was strengthened through detailed programme reviews.</p> <p>UNHCR worked to simplify and improve RBM tools and systems, and to train staff on these tools and systems, including Focus. UNHCR updated its programme manual, which contains a comprehensive reference guide informing results-based management, and released a French version. Some 150 staff working in operations in Africa, Europe and the Middle participated in workshops aimed at strengthening programme management capacity in field operations.</p>
	<p>UNHCR's global strategies for public health, settlement and shelter, livelihoods, and safe access to energy (SAFE) inform operational planning and implementation of activities in these technical areas</p>	<p>UNHCR continued to provide strategic guidance and advice to field operations through remote support, as well as through missions and deployments that totalled over 4,600 days.</p> <p>UNHCR established an enhanced database to improve the effectiveness of referral health care monitoring, specific tools for monitoring immunizations and a food analysis and coordination tool to strengthen the monitoring of food assistance globally. UNHCR and the World Food Programme (WFP) issued a strategy on self-reliance for food security and nutrition, and UNHCR released operational guidelines for improving maternal health in refugee operations.</p>

<i>2016-2017 Support and management GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
6. UNHCR effectively prepares for and responds to emergencies	Core relief items are stocked to provide emergency assistance for up to 600,000 persons, and relief items are dispatched within 48 hours	<p>UNHCR consolidated technical planning capacities in operations by releasing a shelter design catalogue, case studies of implemented settlement designs, a site assessment form, a shelter and settlement e-learning course and a community of practice.</p> <p>UNHCR continued to make progress in developing results-driven and market-oriented livelihoods programmes. It also built its knowledge base and capacity to use CBIs as an efficient tool for protection and solutions, and conducted reviews of the potential use of CBIs in meeting health and WASH intervention objectives.</p> <p>Through its global supply chain, UNHCR responded to the needs of 600,000 persons in simultaneous emergencies around the globe, with additional relief items for 150,000 persons remaining in the purchasing pipeline to replenish stocks. Seven global stockpiles strategically located in Accra, Amman, Copenhagen, Duala, Dubai, Isaka and Nairobi enabled UNHCR to support emergencies with relief items by air, land and sea transport. In 2016, 76 per cent of the deliveries from these global stockpiles were organized within 48 hours, with 21 emergency airlifts reaching the Central African Republic, Ecuador, Ethiopia, Haiti, Iraq, Jordan, the Syrian Arab Republic and Uganda.</p>
	Active standby capacity (including through standby rosters), with appropriate leadership, coordination experience and protection training, is available for deployment within 72 hours of the declaration of an emergency. Community-based approach is promoted to support accountability to persons of concern	Some 373 emergency deployments, comprised of 147 partner and 226 UNHCR staff, supported 37 country operations. UNHCR maintained an internal rosters and stand-by agreements with partners for technical expertise, leadership and coordination. More than 1,200 internal and external participants were trained on emergency preparedness and response through a total of 37 workshops. UNHCR introduced a high alert list for emergency preparedness, a key tool for early warning and monitoring of current and potential risks of displacement.
	A qualified security workforce is maintained and security staff are deployed to emergencies	UNHCR's continued presence in countries such as Afghanistan, Iraq, Somalia, South Sudan, the Syrian Arab

 2016-2017 Support and management
 GSPs

Engagement

 Mid-biennium progress

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

Overall gender balance is achieved

Republic and Yemen would not be possible without effective risk management measures, including adequate perimeter protection against explosives, armoured vehicles and robust procedures stringently followed by personnel who are appropriately trained. In 2016, 269 security incidents were managed by UNHCR's security workforce. Headquarters supported field and emergency operations through 37 missions, totalling 513 days.

At the end of 2016, UNHCR's 10,827 staff members came from 154 countries and served in more than 120 countries. Thirty-nine per cent were women. The affiliate workforce came from 170 countries and consisted of over 4,000 people, of whom 55 per cent were women. A senior management group was established to lead an inclusion, gender and diversity initiative; special measures were put in place to accelerate achievement in gender parity; and, learning on inclusion, diversity and unconscious bias were incorporated in management and leadership programmes.

Staff members meet their learning needs

In 2016, UNHCR staff members and members of affiliate workforce (UN Volunteers and others) completed over 16,200 learning activities. New e-learning programmes and other web-based learning activities reflected UNHCR priority areas, including CBIs, supply management and security awareness. UNHCR also developed specific cluster and sector support training.

Assignments are made in an efficient and timely manner

In 2016, UNHCR advertised 1,444 vacancies, a 23 per cent increase from 2015, of which 609 were advertised externally. Some 256 were filled by external candidates, of whom 43 per cent were women. Fast track assignment procedures allowed expedient filling of 108 new positions to respond to emergency situations in Nigeria, Somalia and South Sudan. UNHCR continued to harness new talent through its recruitment programmes, with a focus on gender balance and diversity. Through these talent recruitment programmes, UNHCR filled staffing needs in areas where gaps existed.

2016-2017 Support and management GSPs	Engagement	Mid-biennium progress
	Compliance is achieved in respect of performance reporting	By the end of 2016, 93 per cent of UNHCR staff had completed personal performance reports. The development and testing of new features in UNHCR's resource management system was completed, and they were launched in May 2016. This made the completion of the performance reports lighter and more efficient.
	Staff are committed and satisfied with their work	The UNHCR staff well-being and mental health survey measured the level of risk for mental health and behavioural outcomes among UNHCR's workforce. The response indicated that 35 per cent of respondents were "very satisfied" and 43.8 per cent were "fairly satisfied" with their work. The Staff Welfare Section piloted "duty of care" projects in Jordan and Indonesia.
8. UNHCR mobilizes public, political, financial and operational support through effective strategic partnerships, inter-agency coordination, multimedia communication, targeted campaigns and fundraising strategies	Resource mobilization strategies are enhanced to increase funding towards UNHCR's budget from public and private sources	The level of donor support received by UNHCR reached over \$3.902 billion, with income from the private sector rising to \$352 million (24% more than the previous year).
	Partnerships with member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are enhanced	In 2016, UNHCR continued to engage with strategic partners and Member States through annual meetings, focusing on strategic areas. This included the annual NGO Consultations and the High Commissioner's Dialogue on Protection Challenges. Some \$4.1 billion was raised through inter-agency response plans coordinated by UNHCR, including \$2.7 billion for response partners. UNHCR helped prepare 25 out of 30 inter-agency humanitarian response plans and appeals.
		UNHCR's engagement in inter-agency initiatives was broadened and key alliances were strengthened, in particular with the World Bank. Two joint missions conducted with the Office for the Coordination of Humanitarian Affairs (OCHA) to examine coordination arrangements were carried out in Cameroon and Sudan, and new memoranda of understanding were signed with the

<i>2016-2017 Support and management GSPs</i>	<i>Engagement</i>	<i>Mid-biennium progress</i>
Strategic external communication is strengthened through targeted multi-media campaigns and timely public updates	International Labour Organization (ILO) and others.	On average, there were some 1,000 media references to UNHCR each day in 2016, while views of UNHCR's website increased by 11 per cent. Coordinated efforts with the media on flagship events and campaigns mobilized further support for the organization. The #WithRefugees campaign attracted more than 100 coalition partners and achieved substantial levels of engagement, field support and media coverage, building empathy and promoting understanding.
Information on operations is made accessible to external stakeholders in a transparent manner		UNHCR continued to seek the guidance of the Executive Committee on operational, protection, programme and financial oversight matters. The UNHCR website was re-vamped in 2016 to present information in a more visual, shareable and mobile-friendly way, which increased the number of site visitors. UNHCR's reporting platform, Global Focus, saw an increase in users in 2016, reaching nearly 63,900 unique users from 191 countries.

Annex III

Global strategic priorities 2018-2019

Part I: Operational GSPs

<i>2018-2019 Operational GSPs</i>	<i>Impact indicator</i>	<i>Engagement</i>
Favourable protection environment		
1. Safeguarding access to territorial protection and asylum procedures, and protection against refoulement; and supporting the adoption of nationality laws that prevent and/or reduce statelessness	Extent law 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 consistent with international standards relating to internal displacement	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 people 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 people of concern registered on an individual basis	Maintain or increase the levels of individual registration in XX refugee situations
Security from violence and exploitation		
3. Reducing protection risks faced by people of concern, in particular, discrimination, sexual and gender-based violence (SGBV) and specific risks faced by children	Extent that known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in XX refugee operations
	Extent that 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 that 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
	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

<i>2018-2019 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 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 initiated or completed in XX refugee situations
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek 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 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 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
	% 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 people of concern and building coexistence with host communities	% of active female participants in leadership/management structures	Seek improved participation of women in leadership/management structures in XX refugee situations
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<i>2018-2019 Operational GSPs</i>	<i>Impact indicator</i>	<i>Engagement</i>
	% of active female participants 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 livelihoods 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 by 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 undertaken 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, submitted for resettlement	Seek to maintain or increase the percentage of people submitted for resettlement, among those identified in need of resettlement, thereby supporting solutions in XX situations

Part II: Support and management GSPs

<i>2018-2019 Support and management GSPs</i>	<i>Indicators</i>
1. UNHCR's programmes are carried out in an environment of sound financial accountability and effective oversight	<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>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>Cash-based interventions (CBIs) are supported by a robust financial control framework and business processes that are embedded in the delivery system</p> <p>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</p>

<i>2018-2019 Support and management GSPs</i>	<i>Indicators</i>
2. UNHCR's operations deliver quality protection, facilitate solutions for persons of concern and effectively advocate for their rights	<p>Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships</p> <p>The promotion of gender equality is enhanced and accountability to persons of concern is reinforced at global and operational levels</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>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>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>
4. UNHCR facilitates responsible and comprehensive use of data and information for decision-making and advocacy, including by partners and persons of concern	<p>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</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>
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>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>
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>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>

2018-2019 Support and management GSPs

Indicators

8. UNHCR strengthens emergency preparedness and maintains and builds capacity to mobilize rapidly and effectively in response to emergencies

Core relief items are stocked to provide emergency assistance for up to 600,000 persons and dispatched within 48 hours

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

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

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

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

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

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

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