

# The need for common purpose

*Displaced children warm their hands over burning scrap outside their home, a former commercial building now host to multiple displaced families in Sana'a, Yemen.*

As we take stock and look ahead to 2019, the scope and complexity of UNHCR's work continues to deepen—a direct, and very visible, consequence of fractured societies, and of a world struggling to make and sustain peace. The need for common purpose to address refugee flows and the dynamics driving them, and to tackle the complex causes of exclusion and statelessness, has never been more pressing.

In the course of this decade, the number of people of concern to UNHCR has risen steadily against a bleak outlook for

solutions, and this looks likely to continue. For refugees and the internally displaced alike, opportunities for return in safety and dignity have not kept pace with the rate of new displacements. Every continent has been affected, in truly global patterns, even though the impact is overwhelmingly concentrated in developing regions. Political solutions to conflicts have remained out of reach.

The impact of large-scale refugee flows on the countries next to those in crisis has been jarring and profound. Communities in remote border areas and the urban areas



UNHCR chief visits refugee projects in Tenosique, close to the Guatemalan border, Mexico.

where refugees seek protection have struggled to absorb the impact of new arrivals—on their services, infrastructure, labour markets, and the environment. Yet, by and large, borders have remained open to people fleeing conflict and persecution, and the generosity of both new and long-standing host countries has been remarkable.

Population flows have become more complex and difficult to address as displacement due to conflict and violence intersects with factors such as climate change, poverty and growing inequality. The lack of regular migration channels and pathways to solutions for refugees forces people into perilous journeys, prey to criminal networks and beyond the protection of the law.

The reaction of some countries further away from conflict zones has been deeply regrettable. The institution of asylum—one of the most ancient and shared gestures of solidarity in the history of humankind—has been compromised, and the language of politics is increasingly ruthless. People fleeing brutality and war are turned back at borders, imprisoned indefinitely and left to perish at sea. Deserving compassion, and entitled to protection, they are instead branded as a threat, as ‘illegal’, their dignity denied, and needs for sustenance and security disregarded. As these disturbing trends unfold, we cannot help but look ahead with apprehension.

And yet, now as perhaps never before, the mandate and contribution of UNHCR is of deep and vital relevance. The need for a humanitarian, non-political entity to help States find practical, workable solutions to today’s complex protection challenges, and to mobilise action towards lasting solutions, has never been greater, and there are also encouraging opportunities ahead.

#### A rallying point for multilateralism and solidarity

Perhaps against the odds, the global compact on refugees has emerged as a rallying point for multilateralism and solidarity, reflecting a realistic balance of the interests and aspirations of host countries, of donors and of others. It is firmly based on existing protection standards, but brings to bear new approaches, arrangements and resources that are already shaping a more predictable, effective and sustainable response, and will be further galvanized as the implementation of the compact begins

in 2019. The compact offers a means to set aside the politics, and converge around a practical, workable model.

Looking across all the regions where UNHCR and its partners work, a quick survey of just some of the complex displacement crises that will persist in 2019 demonstrates why the new approach, engaging a much wider range of actors than in the past, and with a strong emphasis on inclusion, self-reliance, and leveraging solutions, is so urgently needed.

In Asia and the Pacific, the situation of the stateless Rohingya refugees in Bangladesh is an important example. Local response efforts to the initial crisis in 2017 were buttressed by a large-scale humanitarian response, which also had to grapple with the harrowing risks presented by the monsoons. Looking forward to 2019, investments in medium-term arrangements are needed to reinforce economic opportunities, local infrastructure, and essential services for refugees and host communities in Bangladesh. The early involvement of the World Bank and Asian Development Bank is encouraging.

International solidarity is needed for the people of Rakhine, on both sides of the border, encompassing bilateral and multilateral development aid and supporting inclusive and sustainable solutions. This is because the solutions to this crisis lie in Myanmar, and robust action will be needed from the Government there to address the root causes of Rohingya displacement—entrenched discrimination, arbitrary denial of citizenship, and lack of development—and thus enable refugees to begin to envisage a safe, dignified and

sustainable future back home. Together with UNDP, UNHCR stands ready to provide support, in the frame of our tripartite Memorandum of Understanding.

In the Middle East and North Africa, the Syria crisis is entering a new phase in which a non-political, protection-focused approach will be critical as prospects of eventual refugee returns begin to emerge. The key question will be whether conditions on the ground evolve sufficiently to allow for safe, dignified and voluntary return, and for this to be sustainable over time. We will continue to work with others inside Syria to help create the conditions that allow the right to return to be exercised. A safe and secure environment must be guaranteed, as well as access to civil documentation; ways to resolve land and property issues; amnesties in line with international law; and, for some, a means of resolving citizenship issues. Unfettered humanitarian access will be vital to help build confidence.

Reinforcing support and solidarity to the countries across the region that still host 5.6 million refugees will be critical to sustaining their generosity, and also to avoiding premature returns arising from impoverishment and desperation. The resilience-based model developed in the Syria situation, and now at the heart of the Comprehensive Refugee Response Framework (CRRF), remains vital as a means of helping people retain and build the skills and capacities that will help them eventually attain solutions.

From Africa to Europe, the complex protection challenges presented by the mixed flows through Libya and across the Mediterranean will also continue to

challenge us to find creative, lifesaving solutions as thousands of refugees and migrants continue to travel along the same perilous routes. An emphasis on reducing arrivals in Europe has resulted in an increase in the numbers brought back to Libyan shores, where they are exposed to exploitation and detention in horrific conditions. UNHCR is working with the Government to secure alternatives to detention, and to bring the most vulnerable refugees and asylum-seekers to safety, despite operating in precarious and often dangerous circumstances. This operation complements the assisted voluntary return operation for migrants conducted by IOM.

But here, again, solutions must be accelerated, and expanded: more evacuation options; more and faster resettlement from both Libya and evacuation centres; genuine, targeted investments in countries of asylum and transit; and serious, substantive efforts to tackle the root causes of these movements. Rescue at sea and access to asylum in Europe must also be fully restored, and underpinned by a predictable set of arrangements for disembarkation that avoid the weight falling disproportionately on a small number of countries, and the divisive and politicized reactions that this inevitably generates.

In the Americas, the displacement crisis will require our sustained engagement in 2019. Regional cooperation, building on the use of the CRRF in the context of movements driven by poverty, exploitation and gang violence, is now proving crucial in addressing the large-scale outflow from Venezuela and across the region.

The countries affected are to be commended for keeping their borders open, and providing access to asylum or other protection-based stay arrangements. Together with IOM, we will continue to reinforce our regional inter-agency coordination platform, and our Joint Special Representative will continue to work with governments and partners to build regional alliances and foster support.

Political solutions to conflict have been largely absent in recent years, yet, as 2018 draws to a close, there are some grounds for optimism. In South Sudan, the revitalized peace process and steps towards political reconciliation are promising, and may pave the way towards solutions for millions of internally displaced people and refugees. The dialogue initiated between South Sudanese refugee representatives and signatories of the peace agreement must continue. In the Horn of Africa, dialogue between Eritrea and Ethiopia is encouraging, and may give scope for progress on solutions to displacement in that region.

### A full spectrum of responses

Peace will almost certainly remain elusive in many of the displacement situations in which we are currently working, including protracted ones, such as Afghanistan and Somalia. Yet even these situations are not static, and the CRRF includes important elements aimed at pursuing a constellation of solutions, and building the resilience that can pave the way towards these. The CRRF's application, in 15 countries and through two regional frameworks, is bearing fruit and will

increasingly shape responses across the full spectrum of operations. A number of States have taken humane and sometimes courageous decisions to review their laws and policies, reinforce refugee rights, and expand access to national programmes, labour markets and social protection systems.

Broader networks of stakeholders in a range of countries are including refugees and hosting communities in their own programming and activities. The leadership and expertise of the World Bank have been vital, helping trigger a sea change in how development entities engage. The World Bank's IDA18 refugee sub-window and its Global Concessional Financing Facility, together with other ongoing or planned investments by bilateral development entities and regional and international financial institutions, have already mobilised some \$6.5 billion of development funding.

The full effects will take time to emerge, but some changes are already visible, and millions of refugees and members of local communities stand to benefit. The private sector, including the financial services sector, is also playing a prominent role, along with faith groups, sport organisations, and cities.

Progress in applying the CRRF will also help generate prospects for building protection and solutions for the internally displaced, helping UNHCR build on the synergies between these two areas of engagement, in line with our 2017-2021 Strategic Directions. UNHCR now leads, or co-leads, 24 of 26 protection clusters in the field, working to embed protection as

an overarching objective in humanitarian operations in major crises including the Democratic Republic of the Congo, Iraq and Yemen. We are working with OCHA and partners in the Inter-Agency Standing Committee to develop more coherent approaches, oriented towards solutions. Following an operational review, we are now working on policies, preparedness and early engagement, data management, and building versatility and specialization in our workforce.



Resettlement, too, must be restored and reinforced as a tool for solutions, and an instrument for international responsibility-sharing. The number of UNHCR resettlement submissions dropped by 54% between 2016 and 2017, to just 75,200 people—or 0.4% of the global refugee population. In 2018, despite there being 1.2 million people in need of resettlement, UNHCR again expects to be able to submit just over 75,000. Looking

ahead, in 2019, it will be vital to boost the number of places and expand the number of partners, seizing this moment to make resettlement a truly global instrument.

Progress has been made in reducing the number of stateless people through acquisition or confirmation of nationality, as well as in improving data on statelessness. Since launching the 10-year campaign to end statelessness in 2014, more countries have acceded to the Convention on the Reduction of Statelessness than in the four decades following the Convention's adoption in 1961. In 2019, we will mark the half way point of the #IBelong Campaign to End Statelessness with a High-Level Event to mark achievements and galvanize further progress.

I hope as well that the 2019 anniversaries of the OAU Refugee Convention and the Kampala Convention on internal displacement will help galvanize work towards solutions in Africa.

### Repositioning UNHCR for greater effect

As already mentioned, UNHCR's relevance, and potential contribution, has perhaps never been greater, but the evolving environment also calls for adaptation to meet emerging challenges and opportunities, including those presented by the global compact on refugees.

In 2017, we launched a series of internal reforms aimed at repositioning the organisation accordingly, and these will continue through 2019. The first phase of our reform process, to realign Headquarters functions in support of the field, is well under way. We established a new Division of Resilience and Solutions,

reconfigured our partnership and communications functions, and are transforming our human resources capacities. In a decisive new phase, we have now launched a regionalization process and will move towards a decentralized model in the course of next year with the aim of building strong and empowered country offices, and moving authority closer to the point of delivery. Regional Bureaux will be located in their respective regions, and key systems and processes realigned and simplified.

This work is in line with broader UN reforms in the areas of development, and peace and security, and our strong commitment to the Grand Bargain. Since 2016, we have distributed some \$1.4 billion in cash, assisting 8 million people in over 100 countries, demonstrating our strong commitment to the Grand Bargain workstream to increase the use of cash.

Together with the World Food Programme Executive Director, with whom I co-chair the Business Innovations Group, we will continue to strive to transform UN business operations and back offices to create efficiencies and re-focus resources on our core work.

Reinforcing the integrity of our operations will also remain a key focus. UNHCR is a value-based agency, yet operates in fluid, high-risk environments, in which the potential for fraud, corruption, exploitation and abuse is sometimes heightened. These, and other forms of misconduct must be robustly and transparently tackled. In 2018, we launched a new initiative that temporarily embeds additional risk management expertise in selected operations, and this will be further rolled out in 2019.

Our work to tackle sexual exploitation and abuse, and sexual harassment will also continue, striving to embed values such as tolerance, respect, diversity, gender equality into our institutional culture and personal attitudes, and to steer change in the power dynamics in our organisation.

I am deeply grateful for the strong confidence that UNHCR continues to receive from its donors. Funds available in 2018 are estimated to reach \$4.5 billion. However, the gap between requirements and available resources continues to grow and will reach 45% this year. Major crises in Africa, including in Burundi, the Democratic Republic of the Congo, Somalia and South Sudan, are particularly affected.

Looking ahead to 2019 and beyond, the global compact on refugees offers important grounds for optimism: the first global instrument of its kind in more than half a century, and a practical, concrete instrument in which responsibility is shared through predictable arrangements and tangible contributions. Together, we must make it a compelling priority, moving the plight of refugees, internally displaced and stateless persons beyond politics, and bringing attention back to what matters—dignity, rights, and shared humanity.

It is up to all of us to make it work, to ensure that its promise becomes a reality. With your support, UNHCR stands ready to play its part.

# The Special Envoy

Angelina Jolie will continue representing UNHCR and the High Commissioner in her role as Special Envoy. She will undertake advocacy at the highest levels, contributing to the vital process of finding solutions for people forced to flee their homes. She will also lend her support to UNHCR in this important year of implementing the global compact on refugees, as she did on an official mission in October 2018 to Peru to support the work being done by UNHCR, partners, Member States as well as hosting communities in responding to the Venezuela situation.

During her visit to Peru on behalf of the High Commissioner, the Special Envoy met with the Peruvian President along with representatives of the Government to discuss the country's humanitarian response to the steady flow of Venezuelans arriving daily, and with Venezuelans themselves who spoke of what they had gone through. The Special Envoy's own words bear witness to the humanitarian situation unfolding in what is one of the largest movements of people in the region's recent history.

"I have been deeply touched by the dignity and strength of the Venezuelan refugees I have met on this visit, and by the warmth and generosity of the Peruvian people."

She spoke to many refugees who described the situation in their country as desperate. "None of the Venezuelans I met want charity. They want an opportunity to help themselves. The message that I heard consistently was, 'we didn't want to leave, we had to leave'."

During her field mission, the High Commissioner's Special Envoy visited the binational border post at Tumbes and a shelter for Venezuelan refugees and migrants in the Peruvian capital, Lima, observing Peru's generous response to Venezuelan refugees and migrants, and remarking on how it fits into the pattern of an emerging wider, regional, solution to the crisis and its effects.

"At a time when fundamental principles are being questioned, it is more important than ever that we have the systems and resources in place to identify people with genuine refugee and asylum claims and to make sure that they have the support that they need," the Special Envoy said. "It is crucial to reinforce the rule of law, respect for human rights, international protection and asylum systems."



Angelina Jolie meets Venezuelan refugees and migrants in Lima, Peru.

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**"Most of all, wherever we live, we need our governments to do more to address the conflict and insecurity that is creating refugees, so that people can return to their countries. In my experience the vast majority of refugees want to do just that: they want to return home."**

—Angelina Jolie, UNHCR Special Envoy

In the 17 years she has worked with the UN Refugee Agency, the Special Envoy has observed the number of people of concern to UNHCR—refugees and IDPs driven from their homes by wars and persecution, returnees trying to rebuild their lives, and those who are stateless—rise to more than 71.4 million in 2017 from 35.8 million in 2012.

Angelina Jolie previously represented UNHCR as a Goodwill Ambassador from 2001-2012. She has worked tirelessly, carrying out over 60 field missions and becoming an influential advocate on refugee and displacement matters. Her advocacy for and on behalf of UNHCR and the people it serves is needed now more than ever.

# GLOBAL STRATEGIC PRIORITIES 2018-2019

The Global Strategic Priorities (GSPs) embody UNHCR's commitment to strengthen protection, provide assistance and seek solutions for refugees and other people of concern in critical areas of intervention.

Representing a common set of key priorities and a planning guide for UNHCR operations worldwide, the GSPs also assist field operations in the implementation of overall strategies and country-level plans, in collaboration with partners and in support of national governments. The GSPs also include a set of support and management priorities that guide the work of UNHCR's Headquarters and Regional Offices in providing oversight, risk management, policy development and operational support to field operations.

## PLANNING AND TRACKING

UNHCR articulates its plans based on multi-year protection and solutions strategies. UNHCR operations carry out participatory planning exercises, which involve a joint assessment with partner organisations and key stakeholders including governments, donors, and people of concern. The findings of such assessments guide the operational responses. Furthermore, planning provides an opportunity to ensure a consistent and harmonized approach among operations, in line with global and regional priorities and related strategies.

For this second year of the 2018-2019 biennium, the set of operational GSPs remains identical. This ensures continuity and consistency in monitoring and reporting, but most importantly the set fully supports the five core areas of UNHCR's 2017-2021 Strategic Directions to ensure protection, respond in emergencies, promote inclusion, empower the

people UNHCR serves, and expand opportunities for solutions. UNHCR has also decided not to revise or select additional indicators at a time when the results-based management system and the indicator framework are under revision. This revision will assist in shaping the future approach to assessment, planning, implementing and reporting against UNHCR's GSPs.

Importantly, the GSPs are also reflected in the global priorities of the 2030 Agenda for Sustainable Development and its related Goals (the SDGs). Within the framework of protection and solutions, UNHCR's GSPs cover many SDG areas such as food security, health, education, gender equality, water and sanitation, livelihoods, and peace and justice. Ongoing engagement on issues relating to the 2030 Agenda and SDGs will help strengthen the protection of, and solutions for, refugees and other people of concern in fulfilling the pledge to "leave no one behind". Embracing the SDGs, the development of the Comprehensive Refugee Response Framework and integrating a multi-year approach to operations management are some of the new developments influencing how UNHCR operates worldwide. Furthermore, UNHCR's planned new result-based management system will facilitate operations in better articulating their protection and solutions strategies, as well as work within inter-agency processes such as United Nations Development Assistance Frameworks and national plans through a more flexible design and enhanced process alignment.

The presence of dedicated UNHCR staff at Headquarters, regional, and field levels provides expertise to ensure the GSPs' planning, implementation, monitoring and reporting.

## CHALLENGES

Progress against the GSPs depends upon a range of factors, not all of which are under UNHCR's control, but which require UNHCR to be adaptable and flexible, and to work in a coordinated manner and in partnership. In some instances, it is contingent upon States themselves to enact necessary legislation and refugee laws for operations to achieve planned goals. Limited resources, for example, make it difficult to accommodate a comprehensive response as it requires stringent prioritization placing different GSP areas, such as nutrition and durable solutions, in competition with each other.

Emergencies can also mean targets are not met as operations are disrupted, requiring further reprioritization of resources towards critical lifesaving needs.

## MORE INFORMATION

UNHCR provides aggregated global results on the overall performance against the GSPs, as presented in the matrix that follows. Further operational details are provided within the thematic chapters and the regional summaries of this Appeal, and in more detail on the Global Focus website.



## OPERATIONAL GSPs

	IMPACT INDICATOR	ENGAGEMENT
<b>FAVOURABLE PROTECTION ENVIRONMENT</b>		
 <b>1.</b> Safeguarding access to territorial protection and asylum procedures; protection against <i>refoulement</i> ; and supporting the adoption of nationality laws that prevent and/or reduce statelessness	Extent law consistent with international standards relating to refugees  Extent law and policy consistent with international standards relating to internal displacement and on prevention of statelessness  % of stateless persons for whom nationality granted or confirmed	Seek improvements to national law and policy in <b>80</b> countries so as to be consistent with international standards concerning refugees and asylum-seekers.  Seek improvements to national law and policy in <b>17</b> countries, so as to be consistent with international standards concerning IDPs.  Seek improvements in citizenship laws in <b>40</b> countries, so as to be consistent with international standards on the prevention of statelessness.  Seek to increase the percentage of stateless persons who acquire or confirm nationality in <b>14</b> situations.
<b>FAIR PROTECTION PROCESS AND DOCUMENTATION</b>		
 <b>2.</b> 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  % of people of concern registered on an individual basis	Seek to increase the systematic issuance of birth certificates to newborn children in <b>53</b> situations.  Seek to maintain or increase levels of individual registration in <b>96</b> refugee situations.





## OPERATIONAL GSPs

	IMPACT INDICATOR	ENGAGEMENT
<b>SECURITY FROM VIOLENCE AND EXPLOITATION</b>		
 <b>3. Reducing protection risks faced by people of concern, in particular, discrimination, SGBV and specific risks faced by children</b>	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in <b>95</b> refugee operations, <b>10</b> situations where UNHCR is operationally involved with IDPs, and <b>3</b> 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 <b>58</b> refugee situations, <b>8</b> situations where UNHCR is operationally involved with IDPs, and <b>4</b> returnee situations.
	% of unaccompanied and separated children for whom a best interest process has been initiated or completed	Seek to maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in <b>74</b> refugee situations.
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek to increase the non-discriminatory access to national child protection and social services in <b>37</b> refugee situations, <b>4</b> situations where UNHCR is operationally involved with IDPs, and <b>3</b> returnee situations.

## BASIC NEEDS AND SERVICES

 <b>4. Reducing mortality, morbidity and malnutrition through multi-sectoral interventions</b>	Prevalence of global acute malnutrition (GAM) (6-59 months)	Seek to maintain UNHCR standards or reduce level of GAM in <b>36</b> situations where refugees live in camps or settlements.
	Under-5 mortality rate	Seek to maintain UNHCR standards or reduce mortality levels of children under 5 years old in <b>44</b> situations where refugees live in camps or settlements.
 <b>5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene</b>	% of households living in adequate dwellings	Seek to maintain or increase the percentage of households living in adequate dwellings in <b>48</b> refugee situations, <b>15</b> situations where UNHCR is operationally involved with IDPs, and <b>7</b> returnee situations.
	Average number of litres of potable water available per person per day	Seek to maintain or increase the level of water supply in <b>46</b> refugee situations.

	IMPACT INDICATOR	ENGAGEMENT
<b>COMMUNITY EMPOWERMENT AND SELF-RELIANCE</b>		
 <b>6. Promoting active participation in decision-making of people of concern and building coexistence with hosting communities</b>	% of active female participants in leadership/management structures	Seek improved participation of women in leadership/management structures in <b>54</b> refugee situations and <b>4</b> situations where UNHCR is operationally involved with IDPs.
	Extent local communities support continued presence of people of concern	Seek improvements in relations between people of concern and local communities in <b>65</b> refugee situations.
 <b>7. Promoting human potential through increased opportunities for quality education and livelihoods support</b>	% of people of concern (18-59 years) with own business/self-employed for more than 12 months	Seek to maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in <b>38</b> operations.
	% of primary school-aged children enrolled in primary education	Seek improved enrolment rate of primary school-aged children in <b>95</b> refugee situations.

## DURABLE SOLUTIONS

 <b>8. Expanding opportunities for durable solutions for people 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</b>	Extent return has been voluntary, and in safety and dignity	Support refugees to return voluntarily, and in safety and dignity, in <b>40</b> situations where conditions permit.
	Extent returnees have same access to rights as other citizens	Support returnees in <b>11</b> 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 <b>42</b> refugee situations where conditions permit.
	% of people 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 <b>74</b> situations.

## SUPPORT AND MANAGEMENT GSPs

INDICATOR	
<p><b>1.</b> UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight</p>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Cash-based interventions (CBIs) are supported by a robust financial control framework and business processes that are embedded in the delivery system.</li> <li>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.</li> </ul>
<p><b>2.</b> UNHCR's operations deliver quality protection and facilitate solutions to people of concern and effectively advocate for their rights</p>	<ul style="list-style-type: none"> <li>Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships.</li> <li>The promotion of gender equality is enhanced and accountability to people of concern is reinforced at global and operational levels.</li> </ul>
<p><b>3.</b> 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>	<ul style="list-style-type: none"> <li>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.</li> <li>Protection of displaced and stateless persons is strengthened, and pathways to solutions are expanded through new partnership arrangements, support to strengthen national systems and institutions, and implementation of comprehensive responses.</li> </ul>
<p><b>4.</b> UNHCR facilitates responsible and comprehensive use of data and information for decision-making and advocacy, including by partners and people of concern</p>	<ul style="list-style-type: none"> <li>UNHCR and partners manage and use data and information, following a principled, systemized and collaborative approach to enable evidence-based actions, programme design and resourcing decisions for quality protection outcomes.</li> <li>Information and analysis on the situation of refugees and other people of concern is made available to support their inclusion in international and national development frameworks.</li> <li>Data and information management approaches, including storing and sharing of personal data, respect protection practices and privacy concerns.</li> </ul>
<p><b>5.</b> 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>	<ul style="list-style-type: none"> <li>Effective coordination and leadership is established for refugee responses and for UNHCR-led clusters at the global and operational levels.</li> <li>UNHCR provides protection expertise and analysis to guide and inform joint humanitarian action.</li> </ul>
<p><b>6.</b> Multi-year, multi-partner protection and solutions strategies, supported by results-based management (RBM) approaches, facilitate collaboration and effective inclusion of people of concern in national systems and development frameworks, in pursuit of the sustainable development goals and development frameworks, in pursuit of the sustainable development goals</p>	<ul style="list-style-type: none"> <li>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.</li> <li>UNHCR's RBM systems support collaborative and evidence-based planning and monitoring.</li> </ul>

INDICATOR	
<p><b>7.</b> UNHCR, in collaboration with partners, provides refugees and other people 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>	<ul style="list-style-type: none"> <li>UNHCR is equipped with the relevant systems, tools, skills and processes to implement and scale up CBI programmes in an accountable manner.</li> <li>UNHCR pursues the objective of common cash transfer arrangements with partners, in line with UNHCR's CBI policy and strategy.</li> </ul>
<p><b>8.</b> UNHCR strengthens emergency preparedness, maintains and builds capacity to mobilize rapidly and effectively in response to emergencies</p>	<ul style="list-style-type: none"> <li>Core relief items are stocked to provide emergency assistance for up to 600,000 people and dispatched within 48 hours*.</li> <li>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.</li> <li>Representation of local and national partners and communities is increased in preparedness action planning.</li> <li>A proactive approach to security management is applied through a qualified security workforce, security training and support to emergencies.</li> </ul>
<p><b>9.</b> 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>	<ul style="list-style-type: none"> <li>Strategic workforce planning that accounts for diversity and gender balance is improved through analysis of current and future talent requirements.</li> <li>Career management is supported through the provision of learning opportunities and performance review, and is informed by the organizational demand for skills.</li> <li>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.</li> <li>Minimum standards of occupational health and safety for UNHCR's workforce are implemented across operations.</li> </ul>
<p><b>10.</b> 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</p>	<ul style="list-style-type: none"> <li>Resource mobilization strategies are enhanced to increase funding from public and private sources, through existing and new creative approaches.</li> <li>Partnerships with Member States of the Executive Committee, United Nations agencies, NGOs and other partners are maintained and enhanced through regular and substantive dialogue.</li> <li>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.</li> <li>Political and operational support from private and public sectors is expanded to improve the welfare of displaced populations and host communities.</li> </ul>

\* The indicator of dispatching relief times in 48 hours was revised to 72 hours due to customs and logistical requirements. Further clarification will be provided at the Standing Committee in September 2019.