

GLOBAL STRATEGIC PRIORITIES 2021

UNHCR's Global Strategic Priorities (GSPs) for the 2020-2021 biennium represent important areas in which the Office is making targeted efforts to strengthen protection, improve the quality of life and seek solutions for refugees and other people of concern.

Representing a common set of key priorities, operational GSPs guide the implementation of country-level plans undertaken by operations together with partners in support of national authorities. Support and management GSPs guide UNHCR's work at Headquarters and across the regional bureaux, providing oversight, policy development and operational support to field operations.

These priorities move forward UNHCR's vision, as outlined in the Office's 2017-2021 Strategic Directions, and are in line with the Sustainable Development Goals established under the 2030 Agenda, as well as the outcomes of World Humanitarian Summit and the Grand Bargain.

UNHCR has engaged in an organizational transformation process, implemented around eight pillars, each of which will strengthen the organization's effectiveness and efficiencies, ensure greater impact with the resources entrusted to it and increase accountability to people of concern and Member States.

In January 2020, UNHCR's new decentralized and regionalized structure, intended to bring decision-making, guidance and support closer to the field, became operational. Seven regional bureaux are now in place in regional locations, with revised roles, authorities

and accountabilities for country offices, regional bureaux and Headquarters.

The new organisational design and ways of working have been accelerated by UNHCR's COVID-19 response. Specifically, the pandemic has demonstrated, more acutely than before, the need for streamlined business processes and systems, as well as better information flow and exchange to enable coordination and delegate authorities. Measures and initiatives have been introduced to enable the Office to stay and deliver. These include remote monitoring, flexible arrangements with implementing partners, and information and data exchange for resource planning and management.

Operational priorities, indicators and global engagements

They ensure continuity and consistency in the Office's monitoring and reporting, and reflect strengthened integrity and accountability as an institutional priority to ensure that UNHCR has strong prevention systems in place while continuing to operate effectively in high-risk environments.

The number and scope of priorities have been maintained in 2021, as part of the 2020-2021 biennium to ensure continuity and consistency in management, analysis and reporting. They also reflect the five core areas in UNHCR's Strategic Directions 2017-2021. The GSPs are anchored in the Office's results-based management framework, whose indicators enable UNHCR to monitor progress and demonstrate impact in critical areas of intervention.

UNHCR's transformation process:



Achieving impact through joint action

UNHCR's efforts alone cannot achieve the desired impact for people of concern. The Office's response requires coordinated action and sustained commitment, as expressed, first and foremost by States, UN agencies, NGOs and communities of concern. Context-specific factors beyond the control of any one actor can also have a significant influence on outcomes.

Given that overall needs in most operations largely exceed available resources, the recurring challenge faced by operations is to prioritize interventions between equally critical and compelling needs. Engagement at country level with partners and people of concern aims to determine the optimal balance of what can be prioritized, while taking into account levels of criticality, the likelihood for successful outcomes and considerations linked to cost efficiency.

OPERATIONAL GSPs

IMPACT INDICATOR

ENGAGEMENT

FAVOURABLE PROTECTION ENVIRONMENT



1. Safeguarding access to territorial protection and asylum procedures; 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

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 80 countries so as to be consistent with international standards concerning refugees and asylum-seekers.

Seek improvements to national law and policy in 17 countries, so as to be consistent with international standards concerning IDPs.

Seek improvements in citizenship laws in 40 countries, so as to be consistent with international standards on the prevention of statelessness.

Seek to increase the percentage of stateless people who acquire or confirm nationality in 14 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

% of people of concern registered on an individual basis

Seek to increase the systematic issuance of birth certificates to newborn children in 53 situations.

Seek to maintain or increase levels of individual registration in 96 refugee situations.

OPERATIONAL GSPs

	IMPACT INDICATOR	ENGAGEMENT
SECURITY FROM VIOLENCE AND EXPLOITATION		
 3. Reducing protection risks faced by people of concern, in particular, discrimination, SGBV and specific risks faced by children	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in 95 refugee operations, 10 situations where UNHCR is operationally involved with IDPs, and 3 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 58 refugee situations, 8 situations where UNHCR is operationally involved with IDPs, and 4 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 74 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 37 refugee situations, 4 situations where UNHCR is operationally involved with IDPs, and 3 returnee situations.

	IMPACT INDICATOR	ENGAGEMENT
BASIC NEEDS AND SERVICES		
 4. Reducing mortality, morbidity and malnutrition through multi-sectoral interventions	Prevalence of global acute malnutrition (GAM) (6-59 months)	Seek to maintain UNHCR standards or reduce level of GAM in 36 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 44 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	Seek to maintain or increase the percentage of households living in adequate dwellings in 48 refugee situations, 15 situations where UNHCR is operationally involved with IDPs, and 7 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 46 refugee situations.

	IMPACT INDICATOR	ENGAGEMENT
COMMUNITY EMPOWERMENT AND SELF-RELIANCE		
 6. Promoting active participation in decision-making of people of concern and building coexistence with hosting communities	% of active female participants in leadership/management structures	Seek improved participation of women in leadership/management structures in 54 refugee situations and 4 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 65 refugee situations.
 7. Promoting human potential through increased opportunities for quality education and livelihoods support	% 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 38 operations.
	% of primary school-aged children enrolled in primary education	Seek improved enrolment rate of primary school-aged children in 95 refugee situations.

	IMPACT INDICATOR	ENGAGEMENT
DURABLE SOLUTIONS		
 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	Extent return has been voluntary, and in safety and dignity	Support refugees to return voluntarily, and in safety and dignity, in 40 situations where conditions permit.
	Extent returnees have same access to rights as other citizens	Support returnees in 11 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 42 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 74 situations.

SUPPORT AND MANAGEMENT GSPs

INDICATOR	
1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight	<ul style="list-style-type: none"> Financial management and reporting are strengthened at UNHCR Headquarters and in the field through streamlined and enhanced systems, with effective guidance on financial controls provided and applied. Accounts are recorded and disclosed in full compliance with the International Public Sector Accounting Standards (IPSAS), and UNHCR obtains maximum benefits from the standards applied. Cash-based interventions (CBIs) are supported by a robust financial control framework and business processes that are embedded in the delivery system. Partnership arrangements are simplified and harmonized in collaboration with stakeholders, including other United Nations entities, and the share of resources entrusted to local partners is increased.
2. UNHCR's operations deliver quality protection and facilitate solutions to people of concern and effectively advocate for their rights	<ul style="list-style-type: none"> Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships. The promotion of gender equality is enhanced and accountability to people of concern is reinforced at global and operational levels.
3. UNHCR facilitates effective responses to forced displacement and statelessness through strengthened protection and solutions frameworks, advocacy and operational partnerships and the promotion of inclusion in national systems	<ul style="list-style-type: none"> National, regional and global protection frameworks and capacities are strengthened through effective implementation of supervisory responsibility and advocacy, in close collaboration with States and other relevant actors, including international development and peacebuilding entities. Protection of displaced and stateless 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.
4. UNHCR facilitates responsible and comprehensive use of data and information for decision-making and advocacy, including by partners and people of concern	<ul style="list-style-type: none"> 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. 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. Data and information management approaches, including storing and sharing of personal data, respect protection practices and privacy concerns.
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	<ul style="list-style-type: none"> Effective coordination and leadership is established for refugee responses and for UNHCR-led clusters at the global and operational levels. UNHCR provides protection expertise and analysis to guide and inform joint humanitarian action.
6. 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.	<ul style="list-style-type: none"> 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. UNHCR's RBM systems support collaborative and evidence-based planning and monitoring.

INDICATOR	
7. 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	<ul style="list-style-type: none"> UNHCR is equipped with the relevant systems, tools, skills and processes to implement and scale up CBI programmes in an accountable manner. UNHCR pursues the objective of common cash transfer arrangements with partners, in line with UNHCR's CBI policy and strategy.
8. UNHCR strengthens emergency preparedness, maintains and builds capacity to mobilize rapidly and effectively in response to emergencies	<ul style="list-style-type: none"> Core relief items are stocked to provide emergency assistance for up to 600,000 people and dispatched within 72 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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, 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.