

**Item 3 (a)**

**Introductory Remarks of Steven Corliss  
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**Global Strategic Priorities (EC/66/SC/CRP.16)  
66<sup>th</sup> Meeting of the Standing Committee**

*22 June 2016*

Mr. Chairman,

Distinguished Delegates,

I am pleased to introduce Conference Room Paper 16, which provides an update on UNHCR's Global Strategic Priorities. Bearing in mind that the Standing Committee membership changes with each session, I will provide a brief overview that situates the Global Strategic Priorities within UNHCR's work that closely follows my introductory statement from last year's session.

The Global Strategic Priorities – or “GSPs” – represent areas where UNHCR is making focused efforts to strengthen protection, improve the quality of life and secure solutions for refugees and other people of concern or to improve our organizational effectiveness.

The operational Global Strategic Priorities focus on fundamental areas of UNHCR's work: building a favourable protection environment, giving access to fair protection processes and documentation, ensuring security from violence and exploitation, meeting basic needs and providing essential services, empowering communities and strengthening self-reliance and securing durable solutions.

Within these broad areas, the High Commissioner established eight Global Strategic Priorities for the 2014–2015 biennium. They targeted more specific issues within the GSP areas, such as preventing and reducing statelessness, reducing specific protection risks related to sexual and gender-based violence or faced by children and reducing death, illness and malnutrition.

Each operational Global Strategic Priority is linked to an impact indicator drawn from UNHCR's Results-Based Management Framework. The twenty impact indicators selected for the 2014–2015 biennium – provide the best overall “barometer” of how UNHCR is performing and the situation of the refugees and others we serve.

The High Commissioner sets the Global Strategic Priorities for UNHCR at the beginning of each biennium. We are now guided by the GSPs for the 2016–2017 biennium, which were issued early last year when operational planning got underway.

UNHCR has maintained the same eight Global Strategic Priorities during the 2014–2015 and 2016–2017 biennium. We introduced a few new and revised indicators, in order to measure better our progress with the #IBelong campaign to end statelessness and measure our work on solutions in a qualitative way.

Let me emphasise, as I did last year, that the Global Strategic Priorities inform the development of operational strategies and plans in the field level. They also guide the participatory planning process with host governments and partners. At Headquarters, the Global Strategic Priorities provide an essential “lens for review” when plans submitted by the field are vetted by the Regional Bureaux, analysed by technical specialists and approved through the Annual Programme Review process.

We maintain a continuing focus on the Global Strategic Priorities throughout the operations management cycle. In October and November, each operation reviews its GSP commitments, together with partners, and ensures that they are integrated into detailed plans for the coming year. During the year, UNHCR Representatives in the field and their teams, together with partners, track progress and make adjustments. Technical specialists at Headquarters act as GSP focal points and follow these developments closely throughout the year.

Management of the Global Strategic Priorities is a dynamic process at the field level. UNHCR Representatives and their teams may reallocate resources to seize emerging opportunities for progress or shift them away from other areas. A major new influx or emergency may require deprioritising activities related to GSPs and toward more immediate and critical needs, which can have an impact on our performance.

The operational GSPs are complemented by support and management GSPs that represent commitments to improving UNHCR's organisational effectiveness in key areas ranging from protection and results-based management to financial accountability, emergency response, interagency coordination and the use of information technology.

Conference Room Paper 16 gives an overview of the results that UNHCR achieved in relation to the operational and support and management GSPs. Continuing the practice initiated last year, we shared the *2015 Global Strategic Priorities Progress Report* with the Committee last week. The *Progress Report* offers a more accessible presentation of the GSP results in relation to the twenty impact indicators, with many illustrative examples.

We report to the Standing Committee using the Global Engagements approach, meaning that we track progress and report on every UNHCR operation that has incorporated a GSP impact indicator into its planning. The Global Engagements do not represent "targets" but rather a comprehensive view of how UNHCR operations performed in relation to the indicator. This is reflected in the blue and gold bar graph at the top of the page.

Many of the GSP indicators measure whether the situation is improving, remaining the same or, by implication, deteriorating. In other words, we are measuring the overall trends and directions. We have also added a simple "criticality view" for each impact indicator. The criticality view indicates the percentage of situations where the current conditions are satisfactory – green – or need improvement – amber – or are unsatisfactory – red – in relation to objective thresholds and the global standards that UNHCR advocates.

We saw improvements across many GSP areas that are critical to the protection and well-being of refugees and other people of concern. But the picture overall is mixed, with some important areas of continuing concern. UNHCR's performance in 2015 must be seen against the backdrop of unprecedented levels of forced displacement globally. Last year – on average – 24 people were forced to flee from their homes each and every minute.

Let me now give the floor to Mr. Nordentoft, who will provide an overview of the 2015 GSP results and some further insights into the trends we see.