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

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Report on UNHCR's global strategic priorities

Summary

This report outlines the progress made in pursuit of UNHCR's global strategic priorities (GSPs) for 2018-2019 during the second year of the biennium. It covers both the operational GSPs and the support and management GSPs, and reviews achievements against each global strategic priority.

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Chapter

I. Introduction

1.   The global strategic priorities (GSPs) for the 2018-2019 biennium set out areas targeted by UNHCR in order to enhance protection for persons of concern and find solutions to their plight. The GSPs are divided into two categories: (i) operational priorities for field operations; and (ii) support and management priorities for core organizational functions. The operational priorities influence the development and implementation of country-level plans by field operations and are in line with the 2030 Agenda for Sustainable Development. The support and management GSPs, on the other hand, reflect UNHCR's 2017-2021 Strategic Directions, as well as the commitments made at the World Humanitarian Summit, including under the "grand bargain". In line with the Global Compact on Refugees, UNHCR's work will continue to be strengthened through a broad range of humanitarian, development and private sector partnerships.

2.   This paper provides an update on the progress made by UNHCR and partners in implementing the 2018-2019 GSPs during the second year of the biennium. The 2019 "Progress report on the global strategic priorities", where more detailed information and analysis on good practices and ongoing initiatives are provided, is accessible on Global Focus, UNHCR's results-based management programme and reporting tool.

II. GSPs in the operations management cycle

3.   The GSPs continued to guide UNHCR in developing strategies and prioritizing planned activities within the budget allocation available in 2019. As in previous years, the progress achieved against the operational GSPs in 2019 was the result of collective efforts undertaken by UNHCR, its partners and other stakeholders, including national governments.

4.   In 2019, UNHCR operations reviewed which GSPs applied to their specific context, implemented strategies and plans tailored to their situation and made budgetary provisions in their programmes accordingly. In some cases, an unexpected development, such as a sudden influx of refugees or deteriorating conditions for refugees and other persons of concern, caused operations to reprioritize resources to provide life-saving protection and assistance. In some instances, reprioritization resulted in addressing one compelling need over another, due to a limited availability of resources.

5.   UNHCR's operations collected and analysed programme implementation information and communicated progress and results through Focus[1], as well as through the organization's integrated refugee health information system. With the support of technical experts based at UNHCR Headquarters in Geneva, operations reviewed the data to determine the progress achieved against UNHCR's global engagements.

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[1] Focus is UNHCR's results-based management tool.

III. Overview of progress achieved in 2019 against the 2018-2019 GSPs

A. Operational GSPs

6.   UNHCR operations achieved steady progress against most of the GSPs, although some prioritized areas remained a challenge. The aggregated 2019 results for each GSP indicator are set out in annex I, under "engagement".

7.   UNHCR continued to promote accession to the international instruments relating to refugees, internally displaced persons (IDPs) and stateless persons in order to advance a favourable protection environment. At the end of 2019, 149 States were party to the 1951 Convention relating to the Status of Refugees, its 1967 Protocol, or both. The first Global Refugee Forum, which took place in December 2019, saw many States commit to addressing refugee protection in a more comprehensive and progressive manner. Several States pledged to reform their legislation to meet international standards. In 2019, UNHCR's engagement was predominantly focused on strengthening registration activities for asylum-seekers, legal aid services, accommodation and advocacy to promote freedom of movement.

8.   UNHCR reinforced efforts aimed at addressing internal displacement, including by supporting national legislative and policy developments in Ethiopia, Mali, the Philippines, Somalia and the Syrian Arab Republic. In line with the African Union's (AU) theme relating to refugees, returnees and displaced persons, UNHCR worked closely with the AU to promote the ratification, domestication and implementation of the Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention), commemorating its tenth anniversary.

9.   Angola acceded to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness, while Colombia and Malta acceded to the 1954 Convention. This brought the number of States parties to the 1954 Convention and the 1961 Convention to 94 and 75 States respectively. Furthermore, Kyrgyzstan became the first country to end statelessness by granting nationality to the last 50 known stateless persons on its territory. Since the #IBelong Campaign to End Statelessness was launched in 2014, Kyrgyzstan has resolved a total of 13,700 cases of statelessness. To mark the mid-point of the #IBelong Campaign and highlight key achievements, a high-level segment on statelessness was organized in the context of the seventieth session of the Executive Committee of the High Commissioner's Programme in October 2019. Among the 250 pledges made by States, 50 were aimed at strengthening access to birth registration to prevent statelessness.

10.   In the area of fair protection processes and documentation, UNHCR maintained high levels of individual registration across its operations. By the end of the year, over 8.8 million refugees were registered in UNHCR's digital population registration and identity management ecosystem (PRIMES). UNHCR continued to strengthen its identity management capacity and achieved a 38 per cent expansion in coverage compared with the previous year. ProGres v4 (UNHCR's web-based registration and case management database) was deployed to an additional 28 operations, bringing the overall number of countries using the tool to 73. A core component of PRIMES, UNHCR's biometric and identity management system (BIMS) was rolled out to an additional nine countries, bringing the number of operations using the system to 69.

11.   Throughout the year, UNHCR worked with governments and partners to strengthen national protection systems for refugee, IDP and stateless children and youth, alongside host community children. This included support for legal and policy reform; the assessment of policies and services; advocacy and technical support to address gaps; training and

capacity-building; and strengthening multisectoral coordination among national actors to respond to the needs of children of concern. In Colombia, UNHCR worked closely with the national child welfare authorities to provide assistance to more than 100,000 arrivals from Venezuela (Bolivarian Republic of). At the Global Refugee Forum, UNHCR, the United Nations Children's Fund (UNICEF) and the National Council for Child and Youth Care contributed to the development of pledges aimed at including refugee children in child protection systems and strengthening social welfare workforces worldwide.

12. Access to medical, psychosocial and legal services for survivors of sexual and gender-based violence (SGBV) was improved, and UNHCR continued to promote the inclusivity of services for all survivors, including men and boys, as well as other groups at risk. Additional safe spaces for women and girls were created in Nigeria. This allowed 4,760 individuals to receive psychosocial support and 420 to participate in vocational training. In Bangladesh, UNHCR carried out activities to reduce the risk of SGBV. These included installing 2,500 street lights, distributing 86,700 shelter locks and issuing 85,000 households with liquid petroleum gas canisters to reduce the risks associated with firewood collection. UNHCR supported the implementation of programmes such as "Engaging men through accountable practice", adapting them to numerous contexts and operations.

13. In the area of basic needs and services, 15,200 refugee housing units (RHUs) were deployed to 15 operations, 70 per cent of which were located in Africa. As of end 2019, 219,000 persons of concern, (including some 90,020 IDPs), were living in RHUs across the globe. With regards to water, sanitation and hygiene (WASH), data collected through UNHCR's WASH monitoring system indicated that, on average, 8 additional litres of water per person, per day were made available to refugees in operations which saw their water production improve. In addition, a total of 25 boreholes were upgraded to solar hybrid or full solar pumping, across seven countries.

14. UNHCR launched a new refugee education strategy, with the aim of promoting the inclusion of refugee children and young people in equitable quality education and preparing them for participation in cohesive societies. UNHCR also supported the launch of the Tertiary Refugee Student Network, a global network of refugee students committed to enabling 15 per cent of all refugee students to access higher education by 2030.

15. To support community empowerment and self-reliance, UNHCR continued to invest in the capacities and skills of persons of concern. It expanded support to the MADE51 multi-stakeholder initiative to provide refugee artisans with access to international markets. In partnership with 22 social enterprises located around the world and over 2,600 refugee artisans, UNHCR helped develop refugee-made product lines in 15 countries. These product lines were marketed and showcased at six events across the globe to promote the initiative and the brand. In addition, UNHCR, together with the World Bank Partnership for Economic Inclusion and 13 non-governmental organizations (NGOs) launched the Poverty Alleviation Coalition with the goal of alleviating poverty in 500,000 households across 35 countries over the next five years, by expanding the "graduation approach".[2]

16. With respect to durable solutions, voluntary repatriation remained a challenge, with around 317,000 refugees returning compared to 593,800 in 2018. This number included UNHCR-facilitated repatriation, as well as spontaneous returns. For returnees, cash assistance proved to be essential, as it provided respite for families seeking other forms of support. UNHCR also advocated the inclusion of returnees in national development plans and other frameworks. Global resettlement needs were estimated at 1.4 million persons of concern in

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[2] The graduation approach aims to benefit refugees and host country communities by providing food security and sustainable livelihoods through innovative and market-based initiatives.

2019. Some 63,730 refugees referred by UNHCR were resettled to 29 countries, marking a slight increase from 2018. This surpassed the target of 60,000 set out in UNHCR's "Three-year strategy (2019-2021) on resettlement and complementary pathways". Nevertheless, this figure represents less than five per cent of the 1.4 million refugees estimated to be in need of resettlement.

17.   In view of the alignment of the operational GSPs with the sustainable development goals (SDGs), including in the areas of gender equality, peace and justice, food security, health, education and livelihoods, as well as water and sanitation, UNHCR was able to actively engage in discussions on the SDGs at the country level and advocate the inclusion of persons of concern in national plans. In the spirit of the Global Compact on Refugees, UNHCR's programmes were strengthened by broadening partnerships within humanitarian, development and private sector partners.

B.   Support and management GSPs

18.   In 2019, as part of UNHCR's organizational transformation process, a range of activities were undertaken to better support operations, as well as to ensure effective oversight, in line with the support and management GSPs for the 2018-2019 biennium. Annex II provides a summary overview of the progress achieved against these GSPs.

19.   UNHCR and its partners responded to the needs of 16.7 million displaced people worldwide, affected by multiple and simultaneous emergencies. By mobilizing financial, human and material resources and facilitating partnership engagement, UNHCR was able to effectively respond to these emergencies, despite challenging security conditions. In order to respond to the growing needs, UNHCR activated six new emergencies involving eight countries, including four level-3 and four level-2 emergencies. Among these were three refugee and five IDP emergencies. Three of the latter were in response to the damage and displacement caused by Cyclone Idai. UNHCR's response to the 14 emergencies activated in the prior year continued. However, as emergency deployment rates slowed, emergency situations activated in 2018, across 32 countries, were deactivated in 2019. UNHCR provided timely and cost-effective support in responding to new and ongoing emergencies, dispatching $30 million worth of emergency core relief items from seven global stockpiles to 23 countries.

20.   The official launch at the Global Refugee Forum of the Asylum Capacity Support Group, a coordination mechanism aimed at developing national asylum capacities and promoting State responsibility in receiving countries, generated momentum in this area. In consultation with States, civil society organizations and other stakeholders, UNHCR developed guidance and practical tools to facilitate the formulation of pledges related to asylum. In the lead-up to the Global Refugee Forum, several States made commendable efforts to streamline their asylum systems, using UNHCR's guidance. In 2019, UNHCR produced and commissioned a number of important country of origin information reports and issued guidance on the Democratic Republic of the Congo, Iraq, Mali, South Sudan and Venezuela (Bolivarian Republic of).

21.   The year 2019 marked the end of UNHCR's "Global strategy: beyond detention 2014-2019". Over the past five years, important progress has been made in the 20 focus countries covered by the strategy. This work was underpinned by three goals, namely: ending child detention; ensuring the availability of alternatives to detention; and promoting conditions of detention that meet international standards. The majority of the 20 countries covered by the strategy passed laws or introduced policy reforms limiting or ending the detention of child asylum-seekers and refugees. Such prohibitions are now legally enshrined in Canada, Malta, Mexico and the United Kingdom of Great Britain and Northern Ireland. It is also the practice of Israel, Lithuania and Zambia not to detain children. Bulgaria, Malaysia and Mexico made progress towards providing special protection and assistance to unaccompanied and separated

children, including appropriate care arrangements and the introduction of sensitive screening and referral procedures.

22.   UNHCR provided approximately $650 million in cash assistance over the year, marking an increase of 13 per cent compared to 2018, and of 50 per cent compared to 2015. Of the cash provided by UNHCR, 95 per cent was unrestricted in use. CashAssist, UNHCR's cash assistance management system, was deployed in 10 countries, and the roll out to another 50 operations is planned for the coming two years. The system provides a transparent platform for UNHCR and partners to send secured payment instructions to financial service providers, ensuring that the cash assistance is fully traceable. UNHCR increasingly leveraged its cash assistance to promote financial inclusion and facilitated refugee access to formal bank and mobile money accounts in countries such as Cameroon, the Democratic Republic of the Congo, Ethiopia, Iraq, Jordan, Kenya, Niger, Rwanda, Uganda and Zambia.

23.   UNHCR mobilized $4.217 billion in donor contributions. Private donors contributed $422 million, of which 57 per cent ($242 million) of this sum was un-earmarked and 17 per cent ($71 million) was softly earmarked. Private sector income remained at the same level as the previous year ($423 million) as a result of several factors, including shifts in public interest and the effect of exchange rates. Flexible funding is crucial to UNHCR's ability to quickly respond to crises and to support those operations that do not attract sufficient donor interest. This form of funding amounted to 30 per cent of total income, resulting in a slight decrease, down from 33 per cent, in 2018. Of the total contributions received, $659.5 million (16 per cent) was un-earmarked and $597.2 million (14 per cent) was softly earmarked. UNHCR continued to broaden its donor base through strengthened advocacy and engagement with new donors. The organization also explored the opportunities offered by innovative funding sources in the private sector.

Annex I

Progress made in achieving the 2018-2019 operational GSPs

2018-2019 Operational GSPs	Engagement	End-biennium progress
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 16 countries.
	Seek improvement to national law and policy in 17 countries, so as to be consistent with international standards concerning IDPs	Improvements in national laws and policies on IDPs were reported in five countries. This included measures to promote laws and policies that focus on durable solutions.
	Seek improvement in citizenship laws in 40 countries, so as to be consistent with international standards on the prevention of statelessness	Nine 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 have their nationality confirmed in 14 situations	A number of States took important steps to grant nationality to stateless people, resulting in some 81,000 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 21 situations.
	Maintain or increase levels of individual registration in 96 refugee situations	Increases in the levels of individual registration were reported in 30 refugee situations, while levels were maintained in a further 52 refugee situations.
Security from violence and exploitation		
3. Reducing protection risks faced by people of concern, in particular, discrimination, sexual and gender-	Provide and seek improved provision of support to known SGBV survivors in 95 refugee	Improvements in the provision of support to known SGBV survivors were reported in 50 refugee situations.

2018-2019 Operational GSPs	Engagement	End-biennium progress
based violence and specific risks faced by children	operations	
	Provide and seek improved provision of support to known SGBV survivors in 10 situations where UNHCR is operationally involved with IDPs	Improvements in the provision of support to known SGBV survivors were reported in six situations where UNHCR was operationally involved with IDPs.
	Provide and seek improved provision of support to known SGBV survivors in three 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 24 refugee situations.
	Seek improved community involvement in prevention and protection of SGBV survivors in eight 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 seven situations where UNHCR was operationally involved with IDPs.
	Seek improved community involvement in prevention and protection of SGBV survivors in four returnee situations	Progress in mobilizing communities to be active in SGBV prevention and survivor-centred protection was achieved in three 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 was completed or initiated were reported in 25 refugee situations, while the proportion was maintained in a further 10 refugee situations.
	Seek increase in the non-discriminatory access to national child protection and social services in 37 refugee situations	Non-discriminatory access to national child protection and social services was either increased or maintained in 22 refugee situations.
	Seek increase in the non-discriminatory access to national child protection and social services in four situations where UNHCR is operationally involved with IDPs	Increases in the non-discriminatory access to national child protection and social services were reported in one situation where UNHCR was operationally involved with IDPs.
	Seek increase in the non-discriminatory access to national child protection and social services in three returnee	Increases in the non-discriminatory access to national child protection and social services were not reported in any of the returnee situations.

2018-2019 Operational GSPs	Engagement	End-biennium progress
	situations	

Basic needs and services

2018-2019 Operational GSPs	Engagement	End-biennium progress
4. Reducing mortality, morbidity and malnutrition through multisectoral interventions	Maintain UNHCR standards or reduce level of global acute malnutrition in 36 situations where refugees live in camps or settlements	UNHCR's standards for global acute malnutrition (≤10 %) were met in 47 of the 77 camps and settlements where nutritional surveys were carried out.
	Maintain UNHCR standards or reduce mortality levels of children under five years old in 44 situations where refugees live in camps or settlements	UNHCR's standard for <5 mortality rates (<1.5/1000/month) was met in 177 out of 179 monitored sites. The average under-five mortality rate was 0.3/1,000/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	An increase in the percentage of households living in adequate dwellings was reported in 45 refugee situations, while the percentage was maintained in a further three situations.
	Maintain or increase the percentage of households living in adequate dwellings in 15 situations where UNHCR is operationally involved with IDPs	An increase in the percentage of households living in adequate dwellings was reported in 15 situations where UNHCR was operationally involved with IDPs.
	Maintain or increase the percentage of households living in adequate dwellings in seven returnee situations	An increase in the percentage of households living in adequate dwellings was reported in seven returnee situations.
	Maintain or increase the level of water supply in 46 refugee situations	Increases in the levels of water supply were reported in 19 refugee situations, while the levels were maintained in a further 7 situations.

Community empowerment and self-reliance

2018-2019 Operational GSPs	Engagement	End-biennium progress
6. Promoting active participation in decision-making of people of concern and building coexistence with host communities	Seek improved participation of women inleadership/management structures in 54 refugee situations	The participation of women in leadership/management structures was increased or maintained in 24 refugee situations
	Seek improved participation of women in leadership/management structures in four situations where UNHCR is operationally involved with IDPs	The participation of women in leadership/management structures was increased or maintained in two situations where UNHCR is operationally involved with IDPs

2018-2019 Operational GSPs	Engagement	End-biennium progress
	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 27 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) who were supported with their own business or self-employment were reported in 25 operations, while the level was maintained in a further six operations.
	Seek improved enrolment rate of primary school-aged children in 95 refugee situations	Increases in the percentage of primary school-aged children enrolled in school were reported in 46 refugee situations, while the percentage was maintained in a further six situations

Durable solutions

2018-2019 Operational GSPs	Engagement	End-biennium progress
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 40 situations where conditions permit	Some 317,300 individuals returned to their countries of origin, including Afghanistan, Burundi, the Central African Republic and Somalia. Some of these returns were self-organized and others were facilitated in the context of voluntary repatriation, in safety and dignity.
	Support returnees in 11 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens	Returnees were supported in 11 situations to reintegrate in a sustainable manner.
	Support local integration in 42 refugee situations where conditions permit	Improvements in local integration were reported in 20 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 the cases of 81,671 refugees for resettlement to 29 countries, representing a slight increase compared with the previous year. Three-quarters of these cases originated from the following five countries: Afghanistan, the Democratic Republic of the Congo, Eritrea, Somalia and the Syrian Arab Republic.

Annex II

Progress made in achieving the 2018-2019 support and management GSPs

2018-2019 Support and management GSPs	Engagement	End-biennium progress
1. UNHCR's programmes are carried out in an environment of sound financial accountability and effective oversight	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	UNHCR revised its finance manual and issued six financial policies and instructions. An electronic self-certification was deployed worldwide, resulting in substantially increased compliance in the submission of travel certifications and claims. The frameworks of the Asset Management Board and the Committee on Contracts were updated, reflecting the increased authority and responsibilities that have been delegated to the new regional management structures, in the context of regionalization and decentralisation.
	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	IPSAS-compliant financial statements were published for 2019. In ongoing efforts to rationalize and streamline financial processes, UNHCR improved the payment process by using robotic automation techniques. The International Aid Transparency Initiative (IATI) project was completed with the roll out of an automated publishing solution, ranking UNHCR among the top publishing organizations. For the first time, UNHCR provided input for the UN Chief Executive Board's collection exercise, in compliance with the new UN Data Cube standard. The standard establishes a framework for reporting comparable financial data across all UN entities.

2018-2019 Support and management GSPs	Engagement	End-biennium progress
	Cash-based interventions (CBIs) are supported by a robust financial control framework and business processes that are embedded in the delivery system	CBIs, amounting to some $646 million distributed in 2019, continued to be rolled out.
	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	A new policy on programme integrity capacity and support costs was issued, providing international NGOs with more flexibility to meet overhead and indirect expenses.
2. UNHCR's operations deliver quality protection, facilitate solutions for persons of concern and effectively advocate for their rights	Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships	UNHCR continued to support States and collaborated closely with partners in order to operationalize protection principles. The Asylum Capacity Support Group, launched at the Global Refugee Forum, encouraged more than 50 States to strengthen their asylum systems or extend support to other States to do so. UNHCR provided guidance and practical tools to encourage compliance with international standards and facilitated the engagement of a wide range of stakeholders. UNHCR funded 18 youth-led projects in 16 countries under the Youth Initiative Fund, and expanded SGBV prevention, risk mitigation and response through the deployment of senior SGBV staff in 11 operations, 6 of which hosted large IDP populations.
	The promotion of gender equality is enhanced and accountability to persons of concern is reinforced at global and operational levels	A gender equality audit of the Global Refugee Forum was led by refugee women, drawing attention to the challenges posed by gender inequality for refugees. UNHCR also documented and shared promising practices across operations and released a gender equality toolkit. In Burkina Faso, Jordan, Uganda and Yemen, day-care services in camps and community centres allowed mothers to engage in study and professional activity.

2018-2019 Support and management GSPs	Engagement	End-biennium progress
		UNHCR strengthened its framework for accountability to affected people and actively contributed to the development of the UN Disability Inclusion Strategy and relevant IASC guidelines.
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	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	UNHCR enhanced its cooperation with development partners to improve resilience and self-reliance within refugee and host communities, with a view to ensuring the provision of fully inclusive and nationally-provided services. The World Bank Group and the Inter-American Development Bank have pledged significant financial and technical assistance to support national efforts to include refugees and other displaced persons in public services and national development programmes.

In partnership with States and a wide range of other actors, UNHCR launched or developed three support platforms to reinforce existing regional refugee responses: the comprehensive refugee response framework for Central America and Mexico (the MIRPS); the IGAD Support Platform in the East and Horn of Africa; and the Solutions Strategy for Afghan Refugees. |
| | 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 | The Global Compact on Refugees recognized that complementary pathways – including the admission of refugees for labour migration, or for educational or family reunification purposes, via humanitarian admission or other channels for entry and stay – can facilitate access to protection and solutions and serve as an expression of solidarity with host countries and communities. To this end, UNHCR maintained and enhanced external partnerships on complementary |

2018-2019 Support and management GSPs	Engagement	End-biennium progress
		pathways, including with Talent Beyond Boundaries, the International Labour Organization, the World University Service of Canada and the Organisation for Economic Co-operation and Development.
		The principle of responsibility-sharing in the provision of protection and solutions underpinned the high-level segment on statelessness at the seventieth session of the Executive Committee of the High Commissioner's Programme. At the mid-point of the #iBelong Campaign, States committed to reinforcing the prevention and reduction of statelessness.
		An updated policy on UNHCR's engagement in situations of internal displacement was released in September 2019. It promotes clarity and predictability in UNHCR's contribution to coordinated humanitarian responses and the protection of IDPs in support of primary State responsibility. UNHCR stepped up its approach to IDP protection, including through support to the Secretary-General's High-Level Panel on Internal Displacement, as well as to regional institutions. The latter included promoting the ratification and implementation of the Kampala Convention, with three more States acceding in 2019.
4. UNHCR facilitates responsible and comprehensive use of data and information for decision making and advocacy, including by partners and persons of concern	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	UNHCR, co-developed the "Grand bargain principles for coordinated needs assessment ethos" document, which outlined the values, principles and ethical behaviour required in the context of coordinated needs assessments and analysis in humanitarian situations.
		UNHCR continued to engage in the Joint Intersectoral Analysis Group

2018-2019 Support and management GSPs	Engagement	End-biennium progress
		(JIAG) to strengthen intersectoral analysis by providing technical support and sharing practical knowledge of operations to help tailor realistic approaches which are mindful of field realities.
	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	The UNHCR-World Bank Joint Data Center on Forced Displacement was launched. The Expert Group on Refugee and IDP Statistics finalized the International Recommendations on IDP Statistics (IRIS). A global consultation on IRIS was also conducted, in collaboration with the UN Statistical Division. SDG indicator 10.7.4 on refugees per country of origin was included in the indicator framework for the 2030 Agenda. UNHCR maintained and further developed its Operational Data Portal, which attracted 725,000 visitors in 2019, a 20 per cent increase compared with 2018.
	Data and information management approaches, including storing and sharing of personal data, respect protection practices and privacy concerns	UNHCR co-led the Protection Information Management Initiative and produced guidance on protection and monitoring. It also supported the delivery of ongoing training globally and the development and delivery of training materials.
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	Effective coordination and leadership is established for refugee responses and for UNHCR-led clusters at the global and operational levels	UNHCR led 23 of the 24 activated country-level protection clusters/sectors. It also co-led 5 national protection clusters with a government counterpart or a United Nations organization, and 15 or more co-facilitated by international NGOs, in addition to leading protection working groups under 8 other IDP inter-agency protection coordination mechanisms. Remote support including technical advice, good practices and review of Humanitarian Country Team strategies was provided to numerous countries, including Afghanistan, Ethiopia, Libya, the State of Palestine, the Syrian Arab Republic

2018-2019 Support and management GSPs	Engagement	End-biennium progress
		and Sudan.
		The global camp coordination and camp management (CCCM) cluster is co-led by UNHCR and IOM. UNHCR led six national clusters, co-led four with IOM and co-led one with ACTED and IOM. UNHCR carried out 7 rapid deployment missions to Burkina Faso, Chad, Colombia, the Democratic Republic of the Congo, Venezuela (Bolivarian Republic of) and Yemen.
		The global shelter cluster is led by UNHCR in conflict situations and by the International Federation of Red Cross and Red Crescent Societies (IFRC) in natural disasters. In 2019, UNHCR led 15 of the 30 activated country level shelter clusters, supporting the coordination of 364 partners to provide shelter support and non-food items to over 10 million people.
	UNHCR provides protection expertise and analysis to guide and inform joint humanitarian action	UNHCR continued to engage with States and partners to improve the quality of the global protection response. It issued authoritative legal guidance, cooperated with the judiciary and the legal community, and provided tailored advice and comments on legislation and policy on international protection, statelessness and durable solutions.
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	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	The implementation of multi-year, multi partner (MYMP) strategies in 22 operations enabled UNHCR to continue applying comprehensive responses at country level. Lessons learned from the MYMP process have been integral to the ongoing revision of UNHCR's results-based management (RBM) system, which will incorporate several key changes in operations management processes, including the introduction of multi-year strategic planning and results management processes. Through the Solutions Capital Initiative, UNHCR

2018-2019 Support and management GSPs	Engagement	End-biennium progress
		established multi-year planning in Costa Rica, Ecuador, Ghana, Kenya and Malawi for three years, starting in 2019.
	UNHCR's results-based management (RBM) systems support collaborative and evidence-based planning and monitoring	The RBM renewal process is one of the eight streams of UNHCR's institutional transformation. The results structure of the new framework was endorsed in 2019 and is better aligned with that of other UN agencies and the SDGs. In parallel, key features of the future operations management process were developed. The process incorporates a multi-year strategic horizon with flexibility for field operations to choose their multi-year cycle.
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	UNHCR is equipped with the relevant systems, tools, skills and processes to implement and scale up cash-based assistance programmes in an accountable manner	UNHCR has delivered some $2.4 billion in cash assistance since 2016 in more than 100 countries, achieving its grand bargain commitment in the process, with some $646 million distributed in 2019 alone. This figure represents a 13 per cent increase compared with 2018 planning figures and close to a 50 per cent increase since 2015 ($325 million). Cash assistance now exceeds in-kind assistance. Countries with the largest cash assistance programmes in 2019 were: Afghanistan, Egypt, Greece, Iraq, Jordan, Lebanon, Mexico, the Syrian Arab Republic, Turkey and Yemen.
	UNHCR pursues the objective of common cash transfer arrangements with partners, in line with UNHCR's CBI policy and strategy	UNHCR together with OCHA, UNICEF and WFP, has committed to increasing the use of common cash systems in country operations. Among other achievements, UNHCR, UNICEF and WFP launched "Guidance for collaborative procurement for humanitarian cash transfers" and developed a minimum core data set for vulnerable populations. This guidance was endorsed by other

2018-2019 Support and management GSPs	Engagement	End-biennium progress
		partners, including IFRC, IOM and the Common Cash Delivery Platform. UNHCR and WFP are using the same transfer mechanism in more than 20 countries.
8. UNHCR strengthens emergency preparedness and maintains and builds capacity to mobilize rapidly and effectively in response to emergencies	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	UNHCR deployed a total of 269 staff compared to 420 in 2018 (a 36 per cent decrease), which is partly linked to the stabilization of large-scale emergency operations such as Bangladesh and Uganda. This included, 167 deployments through various UNHCR internal rosters and resources and 102 external deployments by emergency standby partners. Emergency operations which received the highest number of deployments were Bangladesh, Burkina Faso, Colombia, the Democratic Republic of the Congo, Iraq, Mexico, Mozambique, Niger, Nigeria, South Africa, South Sudan and Zimbabwe. A total of 106 ERT roster members were trained in the three workshops on emergency management, supported by Germany, Norway and Senegal.
	Core relief items are stocked to provide emergency assistance for up to 600,000 persons and dispatched within 72 hours	UNHCR provided timely, cost-effective support when responding to new and ongoing emergencies, dispatching $30 million worth of emergency core relief items from seven global stockpiles to 23 emergency-affected countries. The main recipients of this assistance were the Democratic Republic of the Congo and Yemen (900 tons each), and Ethiopia, Nigeria and South Sudan (500 tons each). Global stockpiles were used during eight emergency airlifts, fulfilling 122 requests. In addition to the seven global stockpiles in Accra, Amman, Copenhagen, Douala, Dubai, Kampala and Nairobi, work began on establishing an eighth stockpile in Panama City.

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	Representation of local and national partners and communities is increased in preparedness action planning	Situational emergency trainings were facilitated in Armenia, Ethiopia, Peru and Rwanda with the participation of local governments and NGO partners. Three local partner representatives participated in the inter-agency Emergency Leadership Team Programme organized in Senegal. In 2019, out of 23 new contingency plans, 74 per cent included the participation of local authorities and national governments; 78 per cent included local and national NGOs; and 9 per cent included the active participation of the local communities.
	A proactive approach to security management is applied, through a qualified security workforce, security training and support to emergencies	Some 750 UNHCR staff and partners were trained on security-related topics, including women's security awareness. UNHCR adapted service delivery to the new, decentralized organizational model, focusing on effective field support through the regional bureaux. In addition, UNHCR was represented at key forums, including the Inter-Agency Security Management Network. UNHCR also participated in developing IASC and UN guidance on civil-military coordination.
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	A Strategic Workforce and Structural Planning Section was created within UNHCR, with a view to reinforcing strategic workforce planning and organizational design. In parallel, the introduction of the HR Systems and People Analytics Section was critical in underpinning the work of all sections and services at Headquarters as well as teams at the regional and country levels, providing quality people analytics to drive decision-making and improve forecasting. The Global

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		Learning and Development Centre was reconfigured to integrate learning with talent management and performance, in line with best practices. A stronger focus on leadership development aimed to strengthen the management skills of current and future leaders.
	Career management is supported through the provision of learning opportunities and performance review, and is informed by the organizational demand for skills	A total of 16,200 learning activities were accessed through the Global Learning and Development Centre by UNHCR staff. In addition, over 5,000 external partners accessed at least one learning activity. Emergency preparedness and duty of care learning activities remained highly requested, with a total of 14 emergency-related workshops attended throughout the year. More than 3,600 participants enrolled in at least one leadership development programme. To support staff during the regionalization and decentralization process, a series of career support activities were organized. These aimed to ensure a smooth transition for directly affected staff and the overall workforce. Activities included 14 career transition and change management workshops and 100 career webinars, which benefited over 3,200 staff.
	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	At the end of 2019, UNHCR had a total workforce of 17,464 individuals, including 12,833 staff members and 4,631 affiliates. Women made up 44 per cent of UNHCR's total workforce (41 per cent of staff and 52 per cent of affiliates). The breakdown of national and international staff was 71 per cent and 29 per cent respectively, and 90 per cent were field based. UNHCR was present in 130 countries/territories and in 507 locations.

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		UNHCR continued to improve the diversity of its work force by carrying out targeted outreach to attract talent from underrepresented countries. It increased the number of talent pools to 31, enabling the organization to better respond to recruitment needs. In 2019, UNHCR began piloting the use of artificial intelligence in talent pool pre-screening.
	Minimum standards of occupational health and safety for UNHCR's workforce are implemented across operations	In collaboration with WFP, a humanitarian accommodation booking tool was developed, making close to 100 UNHCR guesthouses available for online booking. As a result, staff were better informed of potential living conditions. This accompanied reinforced guidance and monitoring of living conditions in guesthouses, in line with the revised UN minimum standards and management procedures. The "UN system workplace mental health strategy" was launched in September 2019, and UNHCR affirmed its strong commitment to the strategy by pledging resources to support its implementation.
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	In 2019, UNHCR mobilized over $4.15 billion, representing the highest amount raised to date. This included approximately $422 million from private donors, of which 57 per cent was unearmarked. Approximately $305 million (72 per cent) was raised from private individuals, and $117 million (28 per cent) from corporations, foundations and high-net-worth individuals. UNHCR reached more than 2.4 million individual donors, of which 1.4 million were regular donors who provide monthly support to UNHCR's operations worldwide. UNHCR's global

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		network of private sector fundraising operations also grew, with two new national partners in Argentina and the United Kingdom of Great Britain and Northern Ireland.
	Partnerships with Member States of the Executive Committee, United Nations agencies, NGOs and other partners are maintained and enhanced through regular and substantive dialogue	UNHCR continued to mobilize political and operational support for refugees and other displaced persons by strengthening partnerships with key actors including the Danish Refugee Council, the International Rescue Committee, IOM, Oxfam, Save the Children, UNICEF and WFP. New memoranda of understanding were signed with UN-Habitat and FAO. The 2019 Annual Consultations with NGOs were attended by some 460 participants, representing 243 organizations from 76 countries. In addition, regional NGO consultations were organized in the Americas, the Middle East and North Africa, and southern Africa regions. UNHCR also developed the Guidelines for Disability Inclusion in Humanitarian Action and provided inputs to the OECD's common position on financing for refugee situations, among others. UNHCR's Executive Committee grew to 106 members, reflecting increasing global interest in and support for the work of UNHCR.
	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	Building on the momentum of the #WithRefugees campaign, UNHCR highlighted the role of cities, companies, universities, faith-based organizations and youth groups in supporting access to educational and work-related opportunities for refugees, IDPs

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		and stateless persons. Solidarity events were organized in more than 190 countries. The #WithRefugees Coalition is now composed of more than 500 members.
	Political and operational support from private and public sectors is expanded to improve the welfare of displaced populations and host communities	The increasingly important role of the private sector in supporting refugees was demonstrated at the Global Refugee Forum, with over 100 companies and foundations attending and more than 30 private sector organizations, such as the Ingka Group, the LEGO Foundation and the Vodafone Foundation, announcing pledges amounting to more than $250 million.

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