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**Progress report on the 2013 Global Strategic
Priorities**

Summary

This paper updates the Standing Committee on UNHCR's progress toward achieving the Global Strategic Priorities in 2013.

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I. Introduction

1. The Global Strategic Priorities (GSPs) focus on areas of critical importance for improving the lives and well-being of persons of concern to the Office. They consist of a set of operational GSPs, which provide direction for activities in the field, as well as support and management GSPs, which guide work at Headquarters and in the regional offices. First introduced for 2010-2011, the GSPs have been reviewed and revised on a biennial basis.¹ This paper reports on UNHCR's progress in the 14 GSP areas of the 2012-2013 biennium.

II. Selecting, implementing and reporting on the Global Strategic Priorities

2. The operational GSPs guide UNHCR's operations in planning and identifying areas that need to be pursued as a matter of priority. In conjunction with participatory needs assessments, they provide the basis for discussions between UNHCR staff and partners on overall strategy and the development of prioritized plans and budgets.

3. At the beginning of a cycle, each field operation selects those GSPs that are most relevant to its operational context and areas of operational engagement. Within each selected area, field teams, in consultation with partners, then assess the prevailing situation in order to set baselines for respective GSP indicators, using the corresponding indicators in UNHCR's Results Framework. Field teams also set targets for improvements that they realistically believe can be achieved within the budget year. The setting of targets takes into account a range of factors, including an analysis of root causes that need to be addressed; the availability of resources to be prioritized for each GSP, while ensuring a balance among the overall needs of the population; and the existence and impact of complementary efforts by governments and other partners.

4. The alignment of field operations plans with the operational GSPs is given special attention during the Annual Programme Review, which is undertaken by Regional Offices and at Headquarters, under the leadership of the Assistant High Commissioner (Operations), together with the Deputy High Commissioner and the Director of the Division of International Protection. Desk officers of the regional bureaux, supported by staff with technical expertise, review every operational plan to ensure that it is well aligned with the relevant GSPs. They also verify that the baseline and targets values set for the GSP indicators reflect progress achieved in earlier years and are commensurate with the relative prioritization accorded to the GSP areas within the plan.

5. Pursuant to the country strategies and plans that were developed and approved through this process for 2013, UNHCR's field teams and partners last year undertook a wide range of prioritized activities to improve the protection and well-being of persons of concern. The teams conducted regular monitoring and, where required, made adjustments during the course of the year by reviewing implementation arrangements or reallocating resources. At year-end, UNHCR's field teams and their partners took stock of the progress achieved against each GSP indicator, and the results were entered into the Focus Client software as part of each operation's year-end report. For each GSP, aggregated data was disseminated to the regional bureaux and technical focal points for analysis. This analysis provides the basis for the reporting on the overall achievements provided below.

¹ The most recent *Update on Global Strategic Priorities*, presented during the 57th meeting of the Standing Committee (EC/64/SC.CRP.13) included a progress report on 2012 results and presented draft GSPs for the 2014-2015 biennium.

III. Overview of 2013 results

A. Operational GSPs

6. The aggregated 2013 results for each GSP indicator are set out in Annex I. With a few exceptions, encouraging progress was achieved in all GSP areas. This was particularly significant given the operational challenges present in some contexts, where simply maintaining prior levels attained for a GSP required sustained and concerted efforts.

7. In 2013, UNHCR continued to work with governments to improve **legislative frameworks** governing the situation of refugees and other persons of concern. Offices commented upon legislation and provided legal expertise, which led to the establishment or revision of legislative frameworks in a number of countries. In others, discussions are advancing, and UNHCR's offices continue their engagement. UNHCR collaborated with the Inter-Parliamentary Union and other partners in the development of the *Handbook on Internal Displacement*, which serves to underscore the value of addressing internal displacement in national legislation. The Office also disseminated its guidelines on the prevention and reduction of statelessness and organized seminars and workshops to strengthen advocacy in this area.

8. Among those operations engaged in registration activities, a very high number reported further increases in the level of **individual registration**. Progress was also made toward the systematic issuance of **birth certificates** to newborn children, with many operations attaining full coverage. Drawing on the Executive Committee's *Conclusion on Civil Registration* (No. 111 (LXIV)), operations continued advocacy with national authorities on the importance of birth registration in relation to the prevention of statelessness. Operations reported challenges that included difficulties refugees faced in complying with procedural requirements; the absence, in some areas, of officials authorized to register births; and reluctance on the part of some governments to provide birth registration for refugees.

9. Almost all operations reported significant progress in addressing **sexual and gender-based violence** (SGBV), including improved provision of core services for survivors (psychosocial and medical support and material and legal assistance). Particular attention was paid to facilitating access to legal remedies. As part of the roll-out of UNHCR's updated strategy, *Action against Sexual and Gender-based Violence*, Headquarters staff and Senior Regional SGBV advisers assisted more than 20 country operations in developing comprehensive, multi-sectoral SGBV strategies. Many operations worked on developing new approaches to the prevention of SGBV, and efforts were taken to reinforce prevention and response to SGBV in emergency situations.²

10. Many operations reported having developed comprehensive **child protection strategies**, and several regional training events were organized for UNHCR and partner staff. A large number of operations dealing with unaccompanied or separated refugee children reported increased use of "**best interests determinations**" (BID) – incorporating procedural and substantive safeguards – when pursuing protection responses and solutions on their behalf. Deployment of BID experts further boosted capacity. Where decreases occurred, they appeared to be due to a combination of challenges, such as mass influxes, increases in the arrival and identification of unaccompanied and separated children, and operational constraints linked to access and security conditions.

11. The GSP addressing the participation of **out-of-school adolescents** in targeted programmes did not reflect the same level of progress globally as other GSPs. The lack of progress often reflected the difficult prioritization among the resources available for educational activities, with significantly greater funding directed towards primary

² Following consultations during the 57th meeting of the Standing Committee, *see supra* note 1, a GSP indicator for SGBV prevention was added to the GSPs for the 2014-2015 biennium. This will enhance reporting and facilitate the aggregation of data from 2014 onwards.

education. Activities for out-of-school adolescents included technical and vocational training, as well as recreation and sports activities. In addition, youth committees were established in some operations. Recognizing that the progress toward this GSP has been insufficient, UNHCR has established a Youth Initiative Fund to promote and fund protection projects designed and developed by young people.

12. A very large number of operations reported increases in the percentage of refugee children aged 6 – 13 enrolled in **primary education**. The *2012-2016 Education Strategy* was instrumental in supporting the development of country-level education strategies, with priority countries benefitting from technical support. The strategy's emphasis on results and measurement improved data collection, enabling a more accurate picture of access to education at the national and global levels. Partnerships established as part of the "Educate a Child" initiative³ – together with targeted funding – enhanced access to and quality of education services in several operations. Critical challenges remaining include lack of access to national education systems in some countries, overcrowded classrooms, and an insufficient number of trained teachers.

13. Standards for the **mortality rate among children under 5 years** were met in almost all refugee camps and settlements, with the few exceptions occurring where children's health was affected by poor nutritional status, the occurrence of malaria, and outbreaks of measles among new arrivals. Responsive interventions included training clinical staff on the World Health Organization's approach to Integrated Management of Childhood Illnesses (IMCI) and efforts to improve infant feeding practices and to reduce anemia in children and women. Nutritional surveys indicated that the GSP standard for **Global Acute Malnutrition** was met in over half of the camps and settlements surveyed. In many of the operations where standards had not yet been met, the situation had improved, supported by targeted interventions. Where the surveys indicated a deterioration overall, this was often linked to a sudden influx of newly arriving refugees whose health status was well below that of the existing camp population. Special nutrition programmes were established to address these situations, and improvements are expected in the course of 2014.

14. In the area of shelter, a high number of situations reported increases in the percentage of **households living in adequate dwellings**. A number of operations supported the rehabilitation of communal and individual shelters, and assistance included the provision of local materials for the development of traditional shelter solutions. In emergency situations, UNHCR dispatched large quantities of tents. The Office's cooperation with IKEA resulted in the field testing of a prototype "refugee housing unit." Based on the technical performance of the unit and the experiences of the refugees who participated in the testing, the design is being refined.

15. A very significant number of operations were able to further increase the level of **water supply**. Special focus included strengthening the technical capacity of UNHCR and partner staff. Systematic monitoring of service delivery helped to pinpoint problems and to identify remedial actions, including drilling new high-yield boreholes, installing larger storage tanks, and replacing deficient water systems.

16. UNHCR's operations assisted with the **voluntary repatriation** of almost all refugees who requested such support. Nonetheless, the number of refugees repatriating in 2013 was among the lowest of the last decade. To improve these results, additional efforts are required at the political level to resolve long-standing conflicts and remove other obstacles to return; countries of origin also require support so that they can facilitate the return and reintegration of their citizens. Improved opportunities for **local integration** were reported in about half of the operations pursuing this option. These included situations in which national authorities adopted frameworks covering legal, economic and social conditions to facilitate the gradual integration of refugees as full members of the host society. UNHCR continued to work with governments to find ways to support local

³ The "Educate a Child" initiative is a multi-year partnership between UNHCR and Her Highness Sheikhha Moza bint Nasser that has enabled more than 225,000 formerly out-of-school refugee children to access primary education since its inception in June 2012.

integration within a broader framework for achieving comprehensive solutions. As part of renewed efforts in the area of solutions, UNHCR is now implementing the “graduation model” – an approach to poverty reduction that uses a sequenced combination of interventions including livelihoods, capacity building, social support and micro-finance to help refugees in both rural and urban areas.

17. **Resettlement submissions and departures** increased in 2013, due to an increase in resettlement quotas by some resettlement countries; the adoption of simplified processing methodologies in some operations; and further expansion of resettlement deployment schemes. The number of women and girls at risk who were submitted for resettlement exceeded the target of 10 per cent of all submissions, set to implement the guidance provided by the Executive Committee in its *Conclusion on Women and Girls at Risk* (No. 105 (LVII)). UNHCR worked with resettlement countries to address processing challenges, including through the use of video conferencing where security concerns inhibited access to some refugee populations. Concerted efforts were made to reduce processing time for security clearance and departure arrangements. Where urgent relocation was required, UNHCR used emergency transit centres in the Philippines, Romania and Slovakia.

B. Support and management GSPs

18. The 2013 results for the Support and Management GSPs are set out in Annex 2.

19. UNHCR’s **protection capacity** has been strengthened through the issuance of new protection policy and guidance documents. New protection learning programmes, covering a spectrum of protection areas, such as protection monitoring and internal displacement, have been made available to UNHCR’s staff as well as the staff of its partners. The Office entered into new global partnerships to reinforce the capacity of UNHCR staff and its partners to respond to specific protection challenges, including SGBV, detention, mixed migration and tertiary education.

20. In the area of **emergency preparedness and response**, the Office organized emergency training programs that reached 120 participants, including staff of stand-by partners. Leadership training for senior staff to be deployed in complex emergencies was also provided. Over the course of the year, UNHCR’s emergency service deployed almost 500 staff to reinforce field operations responding to new or evolving emergency situations. The service also maintained the global stockpile of relief items, enabling nearly 16,000 metric tons of supplies to be shipped to emergency operations during the course of the year.

21. In the area of **inter-agency coordination**, UNHCR was actively engaged in the work of the Inter-Agency Standing Committee, including participating in the development of the Transformative Agenda. Operationally, UNHCR ensured the rapid deployment of senior cluster coordinators and information management officers following the declaration of level 3 emergency situations in the Central African Republic and the Philippines. UNHCR’s regional refugee coordinator facilitated joint assessments, planning and resource mobilization in response to the Syrian emergency.

22. UNHCR sought to enhance existing **partnerships with UNICEF and the World Food Programme**, with attention to strengthening collaboration on protracted situations, urban displacement and cash-based interventions. UNHCR hosted the annual consultations with more than 400 **non-governmental organizations** (NGOs) and held strategic partnership discussions with several NGO partners. As part of its global leadership for the Camp Coordination and Camp Management Clusters, Emergency Shelter Cluster and Protection Cluster, the Office, in collaboration with partners, developed new guidelines and tools and also organized training sessions and annual consultations. Field support, including deployment of surge capacity staff and technical specialists, was provided to a number of field clusters.

23. The **management and monitoring of UNHCR’s operational performance** remains an important area of focus. New procedures were developed governing the selection of partners and development of project agreements. Continued emphasis has also been placed on the analysis of performance and impact within field operations, across

regions and at global level. This has been further supported by improvements in the range of corporate tools available for applying results-based management as well as through integration in training programs.

24. Following the successful implementation of International Public Sector Accountability Standards (IPSAS), UNHCR continued to strengthen **finance and project control functions** through deployment of specialized staff and the provision of targeted training. Financial management reports were improved to provide senior managers with more comprehensive information on all financial data; this now facilitates better monitoring, analysis and decision-making. The development and piloting of a **corporate risk management framework** continued and will be finalized in 2014. The **Independent Audit and Oversight Committee (IAOC)**, which was established in 2012, held three sessions in 2013. In accordance with its terms of reference, the IAOC briefed the High Commissioner at the end of each session and presented its first written report during the 58th meeting of the Standing Committee (EC/64/SC/CRP.21).

25. In the area of **human resources management**, UNHCR streamlined and accelerated the process for appointing staff to emergency operations. In 2013, in addition to processing 500 regular appointments, the Office filled more than 200 fast-track positions and 1300 temporary assignments. The Global Learning Centre managed an extensive program of learning opportunities for UNHCR staff and partners, ranging from short e-learning programs to longer blended learning programs involving e-learning, workshops and written projects. In 2013, more than three-quarters of UNHCR staff enrolled in one or more learning programmes and completed an average of four learning activities.

Annex I

Progress on the 2012-2013 operational GSPs

<i>2012-2013 Operational GSPs</i>	<i>Engagement</i>	<i>Biennium progress</i>
Favourable protection environment		
1. Ensuring access to territorial protection and asylum procedures; protection against refoulement; and the adoption of nationality laws that prevent and/or reduce statelessness	Seek improvements to national law and policy in 112 countries, so as to be consistent with international standards concerning refugees, asylum-seekers and IDPs	Improvements to national laws and policies were pursued in 112 countries. Legislative changes were reported in 8 countries, and UNHCR was involved in the process of legislative revisions in another 50 countries.
	Seek improvements in citizenship laws in 70 countries, so as to be consistent with international standards on the prevention of statelessness	UNHCR continued to seek improvements in citizenship laws through advocacy. Technical advice on reform of nationality legislation and effective implementation of existing national legislations was provided in 67 countries. In 4 countries, amendments to legislation incorporated important safeguards against statelessness.
Fair protection process and documentation		
2. Securing birth registration, profiling and individual documentation based on registration	Seek increase in systematic issuance of birth certificates to newborn children in 48 refugee situations	25 refugee situations achieved increases in the systematic issuance of birth certificates to newborn children. Among these, 18 are close to the standard of 100 per cent.
	Maintain or increase levels of individual registration in 87 refugee situations	Increases in the levels of individual registration were reported in 40 refugee situations, while levels were maintained in a further 47 refugee situations.
Security from violence and exploitation		
3. Reducing protection risks faced by people of concern, in particular, discrimination, sexual and gender-based violence and child recruitment	Provide and seek improved provision of support to known SGBV survivors in 87 refugee situations	Improvements in the provision of support to known SGBV survivors were reported in 84 refugee situations.
	Provide and seek improved provision of support to known SGBV survivors in 17 situations where UNHCR is operationally involved with IDPs	Improvements in the provision of support to known SGBV survivors were reported in 15 situations where UNHCR was operationally involved with IDPs.
	Provide and seek improved provision of support to known SGBV survivors in 7 returnee situations	Improvements in the provision of support to known SGBV survivors were reported in 4 returnee situations.
	Maintain or increase the participation of out-of-school adolescents in targeted programmes in 27 refugee situations	Increases in the participation of out-of-school adolescents in targeted programmes were reported in 13 refugee situations, while levels were maintained in 1 refugee situation.

2012-2013 Operational GSPs	Engagement	Biennium progress
	Maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest determination (BID) process has been completed or initiated in 56 refugee situations	Increases in the proportion of unaccompanied or separated refugee children for whom a BID process had been completed or initiated were reported in 39 refugee situations, while the proportion was maintained in a further 11 refugee situations.
Basic needs and services		
4. Reducing malnutrition and anaemia; addressing major causes of morbidity and mortality; and providing adequate reproductive health care	Maintain UNHCR standards or reduce level of Global Acute Malnutrition (GAM) in 24 situations where refugees live in camps or settlements	In 2013, nutritional surveys were carried out in 88 camps and settlements, and standards were met in 47 of these. The nutritional situation improved in 24 sites and deteriorated in 11 sites. 6 new sites were included in the analysis, hosting mainly refugees from Mali, South Sudan and Sudan.
	Maintain UNHCR standards or reduce mortality levels of children under 5 years old in 30 situations where refugees live in camps or settlements	At year- end, 107 of 112 monitored sites met acceptable standards related to mortality rates for children under 5 years (U5MR <1.5/1000/month). The 5 sites with elevated mortality rates were located in Cameroon, Chad, Ethiopia and South Sudan and were affected by poor nutrition status, malaria and frequent outbreaks of measles among newly arrived refugees.
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 54 refugee situations	The percentage of households living in adequate dwellings increased in 33 refugee situations, while the percentage was maintained in a further 13 situations.
	Maintain or increase the percentage of households living in adequate dwellings in 12 situations where UNHCR is operationally involved with IDPs	The percentage of households living in adequate dwellings increased in 8 situations where UNHCR was operationally involved with IDPs, while the percentage was maintained in 2 situations.
	Maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations	The percentage of households living in adequate dwellings increased in 5 returnee situations, while the percentage was maintained in 1 situation.
	Maintain or increase the level of water supply in 44 refugee situations	Levels of water supply increased in 34 refugee situations, while they were maintained in a further 9 situations.
6. Promoting human potential through education, training, livelihoods support and income generation	Maintain or increase the percentage of refugee children aged 6 - 13 enrolled in primary education in 102 refugee situations	The percentage of refugee children aged 6 - 13 enrolled in primary education increased in 62 refugee situations, while the percentage was maintained in a further 23 situations.
Durable solutions		
7. Facilitating durable solutions	Support refugees to return voluntarily in 54 situations where conditions permit Support local integration in 45 refugee situations where conditions permit	94 per cent of those who expressed their intention to return voluntarily to their country of origin were supported by UNHCR to do so in 54 situations. Improvements in opportunities for local integration were reported in 23 refugee situations.
	Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting solutions in 73 situations	Resettlement submissions increased by 26 per cent, from 74,835 in 2012 to 93,226 in 2013. Refugees who departed for resettlement also increased by 4 per cent, from 68,397 in 2012 to 71,411 in 2013.

Annex II

Progress on the 2012-2013 support and management GSPs

2012-2013 Support and Management GSPs	Engagement	Biennium progress
1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight	Financial management and reporting capacity both at HQ and in field operations are improved	At Headquarters and in field operations, finance and project control functions continued to be strengthened. With the successful implementation in 2012 of IPSAS, UNHCR adopted best practices in financial reporting for the international public sector and laid the foundation for greater transparency, more judicious stewardship of resources, and increased availability of information to support results-based management. Financial country reports shared monthly with representatives provided comprehensive information on assets, liabilities, revenues and expenses and facilitated better monitoring, analysis and decision-making. The upgrade of UNHCR's enterprise resource planning system was also initiated in 2013.
	IPSAS (International Public Sector Accountability Standards)-compliant financial statements are published for 2012	IPSAS-compliant procedures were put in place in 2012 and organization-wide efforts continued to ensure that managers took full ownership and drove the delivery of the intended benefits of IPSAS implementation.
	Formal corporate risk management framework and strategy are adopted	Development of risk-management procedures and framework piloting continued. Owing to capacity gaps, UNHCR postponed formal adoption to 2014.
	Independent Audit and Oversight Committee (IAOC) is established and fully functioning	The IAOC was established in 2012 to assist the High Commissioner and the Executive Committee in exercising their oversight responsibilities. In 2013, the Committee held 3 sessions to review internal audit, inspection, evaluation, internal control, and enterprise risk management, and presented its first written report.
2. UNHCR meets the global operational demand for quality protection for people of concern	Global protection capacity is strengthened through policy and legal advice, learning and partnerships	30 policy and legal guidance documents were issued to support UNHCR staff, governments and other partners. 4 protection-related learning programmes were developed on monitoring and evaluation for protection; internal displacement; refugee resettlement fraud; and the education module of the urban refugee learning program. 7 global partnership agreements were concluded to strengthen the protection capacity of UNHCR staff and partners in thematic areas.

2012-2013 Support and Management GSPs	Engagement	Biennium progress
3. Programme implementation is supported by timely, effective and predictable delivery of information and telecommunications services	Field operations have access to reliable, fast and secure Information and Communication Technology (ICT) networks and tools	Rollout of Connect & Collaborate ICT infrastructure to field locations started in late 2013 and continues in 2014 and beyond, bringing the entire UNHCR ICT infrastructure in line with industry standards. All satellite communications services (VSAT) were transitioned to the new service provider by the end of 2013. Migration to the new corporate messaging platform based on Outlook and Microsoft Exchange continued throughout the year.
4. UNHCR makes effective use of, and contributes to, improving humanitarian coordination mechanism	Effective leadership is established for cluster and inter-agency coordination at global and operational level	The Global Protection, Shelter and Camp Coordination and Camp Management (CCCM) clusters developed new guidelines and tools to strengthen cluster coordination. UNHCR's effective leadership included development of a statement on the centrality of protection endorsed by the Inter-Agency Standing Committee; a study of protection funding in complex humanitarian emergencies; a shelter communication and advocacy strategy; and camp closure guidelines. The capacity of cluster partners, governments and civil society was enhanced through trainings, workshops and retreats. UNHCR led, coordinated and supported assessment and response for 19 protection, 8 shelter and 7 CCCM clusters or other coordination mechanisms in 19 operations worldwide. Emergencies in Mali, Myanmar, the Philippines and South Sudan benefitted from surge capacity to coordinate assessments and information management.
5. Results-based management informs operational decision-making and resource allocation	Operational performance is monitored and analysed with a focus on results, and support provided to the field for adoption of results-based management (RBM)	Analysis of performance and impact was undertaken within field operations, across regions and at global level in order to inform programming and resource allocation. Significant improvements were made to corporate tools supporting RBM (Focus Reader, Global Focus Insight and TWINE). Further improvements were made to UNHCR's results framework 2014-2015 and detailed indicator guidance was issued. Training sessions, workshops and webinars on RBM and the Focus tools reached over 700 staff.
6. UNHCR effectively prepares for, and responds to, emergencies	First delivery of protection and relief happens within three days from the onset of an emergency	In 2013, UNHCR delivered a total of 15,687 metric tons of core relief items (CRI) to persons of concern. Most items were shipped by land and sea to save costs. Some 2,300 metric tons were delivered with 53 airlifts, of which 84 per cent was delivered within 72 hours. Iraq, Jordan, Lebanon, the Philippines, Rwanda and the Syrian Arab Republic were the main CRI-receiving countries.

2012-2013 Support and Management GSPs	Engagement	Biennium progress
7. UNHCR has a diverse and gender-balanced workforce, which performs effectively	Emergency deployment of staff, including staff with appropriate leadership and management capacity, is ensured through continuous training of staff at all levels	101 UNHCR staff and staff of 19 stand-by partners attended emergency learning workshops. 17 senior staff were trained in the senior emergency leadership programme. 464 deployments (156 UNHCR staff and 308 partner staff) supported emergency responses.
	Overall gender balance is achieved	At year-end, female representation reached 42 per cent for international professional category staff (P1-level and above) and 45 per cent for locally-recruited staff at G4-level and above, including national professional officers.
	Staff members meet their learning needs	UNHCR staff members completed over 27,000 learning activities – an average of 4 activities per staff member engaged. These figures reflect the growing availability of on-line courses, providing both substantive courses for more complex content, and short, targeted content to assist with the acquisition of skills.
	Assignments are made in an efficient and timely manner	The Division of Human Resources Management filled 500 regular international positions and 209 fast-track positions. It also managed the recruitment of 412 staff of 89 nationalities. Career counselling services were provided for over 2,200 staff members.
	Compliance is achieved in respect of performance reporting	By year-end, 88 per cent of final performance appraisal reports for 2012 had been completed, and 89 per cent of mid-year reports for 2013 had been entered.
	Staff are committed and satisfied with their work	The Deputy High Commissioner followed up on the recommendations issued by the Staff Management Consultative Council in 2012 and 2013 related to the 2011 Global Staff Survey results, including issues of leadership, fear of speaking up, internal communications and career development. In order to consolidate the follow-up process, the 2013 Global Staff Survey has been postponed until the last quarter of 2014.
8. UNHCR mobilizes public, political, financial and operational support through effective strategic partnerships, inter-agency coordination, multi-media communication, targeted campaigns and fund-raising strategies	Resource-mobilization strategies are enhanced to increase funding towards UNHCR's budget	With US\$ 2.97 billion income in 2013, UNHCR received a record level of donor support. This comprised some US 2.6 billion from governmental and inter-governmental donors; US 191 million (6.4 per cent) from the private sector, and over US 141 million (4.7 per cent) from UN and Pooled Funding Mechanisms.

Partnerships with UN agencies, NGOs and the humanitarian system were further strengthened in 2012

Funds made available in 2013 covered 60 per cent of the global budgetary needs by the end of the year.

UNHCR continued to work with other agencies to refine guidance and strengthen inter-agency emergency response. In the Central African Republic and the Philippines, UNHCR rapidly deployed senior-level cluster coordinators and technical specialists per the inter-agency Transformative Agenda. UNHCR's Regional Refugee Coordinator for the Syria emergency situation facilitated assessments, planning and resource mobilization among more than 100 partners in some five countries. In respect of bilateral relations, close partnership with WFP and UNICEF continued in 2013. A new joint WFP-UNHCR strategy will enhance linkages between humanitarian aid and longer-term development processes in protracted refugee situations. Strategic partnership discussions were held with key NGO partners, many resulting in updated partnership agreements. The Annual UNHCR-NGO Consultations drew more than 400 participants and resulted in several agreed joint actions.

Strategic external communication is strengthened through targeted multi-media campaigns and timely public updates

Through coordinated media work on major events, increased engagement was recorded across all of UNHCR's digital platforms. Key events, such as the World Refugee Day and Nansen Refugee Award Ceremony, and media campaigns garnered unprecedented global news coverage. UNHCR's Facebook community grew by 81 per cent (reaching 351,112 at year end), while the Twitter community grew by 14 per cent (reaching 1,453,027). Visitors to UNHCR's global website grew by more than 25 per cent. Four new goodwill ambassadors were signed up in 2013, helping to amplify UNHCR's messages around key media moments.

Information on operations is made accessible in a more transparent manner to external stakeholders

Operations plans for over 25 countries were displayed on the Global Focus web portal, making available detailed descriptions of programmes and information on baselines and targets for key indicators. The Global Appeal for 2014-2015, published in December 2013, provided information on targets and anticipated unmet needs for key operational objectives.