United Nations

EC/66/SC/CRP.18

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

Distr.: Restricted
8 June 2015
English
Original : English and French

**Standing Committee
63rd meeting**

Update on the global strategic priorities

Summary

This paper updates the Standing Committee on progress made in pursuing the Office's global strategic priorities during the first year of the 2014-2015 biennium. It also introduces the global strategic priorities established by the High Commissioner for the 2016-2017 biennium, which reflect continuity with 2014-2015 GSPs.

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Chapter

I. Introduction

1.   The global strategic priorities (GSPs), which first were introduced for the 2010-2011 biennium, are now firmly established as a core tool to guide UNHCR and its partners in developing country-level operational plans and prioritizing activities within budgetary parameters. Each of the GSPs is linked to an objective and a specific impact indicator within UNHCR's results framework. Field offices carefully review the GSPs in order to determine which ones are relevant to their specific operational context and then make provisions in their programmes to pursue them as part of the overall country plan.

2.   The GSPs set out the areas in which UNHCR is targeting its efforts to improve the protection and well-being of persons of concern. The GSPs consist of a set of operational priorities, which steer the strategic planning undertaken by the field during country-based planning exercises conducted together with partners. They also include support and management priorities, which guide the work of headquarters and regional offices in oversight, policy development and support to field operations. This note updates the Standing Committee on the progress achieved by UNHCR last year in pursuing the 2014-2015 GSPs and introduces the priorities established by the High Commissioner for the 2016-2017 biennium.

II. Operations management cycle

3.   The progress achieved in 2014 in pursuit of the 2014-2015 operational GSPs is a result of the collective efforts undertaken by UNHCR field operations together with partners, including national authorities, to implement the overall strategy and sector plans. Planning for 2014 began in March 2013, when UNHCR and its partners began participatory planning exercises to review progress and challenges, undertake a comprehensive assessment of the requirements for the coming year and agree upon priorities and strategies.

4.   During the annual programme review, which took place in May 2013, technical focal points within the Division of International Protection (DIP) and the Division of Program Support and Management (DPSM) reviewed the plans to examine whether field offices had made sufficient efforts to prioritize activities in support of the GSPs relevant to their specific operation. Where required, field offices were asked to review their planning for the programmes they manage and make further efforts to prioritize activities that require improvement in GSP areas.

5.   Detailed planning was carried out by UNHCR offices and partners in the field in October and November 2013, which provided another opportunity to review their engagement levels for the coming year. With support from DIP and DPSM, field operations took stock of whether further changes to their plans were needed, taking into consideration developments and lessons learned since the initial planning phase in March, and established more detailed implementation arrangements.

6.   Throughout 2014, UNHCR staff and partners worked to implement the agreed strategy and plans developed for the different programmes and sectoral areas in the framework of the GSPs. Ongoing monitoring by UNHCR staff and partners provided operations managers with regular updates on the progress achieved, allowing for adjustments and course corrections where required. In some situations, unexpected developments – such as a sudden new influx of refugees or deterioration in the physical condition of the population of concern – required operations to reprioritize resources towards life-saving measures, urgent protection interventions and critical needs. In others, operations managers reprioritized resources towards GSP areas where the opportunities for achieving real progress were most promising; however, this sometimes came at the expense

of GSP areas where results were not commensurate with the investment. Prioritization presents a dilemma for operations managers, who must make difficult judgements between equally compelling needs, within the limited budgetary resources available.

7.   At the end of 2014, UNHCR field operations brought together their multifunctional teams, comprised of staff from protection, programme and technical areas, together with partners, to review the progress achieved during the year. This provided an opportunity to inform year-end reporting and to make adjustments to the planned activities for 2015. Country offices entered data values and provided brief updates in Focus (UNHCR's results-based management programme planning and reporting tool) on the progress achieved against the GSPs. This reporting informed the global analysis undertaken by the technical focal points at Headquarters, who aggregated the results achieved across UNHCR's operations.

III.   Progress achieved in 2014 against the 2014-2015 GSPs

A.   Operational GSPs

8.   An overview of progress made in all GSP areas, drawn from the analysis undertaken by the technical focal points, is provided in annex 1.

9.   The analysis of progress achieved in 2014 shows that the focused efforts on core GSP areas have yielded very positive results, with many operations reporting that they were able to improve the situation of persons of concern. With respect to protection, sustained advocacy efforts and technical support led to positive changes in legislation and policies which directly impact refugees, stateless persons and internally displaced persons (IDPs). Operations also worked, together with partners and governments, to ensure a robust response in the prevention and response to sexual and gender-based violence (SGBV). Similar positive outcomes were noted in the individual registration of refugees, as well as in child protection. With respect to health, almost all operations managed to be well below the acceptable mortality standards for children under 5 years old, with the exception of situations in which new arrivals were in poor nutritional condition or in which children faced high morbidity from communicable diseases. Progress was also achieved in improving relations between displaced populations and host communities.

10.   Where field operations reported difficulty in achieving progress on some of the priority areas, it was most often linked to the challenge of accommodating a comprehensive response within finite budgetary resources and the need to prioritize certain interventions over others. Operations also engaged in discussions with host governments on some of the GSP areas where their support is essential to achieve progress, but final agreement on policies and practical modalities were not yet reached. As mentioned above, the continued influx of new arrivals into existing locations also had an impact on the ability of operations to achieve planned progress, as resources had to be shifted.

11.   In response to a call made last year by the Standing Committee for more detailed information on UNHCR's achievements and challenges in the GSP areas, a separate progress report on the 2014 priorities is under preparation and will be made available to the Standing Committee at its 63rd meeting and on the Global Focus website. This progress report will present additional information on each of the GSP areas, indicating the main activities undertaken by UNHCR and its partners in pursuit of them, providing illustrative highlights from various field operations and including information on global and regional initiatives that further reinforced and complemented the actions taken by the field operations. It will also set out some of the challenges that field operations encountered which, at times, impeded progress or even led to setbacks. For each GSP, the report will

indicate the level of impact achieved by year-end across all programmes, seen against a "criticality index" for the respective indicators.

B. Support and management GSPs

12. The progress achieved by Headquarters Divisions during 2014 on the support and management GSPs for the biennium is set out in annex 2.

13. Over the course of last year, the Divisions undertook a range of activities to strengthen support to field operations and to exercise their oversight functions across the functional areas of protection, programme and financial management, emergency response, external relations and human resources management.

14. The support and management GSPs covered a broad spectrum of activities, including: supporting the establishment of policies and procedures for the introduction of the new enterprise risk management system; enhancing leadership and coordination arrangements in mixed situations[1]; managing the urgent delivery of relief supplies and deployment of emergency response teams; and enhancing global protection capacity through the development of policy guidance and targeted training programmes.

IV. GSPs for the 2016-2017 biennium

15. With the planning period for the 2016-2017 biennium already underway, the High Commissioner has set the GSPs that will guide UNHCR's actions during this period.

16. The High Commissioner affirmed the overall validity and continued relevance of the GSPs established for the 2014-2015 biennium. These GSPs were developed through a broad consultative process in early 2013 (see EC/64/SC/CRP.13), which led to the inclusion of priority areas such as: prevention and response to sexual and gender-based violence, child protection, the empowerment of women in leadership structures, host community support and self-reliance.

17. The High Commissioner established the 2016-2017 priorities just as the year-end reporting exercise for 2014 was beginning. With only limited information on the impact of the 2014-2015 GSPs available, UNHCR concluded that any major changes should follow implementation of the 2014-2015 GSPs at the end of the biennium. This is line with the Executive Committee's agreement that continuity over time was essential to assess whether UNHCR was achieving meaningful progress.

18. Nevertheless, while maintaining the same eight GSP areas, the High Commissioner introduced a few changes to the indicators, based upon recommendations of the UNHCR technical experts who serve as GSP focal points. The changes are related to three specific areas:

- First, the current indicator measuring progress made in the prevention or reduction of statelessness was modified in line with UNHCR's "iBelong"[2] campaign to eradicate statelessness by 2024. The 2016-2017 GSP framework now includes an

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[1] See the "Joint UNHCR – OCHA note on mixed situations: Coordination in practice," 24 April 2014, available from http://www.unhcr.org/53679e679.pdf. The note sets out the accountabilities, roles and responsibilities in contexts where both internally displaced persons (IDPs) and refugee populations are present.

[2] See http://ibelong.unhcr.org/en/home.do.

indicator for UNHCR field operations to seek gradual reductions in the number of stateless persons within their operation;

- Second, the engagement to promote the issuance of birth certificates for refugee children under 12-months old was broadened to apply to all people of concern, including IDPs;

- Third, the indicators used to measure progress on solutions, as recommended by the Solutions Steering Group[3], were changed to provide a more meaningful and qualitative measurement of UNHCR's solutions work, sourced from the results framework, than the current indicators, which mainly focus on quantitative aspects.

19.   The Directors of Headquarters Divisions also reviewed the support and management GSPs and made adjustments where necessary to ensure that they remained relevant and aligned with the strategies and orientation of their respective Divisions.

20.   The High Commissioner disseminated the 2016-2017 GSPs to all staff to guide the biennium planning exercise and the annual programme review in May of this year. The GSPs for the 2016-2017 biennium are attached as annex 3. The process of establishing UNHCR's global engagements for the operational GSPs is underway, and they will be presented in the 2016-2017 Global Appeal.

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[3] The Solutions Steering Group is a multidisciplinary team of senior colleagues that coordinates UNHCR's solutions efforts and catalyses support for innovative approaches in the field.

Annex I

Progress on the 2014-2015 operational GSPs

2014-2015 Operational GSPs	Engagement	Mid-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 improvement to national law in 82 countries, so as to be consistent with international standards concerning refugees and asylum seekers	Legislative changes to enhance the protection of asylum-seekers and refugees were reported in 19 countries. UNHCR supported legislative revision processes in more than 59 countries by providing comments, expert advice and/or other active assistance.
	Seek improvement to national law and policy in 20 countries, so as to be consistent with international standards concerning IDPs	Improvements in national law and policy on IDPs were reported in 5 countries. UNHCR provided technical guidance to authorities and supported the active involvement of civil society in the process. UNHCR also promoted the ratification and adoption of regional instruments.
	Seek improvements in citizenship laws in 59 countries, so as to be consistent with international standards on the prevention of statelessness; seek to increase the percentage of stateless people who acquire or confirm nationality in 45 situations	Three countries adopted changes in their national laws to bring them in line with international standards on the prevention of statelessness. UNHCR engaged in advocacy interventions and technical advice on the reform of nationality legislation in 33 countries. UNHCR promoted accessions to the two conventions on statelessness, with 13 accessions to the conventions registered in 2014.
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 32 refugee situations	Increases in the systematic issuance of birth certificates to newborn children were reported in 22 refugee situations, of which 6 are at a standard of 100% and 13 are now close to the standard of 100%.
	Maintain or increase levels of individual registration in 83 refugee situations	Increases in the levels of individual registration were reported in 29 refugee situations, while levels were maintained in a further 45 refugee situations.
Security from violence and exploitation		
3. Reducing protection risks faced by people of concern, in particular, discrimination, sexual and gender-based violence (SGBV) and specific risks faced by children	Provide and seek improved provision of support to known SGBV survivors in 85 refugee situations	Improvements in the provision of support to known SGBV survivors were reported in 44 refugee situations, and levels of support were sustained in a further 35 situations.
	Provide and seek improved provision of support to known SGBV survivors in 14 situations where UNHCR is operationally involved with IDPs	Improvements in the provision of support to known SGBV survivors were reported in 12 situations where UNHCR is operationally involved with IDPs.
	Provide and seek improved provision of support to known SGBV survivors in 5 returnee situations	Improvements in the provision of support to known SGBV survivors were reported in two returnee situations.

2014-2015 Operational GSPs	Engagement	Mid-Biennium progress
	Seek improved community involvement in prevention and protection of SGBV survivors in 46 refugee situations	Progress was achieved in mobilizing communities to be active in SGBV prevention and survivor-centred protection in 39 refugee situations.
	Seek improved community involvement in prevention and protection of SGBV survivors in 11 situations where UNHCR is operationally involved with IDPs	Progress was achieved in mobilizing communities to be active in SGBV prevention and survivor-centred protection in 10 situations where UNHCR is operationally involved with IDPs.
	Seek improved community involvement in prevention and protection of SGBV survivors in 3 returnee situations	Progress was achieved in mobilizing communities to be active in SGBV prevention and survivor-centred protection in 2 returnee situations
	Maintain or increase the proportion of unaccompanied or separated refugee children for whom a Best Interest Determination process has been completed or initiated in 57 refugee situations	Increases in the proportion of unaccompanied or separated refugee children for whom a best interest determination process has been completed or initiated were reported in 40 refugee situations, while the proportion was maintained in a further 14 refugee situations.
	Seek increase in the non-discriminatory access to national child protection and social services in 26 refugee situations	Increases in non-discriminatory access to national child protection and social services were reported in 9 refugee situations.
	Seek increase in the non-discriminatory access to national child protection and social services in 4 situations where UNHCR is operationally involved with IDPs	Increases in non-discriminatory access to national child protection and social services were reported in two situations where UNHCR is operationally involved with IDPs.
	Seek increase in the non-discriminatory access to national child protection and social services in 3 returnee situations	Increase in non-discriminatory access to national child protection and social services was reported in one returnee situation.

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 32 situations where refugees live in camps or settlements	In 2014, nutritional surveys were carried out in 58 camps and settlements, and standards were met in 34 of these. The nutritional situation improved in 12 sites and deteriorated in 9 sites. 13 new camps and settlements were included in the analysis, hosting mainly refugees from Central African Republic and South Sudan.
	Maintain UNHCR standards or reduce mortality levels of children under 5 years old in 37 situations where refugees live in camps or settlements	At the end of 2014, out of 140 monitored sites, 130 met acceptable standards of under 5 mortality rates (U5MR <1.5/1000/month). The remaining 10 sites with elevated mortality rates are located in Cameroon, Chad, the Democratic Republic of the Congo and Niger, where poor nutrition as well as high morbidity from communicable diseases affected newly arrived refugees.

2014-2015 Operational GSPs	Engagement	Mid-Biennium progress
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 51 refugee situations	Increases in the percentage of households living in adequate dwellings were reported in 38 refugee situations, while the percentage was maintained in a further 4 situations.
	Maintain or increase the percentage of households living in adequate dwellings in 15 situations where UNHCR is operationally involved with IDPs	Increases in the percentage of households living in adequate dwellings were reported in 11 situations where UNHCR was operationally involved with IDPs, while the percentage was maintained in one situation.
	Maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations	Increases in the percentage of households living in adequate dwellings were reported in 6 returnee situations.
	Maintain or increase the level of water supply in 50 refugee situations	Increases in the levels of water supply were reported in 32 refugee situations, while the levels were maintained in a further 11 situations.

Community empowerment and self-reliance

2014-2015 Operational GSPs	Engagement	Mid-Biennium progress
6. Promoting active participation in decision making of people of concern and building coexistence with hosting communities	Seek improved participation of women in leadership/management structures in 52 refugee situations	Increases in the participation of women in leadership structures were reported in 28 refugee situations, while the level of participation was maintained in a further 8 situations.
	Seek improved participation of women in leadership/management structures in 4 situations where UNHCR is operationally involved with IDPs	Increases in the participation of women in management structures were registered in 4 situations where UNHCR is operationally involved with IDPs.
	Seek improvement in relations between people of concern and local communities in 40 refugee situations	Improvements in the extent to which local communities supported the continued presence of refugees were reported in 29 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 33 operations	Increases in the percentage of people of concern (ages 18-59) with own business or self-employment were reported in 26 operations.
	Seek improved enrolment rate of primary school-aged children in 111 refugee situations	Increases in the percentage of primary school-aged children enrolled in primary education were reported in 61 refugee situations, while the percentage was maintained in a further 19 situations.

2014-2015 Operational GSPs	Engagement	Mid-Biennium progress
Durable solutions		
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 in 58 situations where conditions permit	Some 96% of those who expressed their intention to return voluntarily to their country of origin were supported by UNHCR to do so in 58 situations.
	Support local integration in 47 refugee situations where conditions permit	Improvements in opportunities for local integration were reported in 34 refugee situations
	Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting solutions in 71 situations	In 2014, both the number of UNHCR resettlement submissions and the number of departures increased. The number of submissions increased by 11% from 92,915 to 102,315. The percentage of refugees who departed for resettlement also increased by 3%, from 71,411 in 2013 to 73,462 in 2014.

Annex II

Progress on the 2014-2015 support and management GSPs

2014-2015 Support and Management GSPs	Engagement	Mid-Biennium progress
1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight	Financial management at UNHCR Headquarters and in the Field is strengthened, and adequate internal control infrastructure is in place	In field operations and at headquarters finance and project control functions continued to be strengthened. This included the functional clearance of new positions in the field; training of senior managers on monthly country financial reports; targeting of field support missions; and improved communication on financial policies and instructions. With the successful implementation of the International Public Sector Accounting Standard (IPSAS), UNHCR adopted best practices in financial reporting for the international public sector, and laid the foundation for greater transparency, more judicious stewardship of its 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 and development of UNHCR's enterprise resource planning system was continued in 2014.
	Accounts are recorded in full compliance with IPSAS, and UNHCR endeavours to benefit from it to the maximum extent	An IPSAS-compliant financial statement was published for 2014.
	Risk registers are operational at country level; risk management has been fully incorporated into managements systems	UNHCR's first enterprise risk management (ERM) policy and accompanying administrative instruction and procedures were finalized in 2014, integrating ERM into UNHCR's operations management cycle. An e-learning course on ERM was launched in December 2014. All field-based ERM focal points with the exception of those based in countries affected by the Ebola crisis were trained in two-day residential workshops. By 31 March 2015 the first organization-wide risk assessment was expected to be completed, allowing the creation of the first comprehensive risk map of the organization.

2014-2015 Support and Management GSPs	Engagement	Mid-Biennium progress
2. UNHCR's operations deliver quality protection to people of concern and effectively advocate for their rights	Global protection capacity and response are strengthened through direct operational support and enhanced monitoring	In 2014, the Division of International Protection guided UNHCR staff, governments and partner organizations in the operationalization of protection as follows: a) Provided operational guidance to more than 25 offices with a special focus on strategy development and measurement of protection results. UNHCR's strategic planning was strengthened through regular review of operations plans and implementation progress. b) Expanded response to statelessness through the #Ibelong campaign to end statelessness within 10 years*;* new programmes on disability inclusion, cash-based interventions, protection and community-based protection to operationalize emerging protection priorities. c) Strengthened capacity and quality of protection programming through training materials and protection-learning curricula; implemented technical workshops on specific protection issues; and developed protection guidance for emergencies. d) Institutionalized further the age, gender and diversity approach by embedding it throughout UNHCR's policies, guidance, tools and learning programmes. e) Provided country-specific guidance, country-of-origin information documents, as well as regular procedural, legal and operational advice to mandate refugee status determination operations. f) Produced a new handbook on "Internal displacement for parliamentarians" and assisted 17 countries by advising on IDP national law or policy. g) Enlarged the pool of resettlement countries, secured multilateral commitments on a four-year resettlement programme for 50,000 refugees from the Democratic Republic of the Congo, and established an operational plan for the resettlement of 130,000 Syrian refugees through to 2016.
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 networks and tools	The global satellite communication services (VSAT) network was consolidated and optimized, providing field offices with reliable communications links to all corporate applications and services (telephone and video conferencing) and the public internet. A wide area network connectivity (non-

2014-2015 Support and Management GSPs	Engagement	Mid-Biennium progress
		VSAT) was consolidated and secondary connectivity installed for field offices to establish alternative satellite links.
		The migration from Novell GroupWise to the new corporate messaging platform based on Outlook and Microsoft Exchange was completed by the end of 2014. Offices in 40 field locations migrated to the new Connect and Collaborate ICT infrastructure in course of 2014 to align with industry standards; the project will be completed by mid-2016.
4. UNHCR makes effective use of, and contributes to improving humanitarian coordination mechanisms	Effective leadership is established for cluster and inter-agency coordination at global and operational levels	Following the launch of the Refugee Coordination Model, UNHCR and OCHA issued a joint note on mixed situations providing the framework for leadership and coordination in both refugee operations and mixed humanitarian situations.
		Inter-agency roll-out field missions were undertaken to Afghanistan, Cameroon, the Democratic Republic of the Congo, Ethiopia, Iraq, Pakistan and Uganda. At the field level UNHCR coordinated the inter-agency refugee response in 15 emergency operations through sector coordination groups and provided inter-agency operational and funding updates. UNHCR also led protection clusters in 22 operations; shelter clusters in 14 operations and camp coordination and camp management (CCCM) clusters in 9 operations. UNHCR and other Global Protection Cluster partners also contributed to the ongoing revision and updating of Transformative Agenda protocols, guidance documents and tools. UNHCR also continued to provide support missions to 15 operations including to the Central African Republic, Chad, Iraq, South Sudan, the Syrian Arab Republic and Ukraine through its surge capacity. All clusters made progress in enhancing their guidance documents and documentation; this included the revamp of the CCCM website and the migration of the Global Shelter Cluster website to a new platform.

2014-2015 Support and Management GSPs	Engagement	Mid-Biennium progress
5. Results-Based Management (RBM) informs operational decision-making and resource allocation	Operational performance is monitored and analysed with a focus on results, and support is provided to the Field for adoption of RBM	Improvement of Global Focus Insight (GFI) enabled stronger analysis of performance by management teams at the country, regional and global levels. Delivery of new training courses to over 400 staff on Focus and results-based management contributed to achievement of better results-orientation in programmes. The implementation of the information and data management strategy 2012-2014 also led to the establishment of a global network of information management officers, serving in major emergencies and operations to support monitoring, analysis and reporting. Programme management and RBM in technical areas were also improved through new global strategies for public health, settlement and shelter, livelihoods and safe access to energy, including the deployment of specialist staff and roster deployments to support emergency response; direct operational guidance; and capacity-building for staff and partners, totalling 3,730 days.
6.UNHCR effectively prepares for and responds to emergencies	Monitoring established and first delivery of protection and relief occurs within three days from the onset of an emergency	In 2014, UNHCR delivered 17,549 metric tons of core relief items (CRI) with the total value of some US$ 78.9 million to persons of concern in emergencies. 3,728 metric tons were delivered through 101 airlifts and 13,821 metric tons were delivered by sea and road. This is the highest volume of CRI delivery since the inception of the global stockpiles for emergencies. 93% of all airlifts were organized within 72 hours.
	Emergency deployment of staff, including those with appropriate leadership and management capacity, is predictable and timely	441 emergency deployments were effected to emergency operations, of which 165 involved UNHCR staff and 276 involved roster members of standby partners. 107 of the standby partner deployments were fully funded by UNHCR and 36 were co-funded by UNHCR. In total, 180 persons received training on emergencies: 104 UNHCR and 16 partner staff participated in three workshops on emergency management; 10 UNHCR staff members joined the senior emergency leadership programme; 22 officials from the Government of Qatar attended an emergency management workshop; and 26 UNHCR and two partner staff participated in training on information management in emergencies.

2014-2015 Support and Management GSPs	Engagement	Mid-Biennium progress
7. UNHCR has a diverse and gender-balanced workforce, which performs effectively	Overall gender balance is achieved	At the end of 2014, women made up 43% of international professional category staff (P1-level and above); and 44% of locally recruited staff at G4-level and above, including national professional officers. The Division of Human Resources Management (DHRM) engaged a gender equity and diversity consultant who will be with UNHCR until the end of 2015 to assist in assessing the current situation and developing gender and diversity approaches for the future.
	Staff members meet their learning needs	In 2014, UNHCR staff members completed over 28,000 learning activities and members of affiliate workforce (UNVs, UNOPs, etc.) attended over 8,000 courses. 25 new learning products were developed with a particular focus on learning related to inter-agency coordination and the protection clusters, and support for emergencies. A series of some 20 training interventions for the Syria operation was designed.
	Assignments are made in an efficient and timely manner	The number of job vacancies increased significantly in the context of multiple emergencies. DHRM continued to streamline processes, including the revision of the assignments policy. By the end of 2014, DHRM had filled 657 regular international positions, and 167 fast-track positions, and had also recruited 528 staff of 101 different nationalities. Proactive career counselling services were provided for over 2,000 staff members.
	Compliance is achieved in respect of performance reporting	By the end of December 2014, 86% of final performance appraisal reports for 2013 had been duly completed (compared to 88% in 2012), and 93% of mid-year reports for 2014 had been entered (compared to 89% in 2013). A performance management policy revision is underway, aiming at a major simplification in the processing of performance appraisals.
	Staff are committed and satisfied with their work	The level of organizational commitment among UNHCR staff remains very high according to the ratings in the 2014 global staff survey. An overwhelming majority of UNHCR staff members (97% of the respondents) confirmed their strong belief in the goals and objectives of UNHCR while 93% are willing to put in extra

2014-2015 Support and Management GSPs	Engagement	Mid-Biennium progress
		efforts to help the organization and 88% are proud to work for UNHCR. A series of recommendations is being made for concrete actions on issues of career development, implementation of human resources policies, internal communication, working relationships and leadership. Follow-up is overseen by the Deputy High Commissioner.
8. UNHCR mobilizes public, political, financial and operational support through effective strategic partnerships, inter-agency coordination, multimedia communication, targeted campaigns and fundraising strategies	Resource mobilization strategies are enhanced to increase funding towards UNHCR's budget	For the fourth year in a row, the level of donor support received by UNHCR reached a historic high with over US$ 3.365 billion of income through voluntary contributions in 2014.

This comprised some US$ 3.08 billion from governmental and intergovernmental donors; US$ 208 million raised by private sector fundraising (6.3% of total contributions) and over US$ 74 million received from UN and Pooled Funding Mechanisms (2% of funding). Despite the remarkable increase in voluntary contributions, the funds made available in 2014 covered only some 50% of global budgetary needs by the end of the year, as the contributions have been outpaced by growing humanitarian needs. |
| | Partnerships with member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are strengthened | Reflecting global interest in responding to and resolving forced displacement and statelessness, UNHCR's Executive Committee (ExCom) grew to 98 Member States. During its annual meeting, the ExCom convened a high-level segment on Africa; while the High Commissioner's Dialogue on Protection at Sea brought together national coastguards, the maritime industry, the UN system and NGO partners. In 2014, UNHCR signed a joint plan of action with WFP on cash-based interventions in refugee settings. In collaboration with UNICEF, UNHCR revised technical guidance on bilateral cooperation at country level to ensure complementarity and predictability of humanitarian response. The 2014 Annual Consultations with NGOs saw a record number of participants, with 482 people from 82 countries representing 250 NGOs (of which 56% were national NGOs); others also engaged through social media for the first time. |

2014-2015 Support and Management GSPs	Engagement	Mid-Biennium progress
	Strategic external communication is strengthened through targeted multi-media campaigns and timely public updates	Through strong news outreach, multimedia content production and media campaigns, significant increases in engagement were recorded on UNHCR's digital platforms along with heightened media impact measurements from individual news launches and events. The number of global web visitors reached 7 million and the number of email subscribers increased by 10%. UNHCR's Facebook community grew by 75%, reaching 615,280; Twitter followers grew by 15%, reaching 1,664,510; and Instagram followers grew by 98%, reaching 12,600. World Refugee Day, the Nansen Refugee Award Ceremony and the statelessness #Ibelong campaign received wide coverage and outreach through websites and social media. The launch of the Tracks multimedia storytelling website and the UNHCR News application made UNHCR content accessible from mobile devices. UNHCR continued to raise awareness about and support for the response to the Syria crisis, as well as other major emergencies, "forgotten crises" and protection issues, through frequent dissemination of text and visual media news and accompanying multimedia content.
	Information on operations is made accessible to external stakeholders in a transparent manner	UNHCR continued to provide ExCom Member States with information on key operational, protection, programme and financial oversight issues, briefings, funding updates, appeals and reports. The Global Focus website was re-designed and now includes operations plans for 40 countries, making available detailed descriptions of programmes, recent situations and funding updates. Emergency portals provided updated information on emergency needs, population statistics and funding requirements.

Annex III

Operational and support and management 2016-2017 GSPs

2016-2017 Operational GSPs	Impact indicator	Engagement
1. Ensuring access to territorial protection and asylum procedures; protection against *refoulement*; and the adoption of nationality laws that prevent and/or reduce statelessness	Extent law consistent with international standards relating to refugees	Seek improvements to national law and policy in XX countries so as to be consistent with international standards concerning refugees and asylum-seekers
	Extent law and policy consistent with international standards relating to internal displacement	Seek improvement to national law and policy in XX countries, so as to be consistent with international standards concerning IDPs
	Extent law and policy consistent with international standards on prevention of statelessness	Seek improvement in citizenship laws in XX countries, so as to be consistent with international standards on the prevention of statelessness
	% of stateless persons for whom nationality granted or confirmed	Seek to increase the percentage of stateless people who acquire or confirm nationality in XX situations
2. Securing birth registration, profiling and individual documentation based on registration	% of children under 12 months old who have been issued with a birth certificate by the authorities	Seek to increase the systematic issuance of birth certificates to newborn children in XX situations
	% of people of concern registered on an individual basis	Maintain or increase levels of individual registration in XX refugee situations
3. Reducing protection risks faced by people of concern, in particular, discrimination, sexual and gender-based violence and specific risks faced by children	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in XX refugee operations
	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in XX situations where UNHCR is operationally involved with IDPs
	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in XX returnee situations
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in XX refugee situations
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in XX situations where UNHCR is operationally involved with IDPs
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in XX returnee situations

2016-2017 Operational GSPs	Impact indicator	Engagement
	% of unaccompanied and separated children for whom a best interest process has been initiated or completed	Maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in XX refugee situations
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek increase in the non-discriminatory access to national child protection and social services in XX refugee situations
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek increase in the non-discriminatory access to national child protection and social services in XX situations where UNHCR is operationally involved with IDPs
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek increase in the non-discriminatory access to national child protection and social services in XX returnee situations
4.Reducing mortality, morbidity and malnutrition through multisectoral interventions	Prevalence of global acute malnutrition (GAM) (6-59 months)	Maintain UNHCR standards or reduce level of GAM in XX situations where refugees live in camps or settlements
	Under-5 mortality rate	Maintain UNHCR standards or reduce mortality levels of children under 5 years old in XX situations where refugees live in camps or settlements
5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in XX refugee situations
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in XX situations where UNHCR is operationally involved with IDPs
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in XX returnee situations
	Average number of litres of potable water available per person per day	Maintain or increase the level of water supply in XX refugee situations
6. Promoting active participation in decision-making of people of concern and building coexistence with hosting communities	% of active female participants in leadership/management structures	Seek improved participation of women in leadership/management structures in XX refugee situations
	% of active female participants in leadership/management structures	Seek improved participation of women in leadership/management structures in XX situations where UNHCR is operationally involved with IDPs

2016-2017 Operational GSPs	Impact indicator	Engagement
	Extent local communities support continued presence of person of concern	Seek improvement in relations between people of concern and local communities in XX refugee situations
7. Promoting human potential through increased opportunities for quality education and livelihoods support	% of people of concern (18-59 yrs) with own business/self-employed for more than 12 months	Maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in XX operations
	% of primary school-aged children enrolled in primary education	Seek improved enrolment rate of primary school-aged children in XX refugee situations
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.	Extent return has been voluntary, and in safety and dignity	Support refugees to return voluntarily, and in safety and dignity, in XX situations where conditions permit
	Extent returnees have same access to rights as other citizens	Support returnees in XX situations to reintegrate in a sustainable manner, with the same access to rights as other citizens
	Extent social and economic integration is realized	Support local integration in XX refugee situations where conditions permit
	% of persons of concern, identified in need of resettlement, submitted for resettlement	Seek to maintain or increase the percentage of people submitted for resettlement, among those identified in need of resettlement, thereby supporting solutions in XX situations

2016-2017 Support and management GSPs	Impact indicator
1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight	Financial management at UNHCR Headquarters and in the field is strengthened, and adequate internal control infrastructure is in place
	Accounts are recorded in full compliance with IPSAS, and UNHCR endeavours to benefit from it to the maximum extent
2. UNHCR's operations deliver quality protection and facilitate solutions to persons of concern and effectively advocate for their rights	Global protection and solutions capacity and response is strengthened through direct operational support and enhanced monitoring
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 communications technology networks and tools
4. UNHCR makes effective use of and contributes to improving inter-agency humanitarian coordination – mechanisms	Effective coordination and leadership is established for refugee responses and UNHCR-led clusters at global and operational levels
5. UNHCR's operational performance on key programmatic areas is supported to reflect strong results orientation, and results are monitored and analysed to inform operational decision-making and resource allocation	Operational performance is monitored and analysed with a focus on results, and support is provided to the field for enhanced results orientation
	UNHCR's global strategies for public health, settlement & shelter, livelihoods, and safe access to energy inform operational planning and implementation of activities in these technical areas
6. UNHCR effectively prepares for and responds to emergencies	Core relief items are stocked to provide emergency assistance for up to 600,000 persons
	Relief items are dispatched within 48 hours
	Active standby capacity (including through standby rosters), with appropriate leadership, coordination experience and protection training, available for deployment within 72 hours of declaration of emergency. Community-based approach promoted to support accountability to persons of concern.
	A qualified security workforce is maintained and security staff are deployed to emergencies
7. UNHCR has a diverse and gender-balanced workforce, which performs effectively	Overall gender balance achieved
	Staff members meet their learning needs
	Assignments are made in an efficient and timely manner

2016-2017 Support and management GSPs	*Impact indicator*
	Compliance is achieved in respect of performance reporting
	Staff are committed and satisfied with their work
8. UNHCR mobilizes political, financial and operational support from public and private sectors through effective strategic partnerships, multimedia communication, targeted campaigns and fundraising strategies	Resource mobilization strategies are enhanced to increase funding towards UNHCR's budget from public and private sources
	Partnerships with Member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are enhanced
	Strategic external communication is strengthened through targeted multimedia campaigns and timely public updates
	Information on operations is made accessible to external stakeholders in a transparent manner