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High Commissioner's Programme**

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Report on the 2014-2015 global strategic priorities

Summary

This report updates the Standing Committee on the progress achieved during 2015 in pursuit of UNHCR's global strategic priorities (GSPs) set for the 2014-2015 biennium. It provides a brief overview of the progress achieved against each GSP, which guide UNHCR in its efforts to improve the protection and well-being of persons of concern.

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I. Introduction

1. The global strategic priorities (GSPs) represent areas where UNHCR makes specific, targeted efforts to improve the protection and well-being of persons of concern. They give direction to the efforts of UNHCR, together with partners including national authorities, to implement overall strategies and operational plans in field operations.
2. The operational GSPs guide the planning and prioritization of programme activities by field operations. Each of the operational GSPs is linked to an objective and a specific impact indicator within UNHCR's results framework. The support and management GSPs orient work at Headquarters and in regional offices in areas of oversight, policy development and support to field operations.
3. This brief report updates the Standing Committee on the progress achieved by UNHCR and partners in 2015 in pursuing the global strategic priorities set for the 2014-2015 biennium. The 2015 *Progress Report on the Global Strategic Priorities*, which is available to delegations and is accessible on the Global Focus website, provides more detailed information and analysis on implementation of the GSPs, including good practices and ongoing initiatives¹.

II. Global strategic priorities in the operations management cycle

4. In the spring of 2014, UNHCR field staff and partners engaged in participatory planning exercises to develop strategic operations plans for 2015. They prepared plans and budgets on the basis of joint assessments, as well as a review of the challenges and progress made, focusing on the GSPs relevant to the specific operational context. For each of the GSP indicators, operations established baselines and set realistic targets for the level of improvement that could be achieved considering the operational environment and the resources dedicated to the respective priority areas.
5. During the annual programme review of 2015 plans, which took place in May 2014, the Regional Bureaux and support Divisions carefully reviewed the alignment of field plans with the GSPs. Technical specialist staff analysed the country plans in their area of expertise, in order to ensure that GSP indicator values were set correctly and that field operations prioritized the related activities appropriately within their budgets.
6. Throughout 2015, UNHCR field operations implemented the prioritized activities to achieve the best possible impact for people of concern to the Office across the GSP areas. Together with partners, UNHCR field operations monitored progress on the delivery of planned activities and the level of improvement achieved, adjusting operational plans and implementation modalities, where necessary. The GSPs cover a broad range of areas, all of which are of critical importance. As the available resources were insufficient for UNHCR to implement all activities or achieve the targets for the year, difficult choices and re-prioritization decisions were unavoidable and often required a fine balancing act between equally compelling areas of need.

¹ Available on: <http://reporting.unhcr.org/>.

7. In UNHCR's annual reporting exercise, field operations compiled and analysed information on the progress towards the goals outlined in the GSPs. Both country and regional offices provided updates in *Focus*,² UNHCR's results-based management programme planning and reporting tool, and *Twine*,³ UNHCR's web-based health data gathering platform, on the progress achieved against the GSPs. Together with the field operations the focal points within the support Divisions at Headquarters reviewed the results to determine the overall progress achieved against UNHCR's global engagements.

III. Overview of progress achieved in 2015 against 2014-15 GSPs

A. Operational GSPs

8. UNHCR has aggregated the 2015 results for each GSP indicator, which are presented in Annex I. Overall, UNHCR operations achieved good progress against most of the GSPs, while the achievements in some areas remained challenging.

9. In the area of favourable protection environment, UNHCR actively promoted accession to international instruments on refugees, internally displaced and stateless persons with four additional countries signing on to the Statelessness Conventions.⁴ UNHCR continued to advise and support Governments in order to align their national legislation with relevant provisions contained in these international instruments.

10. In relation to fair protection processes and documentation, UNHCR maintained very high levels of individual registration across its operations. During 2015, UNHCR devoted special efforts to collaborate with national authorities in charge of civil registration to ensure refugees have access to birth certificates for their children.

11. To ensure security from violence and exploitation, UNHCR worked with partners and communities to strengthen the prevention of, and response to, sexual and gender-based violence (SGBV). This involved concerted efforts by UNHCR staff and partners working across a wide range of sectors to analyse risk areas and identify mitigating measures, while dedicated partners provided support and care for survivors of such violence. UNHCR also reinforced measures to enhance the protection of separated and unaccompanied refugee children, who are often among the most vulnerable. Specifically, UNHCR emphasized early identification and "best interest determination" (BID) assessments, with a view to ensuring that these children received appropriate support and placement options that ensured their protection and well-being. In tandem with efforts to reunite the unaccompanied and separated children with their parents or close family members, UNHCR mobilized the national child protection and social services to develop appropriate protection responses.

12. In the area of basic needs and services, almost all UNHCR operations, together with health partners, successfully maintained the level of under-five mortality well within the established standards for humanitarian situations. Despite sustained efforts, however, UNHCR and partners still faced significant challenges in overcoming severe and chronic

² See <http://reporting.unhcr.org/>.

³ See UNHCR's health information system (HIS), <http://twine.unhcr.org>.

⁴ 1954 Convention relating to the Status of Stateless Persons available from: <http://www.unhcr.org/protection/statelessness/3bbb25729/convention-relating-status-stateless-persons.html> and the 1961 Convention on the Reduction of Statelessness available from: <http://www.unhcr.org/protection/statelessness/3bbb286d8/convention-reduction-statelessness.html>.

malnutrition in both emergency and more stable situations. Funding shortfalls affecting the World Food Programme (WFP) adversely affected the level of food security of refugees and other people of concern, which hindered progress. In relation to water, sanitation and hygiene (WASH), field operations generally maintained supplies of potable water in line with UNHCR standards. While many operations reported incremental improvements, meeting shelter needs remained challenging, as many operations were unable to make the major investment required to meet standards and to make progress in providing transitional shelter solutions, due to competing priorities.

13. UNHCR's work in the area of community empowerment and self-reliance continued to place strong emphasis on ensuring that refugee children can attend primary school. The Office promoted the inclusion of refugee children in national education systems; however, local schools were not always able to absorb all those seeking an education, particularly in more remote rural communities. UNHCR also provided sustained support for the active participation of women in leadership structures, with several operations reporting positive developments. Equal participation requires ongoing dialogue and engagement with the communities, as the quality of women's participation in leadership and management structures can be affected by strongly-held beliefs regarding the roles and responsibilities of men and women in society. A more focused and targeted approach to livelihood activities resulted in an increase in the number of people gradually becoming self-reliant, although the opportunities for achieving self-reliance varied depending upon national laws and policies, as well as the local economic situation. UNHCR's work to foster peaceful co-existence between refugees and host communities yielded positive results in many operations.

14. During 2015, UNHCR strengthened and focused its work on durable solutions, including through the Solutions Steering Group and "Seeds for Solutions" initiative. Progress on voluntary repatriation was limited, with only very few refugees being able to repatriate voluntarily to their country of origin. UNHCR called upon the international community to redouble the efforts in finding political solutions to existing conflicts, address the root causes of refugee movements and provide more comprehensive support for countries affected by conflict or extreme levels of poverty. UNHCR operations continued to work with national authorities and local communities to facilitate the gradual inclusion of refugees into the economic and social fabric of the societies that are hosting them for short or longer periods of time, allowing refugees to contribute fully and become active and productive members of the community. Working in close collaboration with resettlement countries, UNHCR assisted more than 81,800 refugees to begin new lives in third countries, which represented an increase of 11 % over 2014.

B. Support and management GSPs

15. Divisions at UNHCR Headquarters undertook a range of activities to further strengthen the support provided to operations, as well as enhancing the exercise of their corporate oversight functions, in line with the support and management GSPs set for the 2014-2015 biennium. Annex II provides a summary overview of the progress achieved against these GSPs.

16. Throughout 2015, UNHCR strengthened protection activities through legal advice and by issuing new protection policies and guidance. The Office pursued global partnerships to reinforce its capacity, and that of its partners, to address specific protection challenges, including SGBV, detention of asylum-seekers, mixed movements and lack of secondary and tertiary education.

17. In the area of inter-agency coordination, UNHCR was fully engaged in the work of the Inter-Agency Standing Committee. The Office rolled out the Refugee Coordination Model (RCM), issuing policy guidance, organizing training programmes on coordination and leadership, and providing advice and support to its field operations. As co-leader of the Global Protection, Shelter and Camp Coordination and Camp Management Clusters, the Office worked together with partners and a wide range of stakeholders to develop new guidelines and tools, build and maintain emergency response and technical support capacity, as well as deploying coordination and technical specialists and other staff as surge capacity in a number of internal displacement and refugee settings.

18. UNHCR actively engaged in the inter-agency response to the five system-wide Level 3 (L3) emergencies in the Central African Republic, Iraq, South Sudan, the Syrian Arab Republic and Yemen, while simultaneously leading and coordinating the emergency response to the expanding refugee situations in the surrounding countries. UNHCR also supported governments in responding to the unprecedented large-scale arrival of refugees and migrants in Europe during the year, mainly from Afghanistan, Iraq and the Syrian Arab Republic. The numerous emergency situations put great strain on UNHCR, but effective support was provided through a reinforced institutional emergency response mechanism that deployed some 460 UNHCR and partner agency staff.

19. The management and monitoring of UNHCR's operational performance remained an important focus area. The new UNHCR Programme Manual, issued in 2015, provides updated guidance on all matters relating to the management of UNHCR's programmes. Improvements in a range of corporate tools for results-based management and training programmes also contributed to strengthening programme management.

20. With the successful implementation of the International Public Sector Accounting Standards (IPSAS), UNHCR has 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. UNHCR completed its first organization-wide risk assessment and captured the results in a Corporate Risk Register. A mandatory annual risk review for both field operations and Headquarters entities was launched in the fourth quarter of 2015 and will be repeated on an annual basis.

21. UNHCR looks forward to consolidating and building upon progress made during the in the 2014-2015 biennium as it pursues the implementation of programmes in support of millions of forcibly displaced people within the framework provided by the 2016-2017 Global Strategic Priorities.

Annex I

Progress on the 2014-2015 operational GSPs

2014-2015 Operational GSPs	Engagement ¹	End-Biennium progress
Favourable protection environment		
1. Ensuring access to territorial protection and asylum procedures; protection against <i>refoulement</i> ; 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	Adoption of improved legislative changes to enhance the protection of asylum-seekers and refugees were reported in 14 countries. UNHCR supported legislative revision processes in around 60 countries.
	Seek improvement to national law and policy in 20 countries, so as to be consistent with international standards concerning IDPs	Improvements in the national laws and policies on IDPs were reported in 10 countries. This included measures to promote solutions for IDPs and encourage the improvement of law and policy at local administrative levels.
	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	Six countries amended their nationality laws to more effectively prevent statelessness or to protect the rights of stateless people. UNHCR promoted accessions to the two United Nations Conventions on Statelessness with 4 accessions to the Conventions in 2015. It is reported that 49,100 stateless people or those with undetermined nationality acquired nationality in 2015.
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 30 refugee situations.

¹ UNHCR adopted the Global Engagements approach to tracking and reporting on the GSPs in 2012. The Engagement column above includes all UNHCR field operations that have incorporated the relevant GSP impact indicators into the 2015 plan. The Engagements do not represent a target, as progress is unlikely to be achieved in all operations.

2014-2015 Operational GSPs	Engagement ¹	End-Biennium progress
Security from violence and exploitation	Maintain or increase levels of individual registration in 83 refugee situations	Increases in the levels of individual registration were reported in 19 refugee situations, while levels were maintained in a further 53 refugee situations.
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 37 refugee situations, and levels of support were sustained in a further 42 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 8 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 4 returnee situations.
	Seek improved community involvement in prevention and protection of SGBV survivors in 46 refugee situations	Progress in mobilizing the communities to be active in SGBV prevention and survivor-centred protection was achieved in 31 refugee situations.
	Seek improved community involvement in prevention and protection of SGBV survivors in 11 situations where UNHCR is operationally involved with IDPs	Progress in mobilizing the communities to be active in SGBV prevention and survivor-centred protection was achieved 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 in mobilizing the communities to be active in SGBV prevention and survivor-centred protection was achieved in 3 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 process has been completed or initiated were reported in 36 refugee situations, while the proportion was maintained in a further 13 refugee situations.

<i>2014-2015 Operational GSPs</i>	<i>Engagement¹</i>	<i>End-Biennium progress</i>
	Seek increase in the non-discriminatory access to national child protection and social services in 26 refugee situations	Increases in the non-discriminatory access to national child protection and social services were reported in 21 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 the non-discriminatory access to national child protection and social services were reported in 2 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	Increases in the non-discriminatory access to national child protection and social services were reported in 1 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	UNHCR standards for global acute malnutrition ($\leq 10\%$) were met in 61 of the 100 camps and settlements where nutritional surveys were carried out.
	Maintain UNHCR standards or reduce mortality levels of children under 5 years old in 37 situations where refugees live in camps or settlements	UNHCR standards for < 5 mortality rates ($< 1.5/1000/\text{month}$) were met in 141 out of 144 monitored sites. ² Average under-five mortality rate was 0.4/1,000/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 51 refugee situations	Increase in the percentage of households living in adequate dwellings were reported in 37 refugee situations, while the percentage was maintained in a further 9 situations.
	Maintain or increase the percentage of households living in adequate dwellings in 15 situations where UNHCR is operationally involved with IDPs	Increase in the percentage of households living in adequate dwellings was reported in 12 situations where UNHCR was operationally involved with IDPs, while the percentage was maintained in 2 situations.

² UNHCR reports results for Global Acute Malnutrition and Under-5 mortality based on date in Twine, UNHCR's web-based health information system, which is based on monitored sites, rather than situations.

<i>2014-2015 Operational GSPs</i>	<i>Engagement¹</i>	<i>End-Biennium progress</i>
	Maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations	Increase in the percentage of households living in adequate dwellings was reported in 3 returnee situations.
	Maintain or increase the level of water supply in 50 refugee situations	Increase in the levels of water supply were reported in 28 refugee situations, while the levels were maintained in a further 7 situations.
Community empowerment and self-reliance		
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 31 refugee situations, while the level of participation was maintained in a further 5 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 leadership/management structures were reported in 3 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 28 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	Increase in the percentage of people of concern (ages 18-59) with own business or self-employment was reported in 13 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 56 refugee situations, while the percentage was maintained in a further 9 situations.

2014-2015 Operational GSPs	Engagement ¹	End-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 89% 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 21 refugee situations.
	Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting solutions in 71 refugee situations	Number of UNHCR resettlement submissions was 133,000, while the number of people who departed for resettlement was 81,893.

Annex II

Progress on the 2014-2015 support and management GSPs

<i>2014-2015 Support and Management GSPs</i>	<i>Engagement</i>	<i>End-Biennium progress</i>
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	The financial management capacity of the organization continued to be strengthened. A new High Level Internal Control Framework setting out respective roles and accountabilities in financial management was issued. A Global Finance Symposium was organized for 55 senior finance managers. A new Finance Management Learning Programme was developed and field support missions to review financial management practices were undertaken. The upgrade of UNHCR's enterprise resource planning system was continued in 2015.
	Accounts are recorded in full compliance with IPSAS, and UNHCR endeavours to benefit from it to the maximum extent	With the successful implementation of the International Public Sector Accounting Standards (IPSAS), UNHCR has adopted best practices in financial reporting for the international public sector. This has resulted in greater transparency, more judicious stewardship of its resources and increased availability of information to support results-based management. IPSAS-compliant financial statement was published for 2015.
	Risk registers are operational at country level; risk management has been fully incorporated into managements systems	The first organization-wide Enterprise Risk Assessment (ERM) was completed, and results were captured in the Corporate Risk Register. Workshops for ERM focal points were held. UNHCR also developed a Strategic Risk Register to monitor key risks that potentially have a global impact on the organization.
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	Legal advice, guidance and operational support were provided to operations and States, including on the scope of legal obligations and individual rights of persons of concern. Consultations with governments and civil society were undertaken in the context of UNHCR's #IBelong Campaign to end statelessness by 2024. A special report

2014-2015 Support and Management GSPs

Engagement

End-Biennium progress

2014-2015 Support and Management GSPs	Engagement	End-Biennium progress
		<p>‘I Am Here, I Belong – The Urgent Need to End Childhood Statelessness’ presented the many challenges faced by stateless children and youth.</p> <p>Numerous protection and resettlement deployments were facilitated, and the centrality of protection considerations in all aspects of humanitarian programmes was promoted. Streamlining the resettlement process gained momentum. Well over 500 staff were trained in protection using a combination of innovative training approaches.</p>
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	<p>The Information and Communications Technologies support for emergency operations was further optimized through improved deployment of human and material resources.</p> <p>Network infrastructure was optimized in field locations through migration of new technology and bandwidth optimization.</p>
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	<p>The Global Protection Cluster (GPC), the Global Shelter Cluster (GSC) and the Camp Coordination and Camp Management (CCCM) Cluster provided guidance and field support to cluster members and field coordinators, including through the deployment of surge capacity staff and technical specialists.</p> <p>The roll out of the Refugee Coordination Model (RCM) to key operations was supported through issuance of policy guidance and organisation of training programs on coordination and leadership.</p>
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	<p>A new version of the UNHCR Programme Manual was issued providing UNHCR staff across the world with updated guidance on all matters relating to the management of programmes. Following the launch of the Manual, programme management trainings were conducted, with some 150 participants.</p>

2014-2015 Support and Management GSPs	Engagement	End-Biennium progress
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	Some 430 staff were trained in the range of corporate tools available for applying results-based management (Focus, Global Focus Insight etc.) Programme management and RBM in technical areas was also improved through the deployment of specialist staff and roster deployments to support emergency response; direct operational guidance; and capacity-building for staff and partners.
	Emergency deployment of staff, including those with appropriate leadership and management capacity, is predictable and timely	Some 11,175 metric tons of core relief items were delivered from the global stockpiles to assist people in emergencies. Pre-positioning of stocks at a sub-regional level resulted in an effective and efficient emergency response. A new regional warehouse was opened in Djibouti.
		460 trained staff were deployed to emergency operations, (282 were UNHCR staff and 178 were roster members of standby partners). The emergency standby agreements with the existing 16 standby partners continued.
		Four Situational Emergency Trainings (SETs) with 180 participants on the development of contingency plans in four countries were held; 4 Workshops on Emergency Management (WEM), including the first francophone one, were organised for 139 UNHCR staff. 16 senior staff were trained through the Senior Emergency Learning Programme (SELP), and an Emergency Preparedness and Response Retreat for 16 UNHCR Representatives was held with a specific focus on refugee emergencies and protection leadership.
7. UNHCR has a diverse and gender-balanced workforce, which performs effectively	Overall gender balance is achieved	At the end of 2015, the overall female representation in UNHCR was 38%. It reached 44% for the international professional category staff (P1-level and above); and was 36% for all locally recruited staff at G4-level and above, including national professional officers. The Division of Human Resources (DHRM) finalised a review of gender equity, diversity and inclusion in UNHCR.

2014-2015 Support and Management GSPs

Engagement

End-Biennium progress

Staff members meet their learning needs

UNHCR staff members completed over 40,000 learning activities. Substantive competency-based learning initiatives and certification programmes were developed for key functional areas, such as management, human resources, and supply chain. Two pilot initiatives were launched: a certification programme for Representatives, Deputy Representatives, and Heads of Sub-Office, and a certification programme for human resources staff.

Assignments are made in an efficient and timely manner

More than a thousand job vacancies were advertised, both in the regular biannual compendia of vacancies, and in eight fast track exercises for deployment to emergencies.

In the course of the year UNHCR had filled 919 international positions (786 regular and 133 fast track positions) were filled. A total of some 600 international staff members of 99 different nationalities were recruited to temporary or fixed-term positions.

A number of measures to strengthen and expedite the assignments processes were introduced

Compliance is achieved in respect of performance reporting

By the end of December 2015, some 94 % of final performance appraisal reports for 2014 had been duly completed, and 93% of mid-year reports for 2015 had been entered. A number of simplifications were introduced to the appraisal process.

Staff are committed and satisfied with their work

Encouraging results from a recent survey and research on UNHCR staff wellbeing and mental health indicate that 79% of respondents are overall satisfied with their job. A five-year *People Strategy* was launched. It aims at improving the manner in which UNHCR recruits, cares for, supports and develops its staff to keep up with the evolving demands on the organization.

<i>2014-2015 Support and Management GSPs</i>	<i>Engagement</i>	<i>End-Biennium progress</i>
<p>8. UNHCR mobilizes public, political, financial and operational support through effective strategic partnerships, inter-agency coordination, multimedia communication, targeted campaigns and fundraising strategies</p>	<p>Resource mobilization strategies are enhanced to increase funding towards UNHCR's budget</p>	<p>The level of donor support received by UNHCR reached over USD 3.361 billion, with income from private sector rising to USD 284 million (35% more than in the previous year). Donors responded very favourably to the appeals for the refugee emergencies in Europe and Syria.</p>
	<p>Partnerships with member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are strengthened</p>	<p>In addition, UNHCR issued 11 supplementary appeals for new emergencies, and coordinated seven inter-agency Refugee Response Plans (RRPs), covering refugee emergencies in more than 30 countries.</p> <p>UNHCR's Executive Committee (ExCom) grew to 98 member States. The 2015 Annual Consultations with NGOs saw a record number of participants with 500 representatives from 273 NGOs, UN and international organizations. Joint missions were undertaken by ICVA-InterAction and UNHCR (in Kenya, Chad, Myanmar and Lebanon, and regional consultations were organized in Bangkok), to follow-up on the implementation of the High Commissioner's Structured Dialogue.</p>
	<p>Strategic external communication is strengthened through targeted multi-media campaigns and timely public updates</p>	<p>High level media coverage and enhanced dissemination of information using social media resulted in a significant increase in the number of followers of UNHCR's digital platforms. UNHCR's Facebook audience grew 60% reaching almost a million people; Twitter followers grew 14%, reaching 1.9 million; and Instagram followers grew six fold reaching 77,800. UNHCR received wide coverage and outreach for the World Refugee Day, Nansen Refugee Award Ceremony and Statelessness #Ibelong campaign through websites and social media. New guidelines for communicating UNHCR's brand identity were launched.</p>

<i>2014-2015 Support and Management GSPs</i>	<i>Engagement</i>	<i>End-Biennium progress</i>
	Information on operations is made accessible to external stakeholders in a transparent manner	UNHCR continued to provide the ExCom member States with information on key operational, protection, programme and financial oversight issues, through briefings, funding updates, appeals and reports. The Global Focus website in 2015 was expanded to include operational information for over 70 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.
