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Report on UNHCR's global strategic priorities

Summary

This report outlines progress made in the course of 2017 in pursuit of UNHCR's global strategic priorities during the second year of the 2016-2017 biennium. It provides a brief overview of the progress achieved against each global strategic priority that guide UNHCR in its efforts to better protect and assist persons of concern.

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Chapter

I. Introduction

1.   The global strategic priorities (GSPs) set out the areas in which UNHCR is targeting efforts to improve the protection and well-being of persons of concern. The GSPs guide the work of UNHCR field operations and Headquarters, as well as the Office's overall strategies and plans. They consist of a set of operational priorities, which influence the development and implementation of country-level plans undertaken by field operations, together with partners and in support of national authorities. They also include a set of support and management priorities that guide the work of Headquarters and regional offices in providing oversight, policy development and operational support to field operations.

2.   This paper provides an update on the progress made by UNHCR and partners in 2017 in pursuing the GSPs established for the 2016-2017 biennium. More detailed information on the work undertaken under each of the GSPs can be found in the 2017 progress report on the global strategic priorities, which is available on Global Focus.[1]

II. GSPs in the operations management cycle

3.   The GSPs continued to provide guidance to UNHCR and partners developing strategies and prioritizing planned activities within budgetary parameters. As in previous years, the progress achieved against the operational GSPs in 2017 was the result of the collective efforts undertaken by UNHCR operations together with partners, including national governments.

4.   Throughout 2017, UNHCR staff and partners implemented the strategy and plans tailored to their situation. They reviewed which GSPs applied to their specific context and made provisions in their programmes accordingly. In some cases, an unexpected development such as a sudden influx of refugees or deteriorating conditions for refugees and other persons of concern caused operations to reprioritize resources to provide life-saving assistance and protection and meet basic needs. At times, reprioritization resulted in addressing one compelling need over another due to the limited available resources.

5.   Information on programme implementation was collected, analysed and communicated by UNHCR's operations through Focus and TWINE,[2] UNHCR's web-based health data gathering platform. The focal points within technical sections at Headquarters reviewed the results in order to determine the progress achieved against UNHCR's global engagements.

III. Overview of progress achieved in 2017 against the 2016-2017 GSPs

A. Operational GSPs

6.   UNHCR operations achieved steady progress against most of the GSPs, while some areas that were prioritized remained challenging. The aggregated 2017 results for each GSP indicator are set out in annex I under "engagement".

7.   UNHCR continued to promote accession to the international instruments on refugees, internally displaced persons (IDPs) and stateless persons to advance a favourable protection environment. It also advised and supported governments in aligning national legislation with

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[1] See http://reporting.unhcr.org/.
[2] See http://twine.unhcr.org.

the provisions contained in the international instruments. In 2017, two States acceded to the 1961 Convention on the Reduction of Statelessness,[3] with 12 countries taking steps to improve their citizenship laws and more closely align them with international standards to prevent statelessness.

8.   In the area of fair protection processes and documentation, UNHCR maintained high levels of individual registration across its operations. The Biometrics Identity Management System was deployed in 17 operations, and some 4.4 million persons of concern were biometrically registered in 48 operations by the end of 2017. While strengthening its identity management capability, UNHCR also established the Population Registration and Identity Management EcoSystem, a suite of interoperable registration, identity management, and case management tools and applications. In addition, the Office continued to engage with States to ensure that refugees had access to simple and rapid birth registration procedures, and received birth certificates. Birth registration capacity was bolstered, including in hard-to-reach areas. Awareness of the importance of birth registration was also raised, and legal assistance to obtain birth certificates was provided to refugees and asylum-seekers.

9.   UNHCR continued to work with governments and partners to strengthen national protection systems to support refugee children and youth, alongside host community children. To enable better access for survivors of sexual and gender-based violence (SGBV) to medical, psychosocial and legal services and to improve the collection and analysis of data on SGBV, UNHCR introduced the inter-agency Gender-Based Violence Information Management System in seven operations in 2017. A total of 20 operations now use the system. In line with the commitments made as part of the "Call to action on protection from gender-based violence in emergencies",[4] the Office strengthened efforts to address SGBV in emergency situations.

10.   In the area of basic needs and services, UNHCR and its health partners maintained the under-5 mortality rate within acceptable standards in all of the monitored sites, including in challenging operational environments and emergency situations. This was achieved through timely and robust emergency response. The standards for global acute malnutrition (GAM) were met in nearly two-thirds of sites monitored. Reduced funding for food security and nutrition remained a key challenge, with 3.3 million refugees worldwide receiving less than the minimum standard of food assistance. UNHCR continued to focus on reducing the cost and environmental footprint of water supply systems by installing solar-powered water pumping systems. With expanded use of solar energy for water pumping in 19 countries, the cost of water supply was reduced by up to 80 per cent, mainly due to fuel cost savings.

11.   In support of community empowerment and self-reliance, UNHCR, together with the Global Partnership for Education, supported 22 country programmes to develop and implement national education policies and practices that ensure students from both refugee and host communities can access quality education through the national system. Globally, the enrolment rates of primary school-aged refugee children improved, with numbers increasing from 50 to 61 per cent. Despite important progress made in 2017, UNHCR operations continued to face challenges in promoting the equal and meaningful participation of women and girls in decision-making and leadership structures. In certain settings, social constraints limiting women and girls' participation in leadership structures are common. UNHCR also prioritized the inclusion of persons of concern in existing national development and poverty alleviation programmes, financial systems and labour markets, through advocacy and coordination with partners and other actors.

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[3] Burkina Faso and Luxemburg.
[4] Available from http://www.unhcr.org/publications/manuals/5a16cfb37/call-action-protection-gender-based-violence-emergencies.html.

12.   With respect to durable solutions, voluntary repatriation remained challenging in 2017. Although returns in 2017 took place in complex contexts, the number of returnees rose to 667,400 in 2017 – up from 552,200 people in 2016 – which included those who repatriated with UNHCR's support and those part of self-organized returns. Most returnees received assistance from UNHCR, such as reintegration cash grants, health care and legal assistance during their initial phase of return. UNHCR also advocated for the inclusion of returnees in national development plans and other solutions frameworks. For the third consecutive year, the Office estimated that over 1 million refugees, including those living in protracted situations, were in need of resettlement. Despite this, 2017 saw a decrease in the number of resettlement places. With UNHCR submitting the cases of some 75,190 refugees for resettlement, only 6 per cent of the global needs were met, representing a reduction of 54 per cent compared to 2016.

B.   Support and management GSPs

13.   UNHCR Headquarters divisions and bureaux implemented a range of activities to strengthen the support provided to operations, as well as to ensure effective oversight, in line with the support and management of GSPs set for the 2016-2017 biennium. Annex II provides a summary overview of the progress achieved against these GSPs.

14.   Throughout 2017, UNHCR continued to monitor and develop global protection policy and standards, as well as to provide advice and support on all aspects of international law and policy relating to UNHCR's work on international protection, statelessness and durable solutions. Legal guidance and analysis was issued, drawing attention to and promoting legal standards and best practices.

15.   When responding to IDP situations, in the context of inter-agency coordination, UNHCR leads or co-leads the protection, shelter, and camp coordination and camp management (CCCM) clusters at the global level. Working with partners and a wide range of stakeholders, UNHCR supported the inter-agency cluster system in over 20 operations, including through the deployment of surge capacity staff and technical specialists. In line with the refugee coordination model, UNHCR mobilized a Refugee Emergency Telecommunications Sector (RETS) mechanism for the first time in 2017 to coordinate the provision of internet connectivity and security communications services for the wider humanitarian community in refugee emergencies.

16.   In 2017, some 1.2 million displaced persons received core relief items. In total, UNHCR delivered through 31 airlifts and by road and sea transport nearly 10,700 metric tonnes of such items worth $55.3 million. In addition, a total of 1,350 staff and partners were trained on emergency preparedness and response. UNHCR also revised its "Policy on emergency preparedness and response"[5] in order to improve and simplify the access of emergency operations to human, financial and material resources, and to enhance focus on partnerships and inclusivity. There were 62 security support missions to emergency operations in Angola, Bangladesh, Iraq and Uganda.

17.   In response to multiple emergencies and protracted situations, over $3.9 billion were mobilized in 2017, with income from private sector partners amounting to $400 million. UNHCR's #WithRefugees campaign, which aims to showcase global public solidarity with refugees, counted more than 15 million solidarity actions in favour of refugees. This included 1,8 million signatures to the campaign petition, which calls for every refugee child to have an education; every refugee family to have somewhere safe to live; and every refugee to have opportunities to work or learn new skills to support their families.

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[5] Available from http://www.refworld.org/docid/59d4d4c54.html.

18.   For the 2018-2019 biennium, UNHCR will maintain the management and reporting framework of the GSPs previously established. This framework reflects the broad institutional priorities set out in the High Commissioner's strategic directions (2017-2021), and takes into account the 2030 Agenda for Sustainable Development as well as the commitments made at the World Humanitarian Summit and under the "grand bargain".

Annex I

Progress made in achieving the 2016-2017 operational GSPs

2016-2017 Operational GSPs	Engagement	End-biennium progress
Favourable protection environment		
1. Ensuring access to territorial protection and asylum procedures; protection against refoulement; and the adoption of nationality laws that prevent and/or reduce statelessness	Seek improvements to national law and policy in 80 countries so as to be consistent with international standards concerning refugees and asylum-seekers	Adoption of improved legislative changes to enhance the protection of asylum-seekers and refugees were reported in 27 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 laws and policies that focus on durable solutions.
	Seek improvement in citizenship laws in 41 countries, so as to be consistent with international standards on the prevention of statelessness	Twelve countries amended their nationality laws to more effectively prevent statelessness or to protect the rights of stateless people.
	Seek increase of the percentage of stateless people who acquire or confirm nationality in 16 situations	A number of States took important steps to grant nationality to stateless people, resulting in some 56,508 stateless individuals or those with undetermined nationality acquiring or having their nationality confirmed.
Fair protection process and documentation		
2. Securing birth registration, profiling and individual documentation based on registration	Seek increase in the systematic issuance of birth certificates to newborn children in 53 situations	Increases in the systematic issuance of birth certificates to newborn children were reported in 22 situations.
	Maintain or increase levels of individual registration in 96 refugee situations	Increases in the levels of individual registration were reported in 29 refugee situations, while levels were maintained in a further 49 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 specific risks faced by children	Provide and seek improved provision of support to known SGBV survivors in 91 refugee operations	Improvements in the provision of support to known SGBV survivors were reported in 33 refugee situations, and levels of support were sustained in a further 45 situations.
	Provide and seek improved provision of support to known SGBV survivors in 10 situations	Improvements in the provision of support to known SGBV survivors were reported in 4 situations where UNHCR is operationally involved with IDPs.

2016-2017 Operational GSPs	Engagement	End-biennium progress
	where UNHCR is operationally involved with IDPs	
	Provide and seek improved provision of support to known SGBV survivors in 3 returnee situations	Levels of the provision of support to known SGBV survivors were maintained in 2 returnee situations.
	Seek improved community involvement in prevention and protection of SGBV survivors in 58 refugee situations	Progress in mobilizing communities to be active in SGBV prevention and survivor-centred protection was achieved in 32 refugee situations.
	Seek improved community involvement in prevention and protection of SGBV survivors in 8 situations where UNHCR is operationally involved with IDPs	Progress in mobilizing communities to be active in SGBV prevention and survivor-centred protection was achieved in 6 situations where UNHCR is operationally involved with IDPs.
	Seek improved community involvement in prevention and protection of SGBV survivors in 4 returnee situations	Progress in mobilizing communities to be active in SGBV prevention and survivor-centred protection was achieved in 2 returnee situations.
	Maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in 74 refugee situations	Increases in the proportion of unaccompanied and separated refugee children for whom a best interest process has been completed or initiated were reported in 33 refugee situations, while the proportion was maintained in a further 15 refugee situations.
	Seek increase in the non-discriminatory access to national child protection and social services in 37 refugee situations	Increases in the non-discriminatory access to national child protection and social services were reported in 31 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 1 situation 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 not reported in any of the returnee situations.

Basic needs and services

2016-2017 Operational GSPs	Engagement	End-biennium progress
4. Reducing mortality, morbidity and malnutrition through multisectoral interventions	Maintain UNHCR standards or reduce level of GAM in 36 situations where refugees live in camps or settlements	UNHCR's standard for global acute malnutrition (≤10 per cent) were met in 61 of the 98 camps and settlements where nutritional surveys were carried out.
	Maintain UNHCR standards or reduce mortality levels of	UNHCR's standard for < 5 mortality rates (<1.5/1000/month) were met in all 135 sites

2016-2017 Operational GSPs	Engagement	End-biennium progress
	children under 5 years old in 44 situations where refugees live in camps or settlements	monitored. The 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 48 refugee situations	Increases in the percentage of households living in adequate dwellings were reported in 25 refugee situations, while the percentage was maintained in a further 5 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 8 situations where UNHCR was operationally involved with IDPs, while the percentage was maintained in 1 situation.
	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 were reported in 3 returnee situations, while the percentage was maintained in 1 situation.
	Maintain or increase the level of water supply in 46 refugee situations	Increase in the levels of water supply were reported in 19 refugee situations, while the levels were maintained in a further 20 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 54 refugee situations	Increases in the participation of women in leadership/management structures were reported in 22 refugee situations, while the level of participation was maintained in a further 6 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 2 situations where UNHCR is operationally involved with IDPs, while it was maintained in 1 situation.
	Seek improvement in relations between people of concern and local communities in 65 refugee situations	Improvements in the extent to which local communities supported the continued presence of refugees were reported in 31 situations.
7. Promoting human potential through increased opportunities for quality education and livelihoods support	Maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 38 operations	Increases in the percentage of people of concern (ages 18-59) with their own business or self-employment were reported in 25 operations, while the level was maintained in a further 7 operations.
	Seek improved enrolment rate of primary school-aged children in 96 refugee situations	Increases in the percentage of primary school-aged children enrolled in primary education were reported in 54 refugee situations, while the percentage was maintained in a further 6 situations.

2016-2017 Operational GSPs	*Engagement*	*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, and in safety and dignity, in 42 situations where conditions permit	Supported refugees to return voluntarily in 33 situations, with some 667,400 individuals, most of whom received assistance from UNHCR, returning to their countries of origin, including Afghanistan, Burundi, Côte d'Ivoire, Rwanda, and Sri Lanka and Somalia.
	Support returnees in 16 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens	Supported returnees in 11 situations to reintegrate in a sustainable manner.
	Support local integration in 42 refugee situations where conditions permit	Improvements in local integration were reported in 23 refugee situations.
	Seek to maintain or increase the percentage of people submitted for resettlement among those identified in need of resettlement, thereby supporting solutions in 74 situations	Fluctuations in State resettlement quotas resulted in a global decrease in resettlement places in 2017. UNHCR submitted 75,200 refugees for resettlement, a 54 per cent decrease compared with the previous year.

Annex II

Progress made in achieving the 2016-2017 support and management GSPs

2016-2017 Support and management GSPs	Engagement	End-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	UNHCR concluded the upgrade of its enterprise resource planning system, which will lead to a refined business process and improving overall operational effectiveness. A new fraud prevention manual was launched. It will contribute to preventing, detecting, deterring and combating fraud and corruption by highlighting fraud warning signs, preventive measures, pertinent policies and other guidance documents, as well as appropriate mitigating actions.
	Accounts are recorded in full compliance with International Public Sector Accounting Standards (IPSAS), and UNHCR endeavours to benefit from it to the maximum extent	UNHCR prepared International Public Sector Accounting Standards (IPSAS)-compliant financial statements for 2017, applying best practices in financial reporting and laying the foundation for transparency and judicious stewardship of resources. Reflecting ongoing efforts to rationalize and streamline financial processes, UNHCR proceeded with the rationalization of the general ledger chart of accounts.
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	UNHCR provided guidance to operations and States, including on legal obligations and individual rights. In support of the #IBelong campaign to end statelessness by 2024, UNHCR produced a number of new guidance materials, including a guide on programming for statelessness, a paper on good practices on birth registration for the prevention of statelessness, and a paper on the sustainable development goals and addressing statelessness. UNHCR deployed 38 experts to support 25 operations in responding to protection gaps. The expanded resettlement deployment scheme saw 150 experts sent to various operations around the globe. UNHCR launched the Resettlement Data Portal and the Refugee Education Information Management System to

2016-2017 Support and management GSPs	Engagement	End-biennium progress
		enhance advocacy and partnerships. UNHCR expanded the inter-agency Gender-based Violence (GBV) Information Management System, which is now operational across 20 operations. The Office also integrated a case management module for SGBV survivors into the new version of proGres in order to improve the collection and analysis of data and provide timely assistance to survivors.
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	UNHCR carried out over 30 Information and Communications Technology (ICT) emergency assessment and support missions to Afghanistan, Bangladesh, the Central African Republic, Venezuela (Bolivarian Republic of), Yemen and Zambia.

UNHCR mobilized the Refugee Emergency Telecommunications Sector (RETS) mechanism through which UNHCR coordinates the provision of internet connectivity and security communications services to the wider humanitarian community in refugee emergencies. In northern Nigeria, UNHCR deployed a new satellite-based security communications solution for the first time, covering a 750,000 square kilometre area. |
| 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 | In 2017, UNHCR led 25 of the 35 activated, country-level protection clusters and other inter-agency protection coordination mechanisms worldwide. UNHCR co-led 5 national protection clusters with a government counterpart or a United Nations organization, and co-facilitated 9 protection clusters with international non-governmental organizations (NGOs), including the Danish Refugee Council, the Norwegian Refugee Council (NRC) and the International Rescue Committee. The global protection cluster worked closely with the United Nations Children's Fund, the United Nations Population Fund, the United Nations Mine Action Service, and NRC as the lead organizations responsible for child protection, the prevision and response to gender-based violence, mine action, |

2016-2017 Support and management GSPs	Engagement	End-biennium progress
		and housing, land and property rights, respectively.
		The global camp coordination and camp management (CCCM) cluster, co-led by UNHCR and the International Organization for Migration, supported 15 country-level clusters and cluster-like structures worldwide in 2017, with UNHCR leading or co-leading 10 of them. Due to funding shortfalls, a number of partnerships with international NGOs to co-facilitate clusters at the country or sub-national levels did not continue. The global CCCM cluster also commenced a new five-year strategy, building on the 2013-2016 global CCCM cluster's strategic plan.
		In 2017, UNHCR led 11 and co-led 1 of the 28 country-level shelter clusters, supporting the coordination of 417 partners to provide shelter and non-food items to over 8 million displaced people. UNHCR hosted the annual global shelter cluster coordination workshop and global shelter cluster meeting, which brought together 122 practitioners from 38 different organizations, representing 14 of the 28 shelter clusters worldwide (combining both conflict and natural disaster partners).
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 enhanced results orientation	UNHCR continued to enhance its capacity to make available quality data and analysis on displaced populations, stateless persons and host communities, including their protection situations and living conditions, to inform humanitarian and development responses to forced displacement. By the end of 2017, UNHCR had rolled out its web-based case management database, proGres in partnership ("proGres v4"), in 37 countries, helping UNHCR partners and host governments to further standardize registration and case management practices.
	UNHCR's global strategies for public health, settlement and shelter, livelihoods, and safe access to energy (SAFE) inform operational planning	Capacity-building activities in Algeria, the Republic of the Congo, South Sudan and Uganda helped ensure that mental health was integrated into

2016-2017 Support and management GSPs	Engagement	End-biennium progress
	and implementation of activities in these technical areas	refugee primary health care. UNHCR aimed to further complement the health response in operations by building local capacity on scalable psychotherapies. Strategic and operational partnerships were vital in all areas to provide effective services and ease pressure on host countries. The infant and young child feeding framework continued to be rolled out alongside nutrition treatment and prevention programmes, including in the Bangladesh emergency, where the levels of childhood and adult malnutrition were significant. UNHCR and the World Food Programme worked closely to prioritize assistance to those most in need and pursue initiatives that enable self-reliance among refugees UNHCR, together with partners, supported the provision of 62.4 million cubic metres of water, and the installation or maintenance of 388,599 toilets and showers for 8.5 million refugees across 50 countries to access safely managed water supply and sanitation services. In addition, UNHCR worked through strategic partnerships to advocate for all persons of concern in urban and out-of-camp situations to access safely managed water and sanitation services through inclusion in national WASH service systems.
6. UNHCR effectively prepares for and responds to emergencies	Core relief items are stocked to provide emergency assistance for up to 600,000 persons, and relief items are dispatched within 48 hours	Through its global supply chain, UNHCR responded to the needs of 1.2 million persons in simultaneous emergencies around the globe, with additional relief items for 150,000 persons remaining in the purchasing pipeline to replenish stocks. UNHCR maintained 7 strategically located global stockpiles in Accra, Amman, Copenhagen, Dubai, Douala, Kampala and Nairobi. UNHCR opened the stockpile in Kampala in 2017 in order better serve the region. In 2017, UNHCR delivered 10,670 metric tonnes of core relief items, worth $55.3 million, through 31 airlifts and by road and sea transport.

2016-2017 Support and management GSPs	Engagement	End-biennium progress
	Active standby capacity (including through standby rosters), with appropriate leadership, coordination experience and protection training, is available for deployment within 72 hours of the declaration of an emergency. Community-based approach is promoted to support accountability to persons of concern	UNHCR made 359 emergency deployments, representing 31,881 days of emergency staffing support to field operations. Staff were redeployed from both field operations and Headquarters to ensure a comprehensive approach to emergency response. Stand-by partners continued to provide critical support, including through 110 staff deployments, mostly to Bangladesh, South Sudan and Uganda.
	A qualified security workforce is maintained and security staff are deployed to emergencies	UNHCR conducted over 62 security support missions, including emergency operations. Over 600 staff members participated in security trainings in 2017, and UNHCR rolled out a new online training for security analysis and planning. Recognizing that women often face different security threats from men, UNHCR conducted a Facilitators for Women's Security Awareness Training in Chad and South Sudan.
7. UNHCR has a diverse and gender-balanced workforce, which performs effectively	Overall gender balance is achieved	At the end of 2017, UNHCR's total workforce comprised 15,273 individuals, of which 11,423 were staff members and 3,850 were affiliate workforce. National staff accounted for 72 per cent of staff worldwide, with international staff accounting for 28 per cent. The vast majority of UNHCR's staff, 88 per cent, were based in the field. In terms of gender, 61 per cent of staff were male and 39 per cent female, while 47 per cent of the affiliate workforce were male and 53 per cent were female.
	Staff members meet their learning needs	In 2017, over 12,000 staff members and over 8,000 affiliate workforce and partners enrolled in at least 1 learning activity, i.e. a substantive blended learning programme or a stand-alone e-learning course. Over 30 key learning programmes were offered (certifications or technical and specialized training), and some 4,000 staff members enrolled in these courses. These trainings were offered through Learn & Connect, UNHCR's learning management system.

2016-2017 Support and management GSPs	Engagement	End-biennium progress
	Assignments are made in an efficient and timely manner	In 2017, UNHCR processed 1,471 vacancies job openings. Fast track assignment procedures helped quickly fill 143 positions in Angola, Bangladesh, the Democratic Republic of the Congo, the Syrian Arab Republic and Uganda.
		UNHCR focused on targeted outreach for external recruitment to better attract women and candidates from under-represented geographic regions, as well as skilled professionals for hard-to-fill functions. Through these talent recruitment programmes, UNHCR filled staffing needs in areas where there were gaps.
	Compliance is achieved in respect of performance reporting	The completion rate of 2017 performance evaluations are expected to be above 90 per cent by 30 June 2018. In 2017, UNHCR consolidated the upgraded resource management system (MSRP), making some technical adjustments to the performance system. The increase in staff worldwide as well as the numerous emergency fast track assignments led to 11,900 interactions between staff and the Performance Management Unit.
	Staff are committed and satisfied with their work	In January 2017, UNHCR launched the affiliate module in MSRP to improve administrative support, security and welfare services for the affiliate workforce. This included the initiation of a policy that outlined principles and minimum standards and a review of conditions of service and minimum standards on security, health and welfare. UNHCR developed the policy after consultations with a range of staff members, and it is expected to be released in 2018.
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 from public and private sources	The level of donor support received by UNHCR reached over $3.9 billion, with income from the private sector rising to $400 million. During the year, UNHCR issued supplementary appeals to raise awareness for new emergencies or unforeseen needs.
	Partnerships with member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are enhanced	In 2017, following the adoption of the New York Declaration for Refugees and Migrants in September 2016, UNHCR focused on activities related

2016-2017 Support and management GSPs	Engagement	End-biennium progress
		to the comprehensive refugee response framework (CRRF) and the development of the global compact on refugees. In the course of the year, UNHCR facilitated multiple discussions and formal consultations with States, inter-governmental and regional partners, United Nations agencies, NGOs, the private sector and representatives of academic institutions to work towards developing the global compact on refugees. The global compact on refugees and the CRRF were also the focus of UNHCR's Annual Consultations with NGOs, which brought together over 500 participants.
		UNHCR actively engaged in inter-agency coordination to mobilize political and operational support and, in 2017, launched 4 Regional Refugee Response Plans and 1 Regional Refugee Response and Resilience Plan, covering 19 countries. A total of $3.9 billion were raised for the collective refugee response, with the majority of funding, $2.3 billion, going to partners. In 2017, UNHCR supported a record 826 local partners, channelling 21 per cent of programme expenditures through them.
	Strategic external communication is strengthened through targeted multi-media campaigns and timely public updates	UNHCR's #WithRefugees campaign, which aims to showcase global public solidarity with refugees, measured more than 15 million solidarity actions in favour of refugees. This included 1.8 million signatures on the campaign petition, which asked leaders to ensure every refugee child has an education; every refugee family has somewhere safe to live; and every refugee can work or learn new skills to support their families.
	Information on operations is made accessible to external stakeholders in a transparent manner	UNHCR continued to seek the guidance of the Executive Committee on operational, protection, programme and financial oversight matters. In 2017, the audience and reach of the Global Focus website increased significantly compared with 2016, with 200,913 sessions (a 48 per cent increase over 2016) and 416,242 page views globally (a 40 per cent increase over 2016). There were 110,000

2016-2017 Support and management GSPs	*Engagement*	*End-biennium progress*
		document downloads in 2017 (compared to 40,500 in 2016), with 14,800 downloads of the 2016 Global Report and 4,000 of the Global Appeal 2018-2019.

2016-2017 Support and management GSPs	*Engagement*	*End-biennium progress*