

Global Strategic Priorities 2014-2015

UNHCR's Global Strategic Priorities (GSPs) for the 2014-2015 biennium provided important direction for operations to target interventions across a range of core areas where the Office seeks to improve protection and find solutions for refugees and other people of concern.

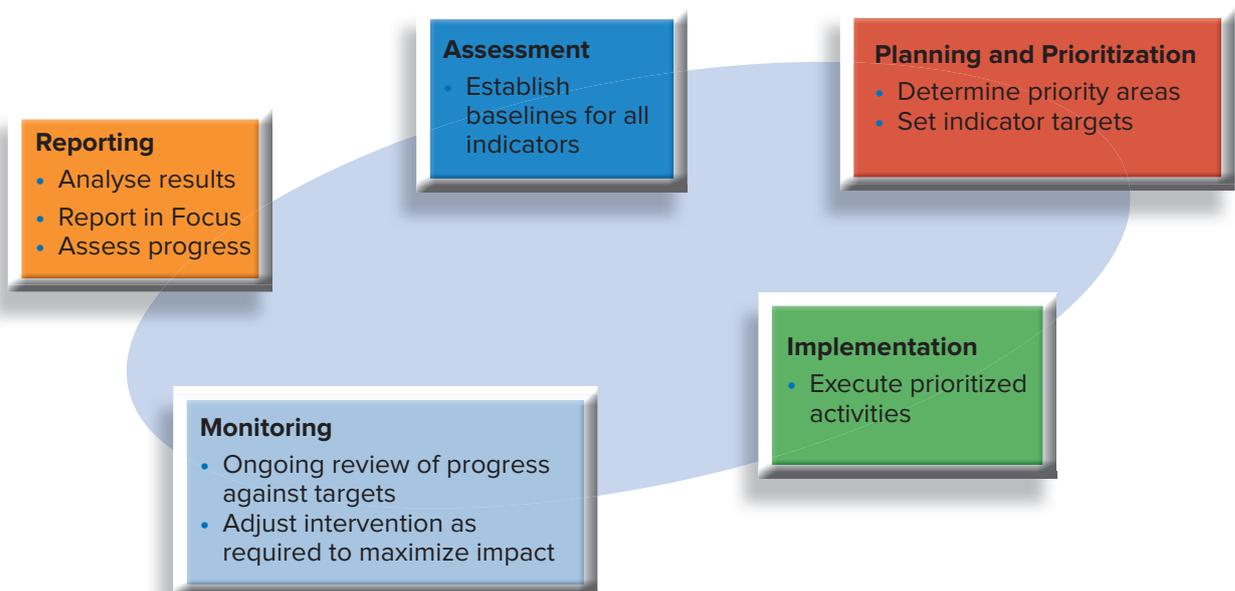
The GSPs are divided into two categories: operational GSPs for field operations, and support and management GSPs for headquarters divisions. The operational GSPs focused on: establishing and maintaining a favourable protection environment; providing access to fair protection processes and documentation; ensuring security from violence and exploitation; meeting basic needs and providing essential services; empowering communities; and strengthening self-reliance and securing durable solutions.

The operational GSPs provided guidance for the development of annual operations plans, and informed strategic discussions at field level with UNHCR partners for prioritization. Throughout the year, staff closely monitored progress achieved against the GSPs and took corrective actions, where required.

Information on the progress achieved in 2015 has been analysed and reported on by field operations through Focus, UNHCR's results-based management tool, and Twine (UNHCR's health information system) for health-related indicators. Focal points within technical sections at Headquarters have subsequently reviewed the results in order to assess the progress achieved against the global engagements.

The GSPs on Support and Management underpin UNHCR's organizational commitment to strengthen its response and improve its efficiency and effectiveness across a vast range of functional areas. Over the course of 2015, this included: strengthening financial and programme management; providing support and policy guidance on protection matters; enhancing UNHCR's emergency response; reinforcing UNHCR's capacity to ensure effective leadership and coordination of complex operations; and expanding staff development opportunities.

Managing annual operations plans and priorities using GSP indicators



2015 PROGRESS AT A GLANCE

Operational GSPs

Favourable protection environment



Legislative changes enhancing the protection of asylum-seekers and refugees were reported in 14 countries, while improvements in national laws and policies for IDPs were reported in 10 countries



Four accessions to the two Statelessness Conventions and six amendments to nationality laws to prevent statelessness were recorded in 2015

At least 49,100 stateless people or those with undetermined nationality acquired a nationality or had their nationality confirmed

Fair protection processes and documentation



94% of the 32 situations reporting had increased levels of issuance of birth certificates



87% of 83 situations maintained or increased levels of individual registration

Security from violence and exploitation



87% of 104 situations improved or maintained provision of support to known SGBV survivors

80% of 60 situations have increased community involvement in prevention and protection of SGBV survivors



86% of 57 situations reported increased or maintained proportion of unaccompanied or separated refugee children for whom a Best Interests process has been completed or initiated

73% of 33 situations reported increases in the non-discriminatory access to national child protection and social services

Basic needs and services



61% of 100 surveyed camps or settlements met UNHCR's standard of $\leq 10\%$ Global Acute Malnutrition



98% of 144 monitored sites met UNHCR's standard for mortality rates among children under five years old ($< 1.5/1000/\text{month}$)



86% of 73 situations maintained or increased the percentage of households living in adequate dwellings; however, a significant number of situations remain within the 'critical' threshold of UNHCR's standard



70% of 50 situations reported increased or maintained levels of water supply

Community empowerment and self-reliance



71% of 56 situations increased or maintained participation of women in leadership structures



70% of the 40 situations reported improvement in relations between people of concern and local communities



45% of 33 operations reported an increase in the number of people of concern self-employed or with their own business (aged 18-59)



59% of 111 situations reported increased or maintained enrolment rates of primary school-aged children

Durable solutions



89% of refugees who expressed their intention to return voluntarily to their country of origin were supported by UNHCR to return



45% of 47 situations reported some improvement in relation to local integration of refugees



Some 81,800 refugees departed for resettlement

ACHIEVEMENTS

The analysis of progress achieved in 2015 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 people of concern in a number of priority areas. 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 people.

Operations also worked together with partners and governments to make further progress in the prevention and response to sexual and gender-based violence. More children were able to benefit from access to education opportunities and national child protection services. The participation of women in leadership structures increased further. Progress was also achieved in improving relations between displaced populations and host communities. Almost all operations managed to be well below the mortality standards for children under 5 years old. The number of refugees resettled also increased and support was provided to refugees opting for voluntary repatriation, although their number decreased compared to 2014.

CHALLENGES

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. In some operations, the occurrence of new emergency situations required a reprioritization of funds towards more pressing life-saving needs. For some GSP areas, progress would be dependent on reaching understanding with key government counterparts on how the engagement required could be accommodated within overall national priorities and available resources.

FULL PROGRESS REPORT

For detailed reporting on UNHCR's achievements and challenges across all GSP areas in 2015, please refer to the progress report, which is available on the Global Focus website (<http://reporting.unhcr.org/thematic>).

The report sets out the progress achieved against each of the GSPs, includes highlights from field operations, and information on global and regional initiatives that further reinforced and complemented the actions taken.

2015 PROGRESS AT A GLANCE

Support and Management GSPs

Financial management

- A new High Level Internal Control Framework was issued. It sets out the respective roles and accountabilities in the area of financial management.
- The financial statement for 2015 was developed in full compliance with IPSAS accounting standards.
- The first organization-wide enterprise risk assessment was completed and results were captured in a corporate risk register.

International protection

- Legal advice, guidance and operational support was provided to operations and States, including on the scope of legal obligations and individual rights of people 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 *I Am Here, I Belong – The Urgent Need to End Childhood Statelessness* presented the many challenges faced by stateless children and youth.
- Numerous protection and resettlement deployments were facilitated and the centrality of protection considerations was promoted in all aspects of humanitarian programmes.

Information and communications technologies

- Support to emergency operations was further optimized through improved positioning of human and material resources.
- Network infrastructure was improved in field locations through migration of new technology and enhanced bandwidth optimization.

Coordination

- 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.
- The roll out of the Refugee Coordination Model (RCM) to key operations was supported through issuance of policy guidance and organization of training programs on coordination and leadership.

Results-based management

- A new version of the UNHCR Programme Manual was issued providing UNHCR staff across the world with updated guidance on the application of rules and procedures for effective management and coordination of programmes.
- Workshops and trainings were organized for programme staff and further improvements were made to the range of corporate tools available for applying results-based management.

Emergency preparedness and response

- Over 11,175 metric tons of emergency core relief items were delivered from global stockpiles for distribution to people in need.
- Emergency deployments of over 460 trained staff from emergency standby rosters were organized.
- Emergency preparedness activities were enhanced and operation-specific workshops on contingency planning were organized in four situations including staff from both UNHCR and partner organisations.

Mobilization of support

- 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 per cent more than in the previous year).
- A high level of media coverage and enhanced dissemination of information using social media resulted in a significant increase in the number of followers of UNHCR on digital platforms Facebook and Twitter, reaching 1 million and 1.9 million respectively – a growth of 60 per cent and 14 per cent over 2014.

Human resources

- A five-year *People Strategy* was developed. 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.
- Substantive competency-based learning initiatives and certification programmes were developed in key functional areas, such as management, human resources, and supply chain.