

Global Strategic

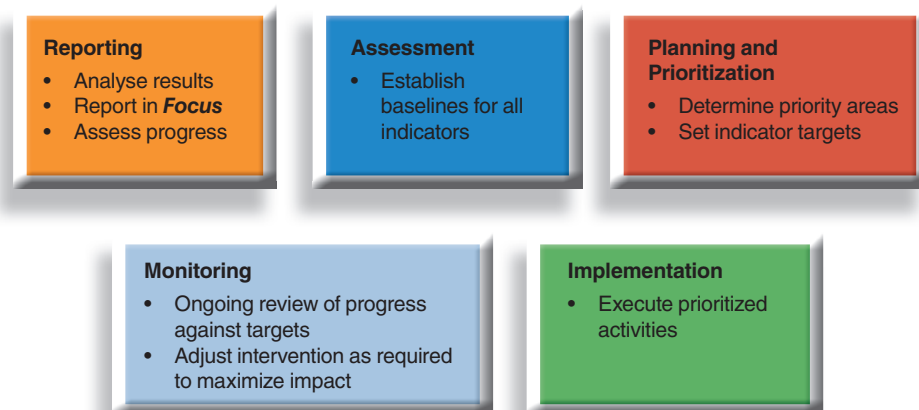
The Global Strategic Priorities (GSPs) for the 2014-2015 biennium focus on areas of critical importance for improving the lives and well-being of people of concern to UNHCR. After consultation with Executive Committee member States and other partners, UNHCR agreed to expand the GSPs for the current biennium to include new areas of special emphasis: these include the prevention of gender-based violence, child protection, self-reliance and coexistence with host communities.

The GSPs are divided into two categories: one set of operational GSPs that applies to field operations; and another set which focuses on the support and management functions provided by headquarters divisions.

The operational GSPs have provided important guidance for UNHCR operations in developing their annual operations plans and in helping decide on areas to be given special priority. They figured prominently in the strategic planning sessions with UNHCR partners, and were incorporated in the prioritized plans and budgets for 2014, taking into consideration the specific operational context. The matrix shows how the GSP indicators are used in the different phases of the operational management cycle.

It should be noted that given the wide spectrum of critical areas covered by the GSPs, setting priorities for planned interventions in an operation is a fine balancing act – as choices often need to be made between equally compelling areas of need.

Managing annual operations plans and priorities using GSP indicators



Information on the progress achieved in the first year of the 2014-2015 biennium 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 compiled and reviewed the results in order to assess the progress achieved against the global engagements.

The analysis of the 2014 results indicates that the efforts made to focus on the GSPs have led to positive outcomes, with many operations reporting that they have achieved improvements in the situation and wellbeing of people of concern across a wide range of areas. However, given the need to prioritize within available levels of funding, many operations report that they have been

unable to achieve progress against all GSP areas, often because they have had to concentrate their efforts on areas where the situation was considered most critical. In some operations, the occurrence of new emergency situations also required a reprioritization of funds towards the most pressing life-saving needs.

In this chapter, the progress made in the first year of the biennium towards the GSP engagements is described in the matrix. Concrete examples of 2014 developments within the different GSP areas are included in several of the thematic chapters in this report.

A separate progress report on Global Strategic Priorities in 2014 is being prepared and will be posted on the Global Focus website. This will provide more details on the different GSP areas, with an indication of how the situation has evolved in the course of the year. ■

Priorities 2014-2015

OPERATIONAL

ENGAGEMENT*

MID-BIENNIUM PROGRESS END-2014

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*
- ▼ *Seek improvement to national law and policy in 20 countries, so as to be consistent with international standards concerning IDPs*
- ▼ *Seek improvement 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*

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 through the provision of comments, expert advice and/or active assistance. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples of progress or particular challenges in achieving improvements.

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. See chapter on *Engaging with IDPs* and *Global Focus* operations for examples.

3 countries adopted changes in their national laws to bring them closer 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 statelessness conventions with 13 accessions to these conventions registered in 2014. See chapter on *Ending Statelessness* and *Global Focus* operations for examples.

Fair protection processes 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*
- ▼ *Maintain or increase levels of individual registration in 83 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 another 13 are now close to the standard of 100%. See chapter on *Ending Statelessness* and *Global Focus* operations for examples.

Increases in the levels of individual registration were reported in 29 refugee situations, while levels were maintained in a further 45 refugee situations. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for more information.

* Some adjustments have been made to the numbers of engagement situations since the 2014-2015 GSPs were presented in the Global Appeal 2014-2015.

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*
- ▼ *Provide and seek improved provision of support to known SGBV survivors in 14 situations where UNHCR is operationally involved with IDPs*
- ▼ *Provide and seek improved provision of support to known SGBV survivors in 5 returnee situations*
- ▼ *Seek improved community involvement in prevention and protection of SGBV survivors in 46 refugee situations**
- ▼ *Seek improved community involvement in prevention and protection of SGBV survivors in 11 situations* where UNHCR is operationally involved with IDPs*
- ▼ *Seek improved community involvement in prevention and protection of SGBV survivors in 3 returnee situations**
- ▼ *Maintain or increase the proportion of unaccompanied or separated refugee children for whom a Best Interest Determination (BID) process has been completed or initiated in 57 refugee situations*
- ▼ *Seek increase in the non-discriminatory access to national child protection and social services in 26 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*
- ▼ *Seek increase in the non-discriminatory access to national child protection and social services in 3 returnee 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. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.

Improvements in the provision of support to known SGBV survivors were reported in 12 situations where UNHCR is operationally involved with IDPs. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.

Improvements in the provision of support to known SGBV survivors were reported in two returnee situations. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.

Progress was achieved in mobilizing the communities to be active in SGBV prevention and survivor-centred protection in 39 refugee situations. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.

Progress was achieved in mobilizing the communities to be active in SGBV prevention and survivor-centred protection in 10 situations where UNHCR is operationally involved with IDPs. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.

Progress was achieved in mobilizing the communities to be active in SGBV prevention and survivor-centred protection in 2 returnee situations. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.

Increases in the proportion of unaccompanied or separated refugee children for whom a BID process has been completed or initiated were reported in 40 refugee situations, while the proportion was maintained in a further 14 refugee situations. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.

Increases in the non-discriminatory access to national child protection and social services were reported in 9 refugee situations.

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.

Increases in the non-discriminatory access to national child protection and social services was 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*

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 sites were included in the analysis, hosting mainly refugees from the Central African Republic and South Sudan. See chapter on *Providing for Essential Needs* and *Global Focus* operations for examples.

▼ *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, 130 out of 140 monitored sites met acceptable standards of <5 mortality rates (U5MR <1.5/1000/month). The remaining 10 sites with elevated mortality rates are located in Cameroon, Chad, Niger and the Democratic Republic of the Congo, where the results are affected by poor nutrition status as well as high morbidity from communicable diseases among newly arrived refugees. See chapter on *Providing for Essential Needs* and *Global Focus* operations for examples.

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. See chapter on *Providing for Essential Needs* and *Global Focus* operations for examples.

▼ *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 1 situation. See chapter on *Providing for Essential Needs* and *Global Focus* operations for examples.

▼ *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. See chapter on *Providing for Essential Needs* and *Global Focus* operations for examples.

▼ *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. See chapter on *Providing for Essential Needs* and *Global Focus* operations for examples.

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 28 refugee situations, while the level of participation was maintained in a further 8 situations. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.

▼ *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. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.

▼ *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. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.

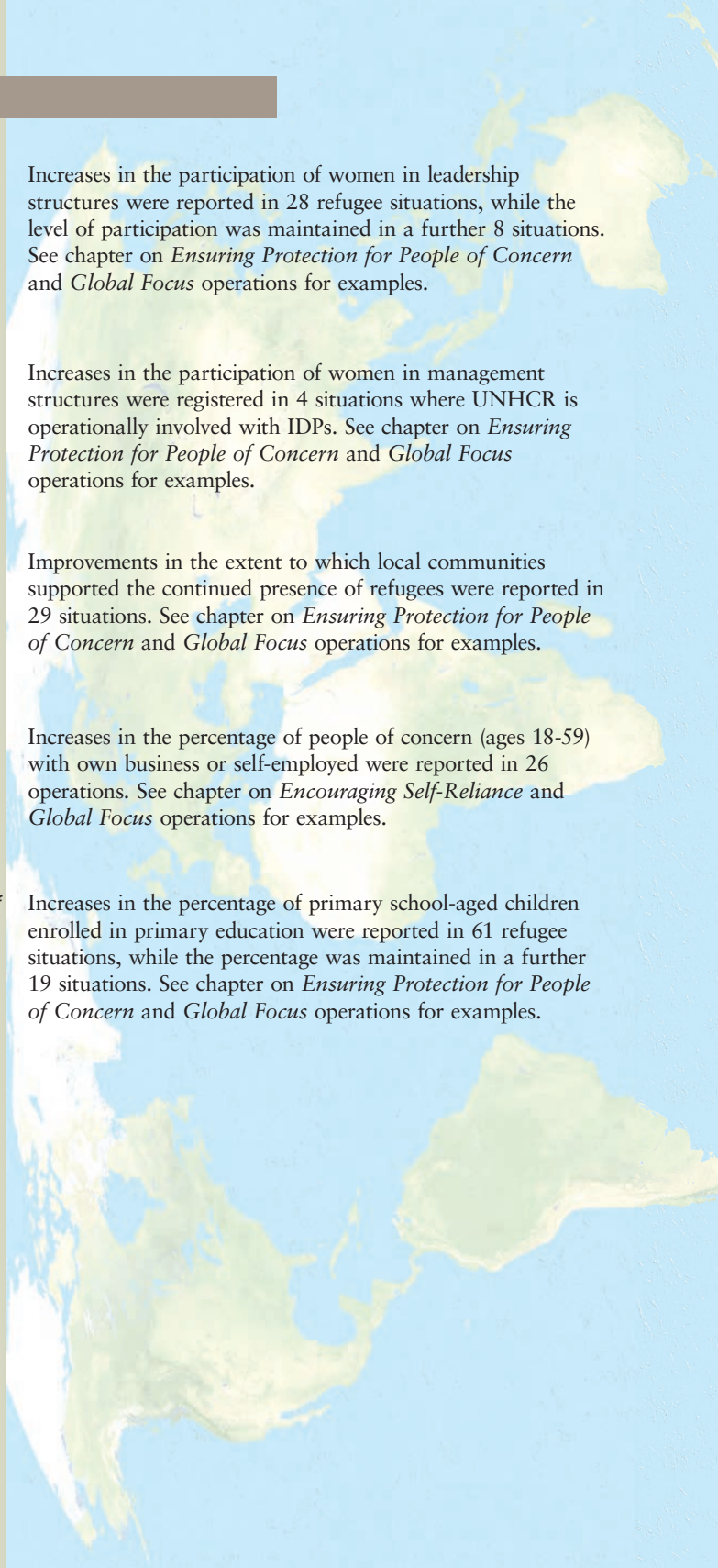
7. Promoting human potential through increased opportunities for quality education and livelihoods support

▼ *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-employed were reported in 26 operations. See chapter on *Encouraging Self-Reliance* and *Global Focus* operations for examples.

▼ *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. See chapter on *Ensuring Protection for People of Concern* and *Global Focus* operations for examples.



Durable solutions

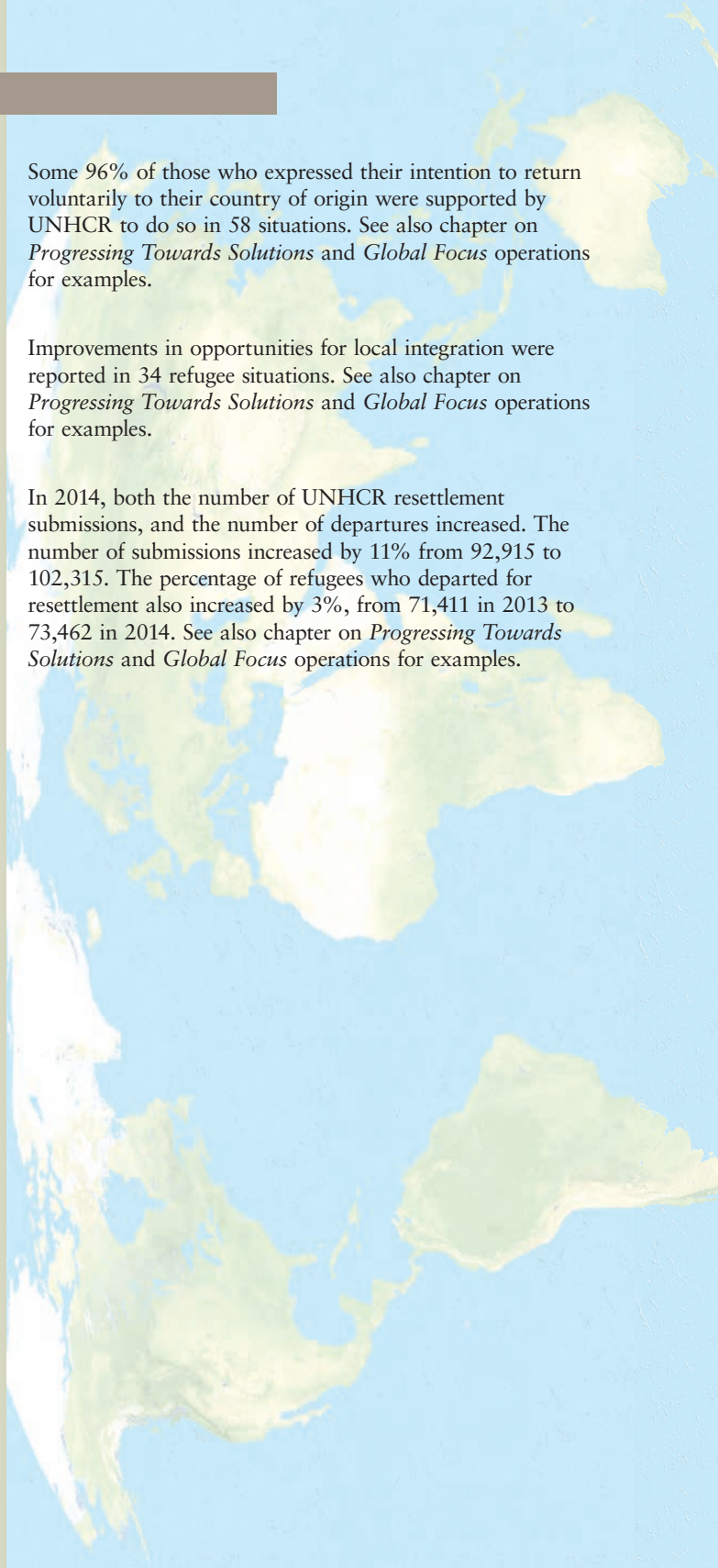
8. Expanding opportunities for durable solutions for people of concern, particularly those in protracted situations, including through strengthening the use of comprehensive approaches and contributing to sustainable reintegration, local settlement and successful resettlement in third countries

- ▼ Support refugees to return voluntarily in 58 situations where conditions permit
- ▼ Support local integration in 47 refugee situations where conditions permit
- ▼ Seek to maintain or increase the percentage of people who depart for resettlement among those submitted, thereby supporting solutions in 71 situations

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. See also chapter on *Progressing Towards Solutions* and *Global Focus* operations for examples.

Improvements in opportunities for local integration were reported in 34 refugee situations. See also chapter on *Progressing Towards Solutions* and *Global Focus* operations for examples.

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. See also chapter on *Progressing Towards Solutions* and *Global Focus* operations for examples.



SUPPORT AND MANAGEMENT

ENGAGEMENT

MID-BIENNIUM PROGRESS END-2014

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*

▼ *Risk registers are operational at country level; risk management has been fully incorporated into managements systems*

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.

IPSAS-compliant financial statement was published for 2014.

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.

ENGAGEMENT

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*

MID-BIENNIUM PROGRESS END-2014

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 of progress.
- b) Expanded response to statelessness through the *#Ibelong Campaign to End Statelessness within 10 Years*; and initiated 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 extensive 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.
- f) Provided country-specific guidance, country-of-origin information documents, as well as regular procedural, legal and operational advice to mandate refugee status determination operations.
- g) Produced a new handbook on *Internal Displacement for Parliamentarians* and assisted 17 countries in advising on IDP national law or policy.
- h) 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 (ICT) 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-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.

ENGAGEMENT

MID-BIENNIUM PROGRESS END-2014

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, Syria 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.

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 country, regional and global level. 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 all 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 tonnes of core relief items (CRI) with the total value of some USD 78.9 million to persons of concern in emergencies. 3,728 tonnes were delivered through 101 airlifts and 13,821 tonnes 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. See chapter on *Responding to Emergencies*.

▼ *Emergency deployment of staff, including those with appropriate leadership and management capacity, is predictable and timely*

441 emergency deployments supported emergency operations, of which 165 were UNHCR staff and 276 were 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 participants were trained on emergencies: 104 UNHCR and 16 partner staff participated in three workshops on emergency management and 10 UNHCR staff members joined the Senior Emergency Leadership Programme. 22 government officials from Qatar attended an emergency management workshop. 26 UNHCR and 2 partner staff joined the training on Information Management in Emergencies.

ENGAGEMENT

7. UNHCR has a diverse and gender-balanced workforce, which performs effectively

▼ *Overall gender balance is achieved*

▼ *Staff members meet their learning needs*

▼ *Assignments are made in an efficient and timely manner*

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▼ *Compliance is achieved in respect of performance reporting*

MID-BIENNIUM PROGRESS END-2014

At the end of 2014, female representation reached 43% for the international professional category staff (P1-level and above); and 44% for 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.

In 2014, UNHCR staff members completed over 28,000 learning activities and members of the 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 cluster, and support for emergencies. A series of some 20 training interventions for the Syria operation was designed.

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.

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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.

ENGAGEMENT

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*

▼ *Partnerships with member States of the Executive Committee, UN agencies, NGOs and the humanitarian system are strengthened*

MID-BIENNIUM PROGRESS END-2014

For the fourth year in a row, the level of donor support received by UNHCR reached a historic high with over USD 3.365 billion of income through voluntary contributions in 2014. This comprised some USD 3.08 billion from governmental and intergovernmental donors; USD 208 million raised by private sector fundraising (6.3% of total contributions) and over USD 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 the global budgetary needs by the end of the year, as the contributions have been outpaced by the growing humanitarian needs.

Reflecting the global interest in responding to and resolving forced displacement and statelessness, UNHCR's Executive Committee (ExCom) grew to 98 member States. During its annual governance meeting, 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. During 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% national NGOs), plus others engaged through social media for the first time. For further details, see chapter on *Working in Partnership*.

ENGAGEMENT

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

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

MID-BIENNIUM PROGRESS END-2014

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 app made UNHCR content accessible from mobile devices. UNHCR continued to raise awareness and support for the Syria crisis, as well as other major emergencies as well as forgotten crises and protection issues, through frequent dissemination of text and visual media news and accompanying multimedia content.

UNHCR continued to provide the ExCom member States with information on key operational, protection, programme and financial oversight issues, briefings, situation, 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.