



1 person forced to flee
is too many.



2014 – 2015 Global Strategic Priorities

Informal Consultative Meeting – 5 February 2013

UNHCR's Global Strategic Priorities (GSPs)

- UNHCR's GSPs were first introduced for the 2010-2011 biennium planning cycle
- The GSPs represent areas of critical concern where UNHCR will make concerted efforts to:
 - Strengthen protection
 - Improve the quality of life
 - Seek solutions for refugees and other people of concern
- Intended as a common set of key priorities and “blueprint” for planning in UNHCR operations worldwide

1 person forced to flee
is too many.

2012—2013 Global Strategic Priorities

- UNHCR's key lessons learned from the 2010-2011 biennium:
 - GSPs must be focused and manageable
 - A sense of ownership needed at all levels in UNHCR
 - Strong management of the GSP process essential
 - A better way to present results required

1 person forced to flee
is too many.

2012—2013 Global Strategic Priorities

Focused & Manageable

A streamlined framework of seven operational GSPs and 15 related impact indicators.

Sense of Ownership

Setting priorities from the “ground up,” with field operations selecting the indicators most relevant to their context.

Strong Management

Establishing a “GSP Management Team” at Headquarters composed of technical experts and operations managers.

1 person forced to flee
is too many.



2012—2013 Global Strategic Priorities

A Better Way to Present Results

- Introduced the “Global Engagements” approach to replace the targets that guided the 2010—2011 GSP process.
- The Global Engagements represent a commitment to maintaining or improving standards in the GSP areas and include all operations that have prioritized related activities.
- The Global Engagements provide a more comprehensive and realistic account of how UNHCR is doing in relation to the 2012—2013 GSPs.

Global Engagements vs. Global Targets

The 2010 GSP Target: 20 of the 56 camps where water supply is insufficient will meet the standard of 20 litres per person / day

With Global Targets: Only Kot Chandna camp can be included in reporting against the target of 20 litres per day

With Global Engagements: UNHCR will report on improvements in all sites

Location	Average quantity of water available per person per day (litres)	Average quantity of water available per person per day (litres)	% Increase
	Baseline (January 2010)	Result (December 2010)	
Sheder	13.23559357	18.35086703	39%
Hagadera	15.06579132	17.09153145	13%
Ifo	16.43652921	18.10063383	10%
Chaghi	15.58550782	18.830079	21%
Katwai	17.60080004	19.01482622	8%
Kot Chandna	19.95078806	21.20649913	6%

1 person forced to flee
is too many.

2012—2013 Global Strategic Priorities

Favorable protection environment

GSP	Impact Indicator	Objective	Global Engagement
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	Extent law and policy are consistent with international standards	Law and Policy developed or strengthened	Seek improvement to national law and policy in 112 countries, so as to be consistent with international standards concerning refugees, asylum seekers and IDPs
	Extent law is consistent with international standards on prevention of statelessness	Law and Policy developed or strengthened	Seek improvement in citizenship laws in 70 countries so as to be consistent with international standards on the prevention of statelessness

1 person forced to flee
is too many.

2012—2013 Global Strategic Priorities

- The streamlined GSPs and impact indicators guided and informed planning for the 2012—2013 biennium.
- The Annual Programme Review assessed in detail how the GSPs had been reflected in country level planning.
- The 2012—2013 GSPs provide a “blueprint” for planning and “lens” for reviewing operational plans.
- UNHCR’s 2012—2013 Global Appeal sets out the Global Engagements drawn and consolidated from the plans.

1 person forced to flee
is too many.

2012—2013 Global Strategic Priorities

Next Steps

- UNHCR country operations globally are preparing their year-end reports for submission on 28 February.
- Year-end reports from country operations incorporate reporting from partners on the results they achieved in project implemented for UNHCR during 2012.
- UNHCR will provide a consolidated view of results achieved on the GSPs and Global Engagements in June 2013 through the 2012 Global Report.

2014—2015 Global Strategic Priorities

- UNHCR is now reviewing the GSPs for the 2014—2015 biennium planning exercise.
- Feedback from UNHCR operations since the introduction of the 2012—2013 set has informed the review.
- The GSP Management Team at Headquarters has led broad consultations with the Bureaux and Divisions.
- An analysis of the use and applicability of the GSP indicators has informed the review.
- Key focus areas have included law and policy, livelihoods, community empowerment and solutions.

1 person forced to flee
is too many.

2014—2015 GSPs – Key Considerations

Relevance

The 2012—2013 GSPs were carefully identified through broad consultation and remain of critical relevance.

Consistency

Improvements in GSP priority areas requires a multi-year engagement making consistency over time important.

Lessons Learned

The importance of keeping the GSPs and impact indicators focused and manageable should be kept in view.

1 person forced to flee
is too many.

2014—2015 GSPs – Key Considerations

Again, Relevance

Advocacy operations, notably in Europe and the Americas, had some difficulty “finding themselves” in the 2012—2013 GSPs.

Global Trends

Several of the 2012—2013 GSPs appear more relevant to camp situations, while urban displacement is increasing.

Technical Modifications

UNHCR is modifying some indicators in the Results Framework to align with other UN agencies and to improve measurability, requiring parallel adjustments in the GSPs.

1 person forced to flee
is too many.

UNHCR Results Framework Enhancement

Favorable protection environment

	2012-2013 Impact Indicator	Objective	2014-2015 Impact Indicator	Global Engagement
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	Extent law and policy are consistent with international standards	Law and Policy developed or strengthened	Extent law and policy are consistent with international standards relating to internal displacement	<i>Seek improvement to national law and policy in XXX countries, so as to be consistent with international standards concerning IDPs</i>
		Law and Policy developed or strengthened	Extent law consistent with international standards relating to refugees	<i>Seek improvement to national law in XXX countries, so as to be consistent with international standards concerning refugees and asylum seekers</i>
	Extent law is consistent with international standards on prevention of statelessness	Law and Policy developed or strengthened	Extent law is consistent with international standards on prevention of statelessness	<i>Seek improvement in citizenship laws in XXX countries so as to be consistent with international standards on the prevention of statelessness</i>

1 person forced to flee
is too many.

2014—2015 GSPs – Outlook

Maintain Continuity

UNHCR's internal review, thus far, suggests that the GSPs should remain stable for the 2014—2015 biennium.

Expand Indicators

The GSP framework could be strengthened through the inclusion of a limited number of additional impact indicators.

Global Engagements

UNHCR would propose to retain the Global Engagements approach, which will now be tested for 2012 reporting, as the format for reporting on GSP results for 2014—2015.

1 person forced to flee
is too many.

2014—2015 Global Strategic Priorities

- The Informal Consultative Meeting is an important opportunity to receive the views and advice of Executive Committee Member and Observer States
- The High Commissioner will consult on the GSPs with UNHCR's Senior Management Committee and during the Global Representatives Meeting on 19—20 February.
- The 2014—2015 GSPs will be issued at the end of February, when planning gets fully underway.
- UNHCR will brief the June Standing Committee on the 2012 GSP results and 2014—2015 GSP framework.

1 person forced to flee
is too many.

Questions ?

1 person forced to flee
is too many.