



Global Needs Assessment and Prioritization

ICM - 17 April 2009

Geneva

Global Needs Assessment

What it will achieve

- ▶ Clear and comprehensive view of needs of populations of concern and consequences of needs unmet
 - ▶ Plans designed to address needs more comprehensively
 - ▶ Compelling rationale for resources to meet additional needs
 - ▶ Informed resource allocation
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Results Framework and Global Objectives

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- ▶ UNHCR's new Results Framework marks a pivotal development for it clearly sets out more comprehensively than ever before the full range of objectives that the Office seeks to achieve.
 - ▶ Grouped under nine Rights Groups, these objectives (of which there are over 60) constitute the Global Objectives for UNHCR.
 - ▶ The Results Framework also includes outputs for its 60 Objectives. The Outputs constitute the specific work UNHCR undertakes to achieve each Objective.
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Rights Groups

- ▶ Favourable Protection Environment
 - ▶ Fair Protection Processes and Documentation
 - ▶ Security from Violence and Exploitation
 - ▶ Basic Needs and Essential Services
 - ▶ Community Participation and Self-Management
 - ▶ Durable Solutions
 - ▶ External Relations
 - ▶ Operations Management Support
 - ▶ Headquarters and Regional Support
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Favourable Protection Environment

- International and Regional Instruments
- National Legal Framework
- National Administrative Framework
- Policies Towards Forced Displacement
- National and Regional Migration Policy
- Prevention of Displacement
- Prevention of Statelessness
- Co-operation with Partners
- National Development Policies
- Public Attitudes Towards Persons of Concern
- Access to Territory
- Non-Refoulement
- Environmental Protection

Fair Protection Processes and Documentation

- Reception Conditions
- **Registration** and Profiling
- Access to Asylum Procedures
- Refugee and Stateless Definitions
- **Fair and Efficient Status Determination**
- Family Re-Unification
- **Individual Documentation**
- Civil Status Documentation

Security from Violence and Exploitation

- Impact on Host Communities
- Effects of Armed Conflict
- Law Enforcement
- Community Security Management System
- Gender-Based Violence
- Protection of Children
- Freedom of Movement
- Non-Arbitrary Detention
- **Access to Legal Remedies**
- Political Participation

Basic Needs and Essential Services

- **Food Security**
- **Nutrition**
- **Water**
- **Shelter/ Other Infrastructure**
- **Basic Domestic and Hygiene Items**
- **Primary Health Care**
- **HIV/AIDS**
- **Education (including health education)**
- **Sanitation Services**
- **Services for Groups with Specific Needs**

Community Participation and Self-Management

- Participatory Assessment and Community Mobilisation
- Community Self-Management and Equal Representation
- Camp Management and Coordination
- Self-Reliance and Livelihoods

Durable Solutions

- Durable Solutions Strategy
- **Voluntary Return**
- **Rehabilitation and Reintegration Support**
- **Resettlement**
- **Local Integration Support**
- Resettlement of IDPs Elsewhere in the Country
- Reduction of Statelessness

External Relations

- Donor Relations
- Resource Mobilisation
- Partnership
- Public Information

Operations Management Support

- Supply Chain/ Logistics
- Programme Management, Coordination and Support



Impact and Performance

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- ▶ To assist the Office to manage and be accountable for results, the Results Framework provides:
 - ▶ **impact indicators** for every **Objective**, and
 - ▶ **performance indicators** for every **Output**.
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▶ **Impact indicators**

- ▶ show the extent our actions help to ensure that the treatment and well-being of persons of concern meet acceptable, internationally recognized standards.

▶ **Performance indicators**

- ▶ map the extent our outputs (actions we plan to do) are being achieved.
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Prioritization

Rationale

- ▶ Refugees and other persons of concern have a **multitude of needs**. Some are more pressing than others both in terms of being essential to life but also being core to well-being and the attainment of basic rights over time.
 - ▶ Planning comprehensively entails including actions necessary to meet the full range of fundamental rights over time but also **prioritizing certain problems** and related actions over others in the plan.
 - ▶ Prioritization is key to ensuring that crucial needs, **both for the immediate and longer term**, are addressed first.
 - ▶ Priorities are formed through a mix of ‘bottom up’ and ‘top down’.
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Planning and Priorities

- ▶ In recognition of the importance of prioritization, all Regional and Country Offices are required to **prioritize their operations plans** for 2010 and 2011.
 - ▶ Prioritization is **based on their comprehensive assessments** of needs of their populations and **informed by guidance** provided by Headquarters.
 - ▶ All Regional and Country operations are required to submit their Comprehensive Plans and budgets for 2010 and 2011 in time for the Annual Programme Review which begins in April.
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Guidance on Prioritization

- ▶ In November and December 2008, UNHCR's Senior Management met and discussed how prioritization would be undertaken for the 2010 and 2011 planning period.
 - ▶ These discussions helped to establish the **generic prioritization criteria** that were circulated to all field offices through the Planning Instructions on 23 December 2008.
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Generic Criteria

Prioritize Interventions that:

- ▶ Are **inherent** to UNHCR fulfilling its mandate with a solutions-oriented perspective;
 - ▶ Which **raise current situation to acceptable standards** with priority given to:
 - ▶ **core protection**, including life-saving, interventions; and
 - ▶ **broader range of interventions** in situations of protracted displacement (e.g. while preventative health, supplementary feeding and promotion of livelihoods may not be prioritized in an emergency situation, they may be progressively prioritized as time passes, basic needs are met and the displacement situation becomes more protracted.)
 - ▶ With demonstrable **value added**, with priority given to those that:
 - ▶ yield high protection dividends, such as registration, education and livelihoods;
 - ▶ maintain a positive protection environment towards persons of concern; and/or
 - ▶ prevent a progressive weakening of international protection regimes;
 - ▶ That **strengthen the capacity of states** to assume more of their protection responsibilities
 - ▶ That improve **community** protection capacities
 - ▶ That are designed to **realize solutions** (i.e. voluntary return in safety and dignity, local integration and resettlement)
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Regional Priorities

- ▶ Subsequently, in line with the guidance provided in the Planning Instructions and drawing specifically from the Results Framework, all **Bureaux** analyzed the pressing challenges and trends within their regions, and **identified key priority areas** of concern for the 2010-2011 planning exercise.
 - ▶ These priority areas were communicated to their Regional and Country Office in advance of the planning process
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Annual Programme Review

Purpose: Review of country/regional plans

- ▶ To ensure that **all plans are credible, coherent and reasonable** presentations (assessments and budgets) of needs and results to be achieved in an operation for all population types of concern and for all areas under UNHCR's responsibility.
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Purpose: Refine GSPs

- ▶ **To refine set of global strategic priorities** based on review of field submissions and analysis of global trends
 - ▶ Reviewing draft set of global priorities with priority problems identified by the field
 - ▶ Adding/subtracting from the draft list as necessary
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Purpose: Finalize GNA plan and budget

- ▶ To use the finalized set of global strategic priorities to inform decisions on how resources will be allocated for 2010-2011.
 - ▶ To reach a Global Needs Assessment plan and budget addressing the comprehensive needs of populations of concern and reflecting the organization's Global Strategic Priorities.
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Qualitative Considerations

Review of **Assessment**

- ▶ What is the total population of concern to the operation?
 - ▶ Have the needs been identified?
 - ▶ What proportion of needs fall below acceptable standards?
 - ▶ Have the problems been clearly analyzed?
 - ▶ Have they been prioritized?
 - ▶ Does the strategic direction of the plan respond to the protection situation reflected in the summary protection assessments?
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Qualitative Considerations

Review of **Design**

- ▶ Are the planned outputs designed to remedy the assessed problems?
 - ▶ Could the outputs be undertaken by others?
 - ▶ If they could be done by others, is it preferable for UNHCR to do them to:
 - ▶ retain the credibility of the Office
 - ▶ provide authoritative guidance and leadership
 - ▶ Can the plan be implemented in the planning year?
 - ▶ How do the planned targets for 2010-2011 compare with results achieved in the previous year?
 - ▶ Have the regional priorities been considered – and reflected in the plan?
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Management Considerations

- ▶ **Does the plan comply with design parameters?**
 - ▶ Staff in capital/staff in field
 - ▶ International staff/national staff
 - ▶ Direct/indirect implementation
 - ▶ Use of additional workforce
 - ▶ **What is the ratio of staff and ABOD costs to total operation costs?**
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Implementation and Prioritization

- ▶ The finalized Global Strategic Priorities will be communicated to the Field in the summer of 2009, in order that they can be included in the implementation strategies that each field office will develop in the autumn.
 - ▶ The Global Strategic Priorities will represent objectives that are of such importance that they should be implemented on a priority basis.
 - ▶ They are also priorities on which all support services at Headquarters should focus to provide targeted assistance to the field.
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