

ANNEX A
UNHCR JOINT INSTITUTIONAL STRATEGY (JIS) 2010 - 2013
PERFORMANCE FRAMEWORK FOR 2010 – 2011

<p>Goal</p> <p>A focused and effective international humanitarian system where humanitarian agencies plan, manage, and deliver as one to respond to the needs of people affected by conflict and natural disasters.</p>
<p>Purpose</p> <p>To strengthen UNHCR’s capacity for normative and operational leadership, coordination and delivery in response to the protection and assistance needs of refugees, internally displaced persons (IDPs), returnees and stateless persons, in accordance with the agency’s mandate and agreed responsibilities. The donors and UNHCR aim to increase the efficiency and effectiveness of their working relationship by reducing management demands and associated transaction costs, enhancing coherence in their approach, and providing greater predictability and flexibility in funding.</p>

FOCUS AREA 1: PROTECTION (GSPs 1, 2 & 3)¹			
Denmark overall Focus Area 1 Lead; Canada SGBV; Denmark Environmental Protection & Protection of Children			
OBJECTIVE 1.1 International and Regional Instruments			
Outcome²	Indicator	Current Situation	Target end 2011³
National Legal Frameworks : the rights of persons of concern are recognized in law and in practice. There is adequate administrative capacity to support the implementation of international protection standards	Extent Internally Displaced Persons (IDPs) protection needs are addressed in a manner consistent with the Guiding Principles	In at least 24 countries where UNHCR is operationally involved, the protection needs of IDPs are not fully addressed in a manner consistent with the Guiding Principles	In at least 13 of these countries, there is an improvement in the manner in which the protection needs of IDPs are addressed, consistent with the Guiding Principles
OBJECTIVE: 1.4 Partnerships			
Outcome	Indicator	Current Situation	Target end 2011
Strong partnerships exist between host countries, international and national partners and States for the protection of persons of concern	Extent cooperation among partners effective	In 20 countries where UNHCR is operationally involved with IDPs, cooperation among partners needs strengthening	In at least 15 of these countries, cooperation among partners improved
OBJECTIVE LEAD Denmark: 1.6 Environmental Protection			
Outcome	Indicator	Current Situation	Target end 2011
Natural resources and shared environment are better protected	Extent consequences of displacement pose a risk	In 21 countries, there are negative environmental consequences of	In, rehabilitation efforts improved and risks reduced

¹ The general assumption underlying UNHCR’s Global Strategic Priority targets and this PF is a fully funded Global Needs Assessment Budget.

² UNHCR’s operational performance level Outputs (specific direct deliverables) aim to influence the system-wide Outcomes listed in UNHCR’s GSPs and this PF

³ Sources for reporting against this PF will be **the UNHCR Global Report, Standards and Indicators reports, Governance reports to Standing and Executive Committee**

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	to the environment	displacement	
OBJECTIVE 2.1 Reception Conditions, Registration and Profiling			
Outcome	Indicator	Current Situation	Target end 2011
Persons of concern are registered or profiled in a manner that enhances protection. Reception arrangements improve their security and access to essential services.	Extent population of concern registered and/or profiled	In at least 18 countries where UNHCR is operationally involved with IDPs, registration and/or profiling need improvement	In at least 7 of these countries, IDP registration and/or profiling improved
OBJECTIVE LEAD Canada: 3.1 Security from Violence (particularly SGBV)			
Outcome	Indicator	Current Situation	Target end 2011
Persons of concern, particularly children, women, older and disabled, are safe from acts of violence, abuse and exploitation	Extent SGBV is a problem in the community	In at least 48 UNHCR operations SGBV is recognized as a problem in the community	In 22 of these operations, prevention and response to SGBV is significantly improved
OBJECTIVE LEAD Denmark: 3.3 Protection of Children			
Outcome	Indicator	Current Situation	Target end 2011
Children of concern live in safety without exposure to the effects of armed conflict, forced recruitment, sexual exploitation, abuse and violence and child labour.	% of out of school adolescents who participate in targeted programmes	67% (192,727) of out of school refugee adolescents between 12 and 17 years of age in camps do not participate in targeted programmes	The % of out of school refugee adolescents between 12 and 17 years of age in camps who do not participate in targeted programmes reduced to 60%

FOCUS AREA 2 : SGBV & DURABLE SOLUTIONS (GSPs 5 & 6)			
Canada SGBV & Resettlement; Denmark Durable Solutions			
OBJECTIVE LEAD Canada: 5.1 Community Self-Management and Equal Representation			
Outcome	Indicator	Current Situation	Target end 2011
Many communities have self-management structures where men and women of different ages and backgrounds actively participate	Extent participatory assessment informs programme design	53 operations report that participatory assessments do not adequately inform programme design	In at least 35 of these operations, participatory assessments adequately inform programme design
OBJECTIVE LEAD Canada 5.2 Self-Reliance and Livelihoods			
Outcome	Indicator 1	Current Situation	Target end 2011
Men and women of different ages and capacities are able to pursue self-reliance activities necessary	Extent population of concern is able to engage in livelihoods and	In 16 countries where UNHCR is operationally involved with IDPs,	In at least 5 of these countries, the livelihoods and self-reliance potential

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to lead dignified lives, to reduce protection risks and to enhance the sustainability of any future durable solution.	become self-reliant	IDPs have limited opportunity to engage in livelihoods and become self-reliant	of IDPs significantly improved
	Indicator 2	Current Situation	Target end 2011
	Extent refugees have the right to engage in gainful employment	In at least 47 countries, refugees do not have the right to engage in gainful employment	In at least 6 of these countries, refugees have the right to engage in gainful employment
OBJECTIVE LEAD Denmark: 6.1 Voluntary Return			
Outcome	Indicator	Current Situation	Target end 2011
Safe and dignified return is promoted, voluntariness is assured and men and women are individually informed and consulted.	Extent potential for voluntary return realized	In 12 countries where UNHCR is operationally involved with IDPs, the potential for voluntary return is not fully realized	In 5 of these countries, the potential for voluntary return is reached for more IDPs
OBJECTIVE LEAD Denmark: 6.2 Rehabilitation and Reintegration Support			
Outcome	Indicator	Current Situation	Target end 2011
The right of return is respected and returnees are reintegrated within an acceptable framework that guarantees political, social and economic rights to all men and women of all ages and with different capabilities	Extent rehabilitation and reintegration efforts sustainable	In 15 countries where UNHCR is operationally involved with IDPs, rehabilitation and reintegration efforts need strengthening to be sustainable	In at least 7 of these countries, reintegration efforts improved to be sustainable
OBJECTIVE LEAD Canada: 6.3 Resettlement			
Outcome	Indicator	Current Situation	Target end 2011
Resettlement is actively used as a protection tool, a durable solution and a means to effect greater responsibility sharing	# of resettlement places	45,000 individuals submitted for resettlement in excess of the number of places offered by resettlement countries	The # of resettlement places offered by resettlement countries increased by 10%
OBJECTIVE LEAD Denmark: 6.4 Local Integration Support			
Outcome	Indicator	Current Situation	Target end 2011
Refugee and non-refugee stateless men and women are granted the range of rights and entitlements by the State necessary to integrate locally. Possibilities for self-reliance are improved through the provision of opportunities to refugees	Extent refugees treated favourably in naturalization procedures	In at least 78 countries, refugees are not treated favourably in naturalization procedures	In at least 10 of these countries, refugees are treated favourably in naturalization procedures

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appropriate to their age and capabilities			
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FOCUS AREA 3: COORDINATION & PARTNERSHIPS (GSP 7)
Canada overall Focus Area 3 Lead

OBJECTIVE 7.7 Inter-Agency Relations and Strategic Partnerships			
Outcome	Indicator	Current Situation	Target end 2011
Strong operational and strategic partnerships are promoted and inter-agency cooperation strengthened, including through participation in humanitarian country teams and through the cluster approach in IDP situations.	Extent strong partnerships exist with other UN bodies	UNHCR's relationships with other UN bodies can be strengthened, particularly in the context of engagement with priority interagency and policy issues and processes	Joint advocacy and mutual understanding with UN bodies optimized

FOCUS AREA 4: HUMAN RESOURCE & WORKFORCE MANAGEMENT (GSP 7)
Canada

OBJECTIVE LEAD Canada: 7.8 Strategic Human Resource and Workforce Management			
Outcome	Indicator	Current Situation	Target end 2011
UNHCR has a diverse and gender-balanced workforce that is motivated and safe, has integrity and meets the current and future needs of the organization	Extent staff and managers perceive postings system as transparent and effective in placing the right staff in the right positions	There are concerns that the present postings system lacks transparency and is not consistently effective in placing the right staff in the right positions	75 % of staff and managers perceive the postings system to be transparent and effective in placing the right staff in the right positions

FOCUS AREA 5 : RBM, EVALUATION & RESOURCE MANAGEMENT (GSP 7)
Canada Evaluation, RBM; Denmark Resource Management & Org Development

OBJECTIVE LEAD Canada: 7.1 Policy, Advice and Support			
Outcome	Indicator	Current Situation	Target end 2011
UNHCR's policies, standards and doctrine ensure coherent quality protection for populations of concern across regions	Extent UNHCR utilizes the findings and recommendations of evaluations	UNHCR lacks a systematic means of agreeing upon and implementing evaluation recommendations	A systematic means of agreeing upon and implementing evaluation recommendations exists
OBJECTIVE LEAD Canada: 7.2 Global Strategic Direction and Management and 7.4 Organizational Development and Design			
Outcome 7.2	Indicator 1	Current Situation	Target end 2011

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UNHCR has a clearly articulated corporate vision, strategy, results framework and set of priorities that guide its operations worldwide in meeting its commitment to protect and find solutions for people of concern	Extent the capabilities of UNHCR's results-based management tools are maximized	Various RBM tools, such as Focus, the AGDM Accountability Framework and the Global Management Accountability Framework, need to be further aligned and better understood both in the field and at HQ	RBM tools are aligned and their use by field operations and HQ maximized
Outcome 7.4	Indicator 2	Current Situation	Target end 2011
UNHCR's headquarters provides overall direction and maximum support to its field operations from the most efficient and streamlined platform.	Extent UNHCR is able to monitor the achievement of results in the field and through a combination of self assessment, monitoring and analysis, improve impact and performance	A consolidated programme management, analysis and support function does not exist to systematically monitor global impact and performance and to assist operations achieve maximum results for populations of concern	A programme management, analysis and support function monitors UNHCR's global performance and assists operations to achieve maximum results for populations of concern
OBJECTIVE LEAD Denmark: 7.3 Prioritization, Resource Allocation and Financial Management and 7.5 Resource Mobilization			
Outcome 7.3	Indicator 1	Current Situation	Target end 2011
UNHCR's global budget provides a comprehensive picture of the organization's operational, staffing and administrative requirements. Financial resources are allocated effectively and transparently to meet the organization's global strategic priorities and UNHCR's system of financial management has integrity.	Extent resources allocated according to an accurate and prioritized presentation of needs	UNHCR recently introduced tools to align resources accurately to prioritize needs for each population of concern	Resource allocation informed by an accurate and prioritized presentation of needs of each population of concern
Outcome 7.5	Indicator 2	Current Situation	Target end 2011
7.5 Donors are regularly informed of policy, operational matters, and funding requirements. Resource mobilization strategies are strengthened globally, regionally and locally.	% of financial needs covered by pooled funding mechanisms	3% of financial needs are covered by pooled funding mechanisms	The % of financial needs covered by pooled funds increased to 5%

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FOCUS AREA 6 : EMERGENCY SECURITY & SUPPLY (GSP 7)			
Canada overall Focus Area 6 Lead			
OBJECTIVE 7.10 Supply Chain and Logistics			
Outcome	Indicator	Current Situation	Target end 2011
UNHCR is able to ensure the expeditious and cost effective delivery of critical services to people of concern	Extent global stock management is harmonized under a single system with simplified supply chain for core non-food items and other items (high volume and/or high value)	Global Stock Management System needs to be established and aligned with central emergency and regional stockpiles	Global Stock Management System fully established and aligned with central emergency and regional stockpiles
OBJECTIVE 7.11 Central Emergency Preparedness and Response Capacity			
Outcome	Indicator	Current Situation	Target end 2011
UNHCR responds rapidly and robustly to the urgent needs of persons of concern in complex emergencies. Emergency preparedness is ensured and the exposure of UNHCR staff and partners to risks is reduced.	Extent early warning, contingency planning and a robust emergency standby capacity are effective	Early warning mechanisms need improvement and emergency procedures require updating	Early warning mechanisms improved and global emergency response capacity able to immediately respond to an emergency of 500,000 persons
OBJECTIVE 7.12 Field Safety and Security			
Outcome	Indicator 1	Current Situation	Target end 2011
UNHCR manages security effectively in cooperation with the UN system, enabling the Office to meet the needs of persons of concern in a manner that minimizes risks to staff, partners and persons of concern.	% of field operations achieving full compliance with MOSS guidelines	UNHCR has averaged 88% “[full] compliance with [some] limitations” in DSS evaluations of approximately 50% of field	100% of field operations meet DSS standards of compliance with MOSS guidelines
	Indicator 2	Current Situation	Target end 2011
	Extent UNHCR has the capacity to respond to sudden or unforeseen security and safety needs of offices in the field	Recruitment of field safety advisers with suitable profile and technical skills continues to be a challenge	Support coverage is provided and field safety advisers are deployed in a timely manner to assist offices to respond to sudden or unforeseen security needs