

UNHCR's Results Framework for 2012-2013 - Annex 5

UNHCR/IOM/017/2011
UNHCR/FOM/018/2011

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
Rights Group - Favourable Protection Environment			
International and regional instruments acceded to, ratified or strengthened	Impact Indicator Output	Extent State is a party to international legal instruments	
		-Advocacy conducted	Government officials and MPs lobbied (yes/no) # of promotional material produced, published and disseminated Promotional material produced, published and disseminated (yes/no) UNHCR participation in public events and fora ensured (yes/no) # of events participated in
		-Assessment and analysis undertaken	# of legal studies produced Assessment or analysis undertaken (yes/no)
		-Capacity building undertaken	# of instances of expert and technical assistance provided # workshops and seminars organised # of persons trained
		UNSPECIFIED OUTPUT - Intl. & Regional Instruments	
Law and policy developed or strengthened	Impact Indicator	Extent law and policy consistent with international standards	
		Extent law consistent with intl. standards on prevention of statelessness	
		Extent migration policies contain protection safeguards	
		Extent regional migration policy frameworks contain protection safeguards	
	Output	-Advocacy conducted	# of workshops or seminars held to promote compliance with protection standards UNHCR participation in public events and fora ensured (yes/no) # of events participated in # of positive media stories elicited Advocacy conducted (yes/no) # of government officials and MPs lobbied # of PoC trained on rights and mobilized Fora to put PoC issues on the government agenda created (yes/no) Advocacy for PoC inclusion in local, national and regional development plans (yes/no)
		-Assessment and analysis undertaken	Assessment and analysis undertaken (yes/no) # of legal studies produced Assessment of migration policy undertaken (yes/no) Assessment of protection gaps undertaken (yes/no)
		-Capacity building undertaken	# of instances of expert and technical assistance provided # of meetings, workshops, seminars organised # of legal materials produced or disseminated # of legal materials translated
		-Involvement of key stakeholders promoted	# of meetings, workshops, seminars organised Involvement of key line ministries and local authorities promoted (yes/no) Involvement of national human rights institutions promoted (yes/no) International human rights mechanisms engaged (yes/no) # of public or private universities that incorporate international refugee law in the curriculum
		-Positions or interventions in judicial and quasi-judicial proceedings provided	# of positions provided # of interventions undertaken Positions in judicial and quasi-judicial proceedings provided (yes/no) Positions referred to in case law (yes/no) Protection principles referred to in case law (yes/no)
		UNHCR commentary on legal acts and drafts provided	# of instances of UNHCR commentary on legal acts and drafts provided
UNSPECIFIED OUTPUT - Law and Policy			
Administrative institutions and practice developed or strengthened	Impact Indicator Output	Extent administrative practice is consistent with Guiding Principles	
		Extent administrative practice provides effective protection	
		Extent UNHCR can exercise its supervisory responsibility	
		-Capacity building undertaken	# of government partners receiving technical advice and support # of instances of technical or expert assistance provided # of workshops or seminars organized # of persons trained
		-Assessment and analysis undertaken	Assessment or analysis (yes/no) # of interventions conducted (yes/no)
-Positions or interventions in judicial and quasi-judicial proceedings provided	# of positions provided Positions in judicial and quasi-judicial proceedings provided (yes/no) Positions referred to in case law (yes/no) Protection principles referred to in case law (yes/no)		
	UNSPECIFIED OUTPUT - Admin. Insts. & Practice		
	-Involvement of key stakeholders promoted	# of meetings, workshops, seminars organised Involvement of key line ministries and local authorities promoted (yes/no)	
Access to legal assistance and legal remedies improved	Impact Indicator Output	Extent PoC have access to effective legal remedies	
		Extent PoC have access to legal assistance	
		Access of individual PoC to human rights mechanisms enabled	# of persons for whom access to human rights mechanisms enabled
		-Advocacy conducted	# of advocacy interventions for access to national legal services conducted # of advocacy interventions for access to national justice systems conducted
		-Assessment and analysis undertaken	# of cases selected and analyzed
		-Capacity building undertaken	# of PoC assisted by national institutions # of local lawyers providing support # of persons trained # of requests for support of local lawyers' associations
		Legal services and clinics established or provided	Legal services and clinics established (yes/no) # of persons of concern receiving legal assistance
-Positions or interventions in judicial and quasi-judicial proceedings provided	# of positions provided # of interventions undertaken		

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator	
			Positions in judicial and quasi-judicial proceedings provided (yes/no) Positions referred to in case law (yes/no) Protection principles referred to in case law (yes/no)	
		UNSPECIFIED OUTPUT - Legal Remedies & Assistance		
Access to the territory improved and risk of refoulement reduced	Impact Indicator	# of known cases of indirect refoulement		
		# of known cases of refoulement		
		# of known interceptions at sea resulting in non-admission of PoC		
		# of persons refused entry to the territory		
		% of cases of threatened refoulement that have been prevented		
		Extent border authorities refer asylum seekers to competent authorities		
	Output	-Advocacy conducted	# of government policy makers lobbied Advocacy for respect of the principles of non-refoulement conducted (yes/no) Advocacy for access to entry points and detention centres (yes/no) # of positive news stories elicited	
		-Capacity building undertaken	# of border guards and governmental officials trained # of NGO representatives trained # of lawyers trained	
		Establishment & use of national & cross border coordination mechanisms supported	National and cross border coordination mechanisms established (yes/no) Use of national and cross border coordination mechanisms supported (yes/no)	
		Inclusion of protection safeguards in re-admission agreements promoted	Inclusion of protection safeguards in re-admission agreements promoted (yes/no)	
		Interviews with asylum-seekers and PoC conducted	# of interviews conducted with asylum-seekers and PoC conducted	
		-Referral mechanisms established	Mechanisms for the referral of asylum seekers established (yes/no)	
		-Situation of persons of concern monitored	# of monitoring visits conducted and recorded	
		Special procedures for persons with specific needs established	Admission practices sensitive to persons with specific needs promoted (yes/no) # of PoC with specific needs handled under a differentiated procedure	
		Systematic and independent border monitoring established or conducted	Systematic and independent monitoring system established (yes/no)	
		UNSPECIFIED OUTPUT - Access & Non Refoulement		
Public attitude towards persons of concern improved	Impact Indicator	Extent impact of xenophobia, racism and intolerance on PoC is minimized		
		Extent PI interventions focused on PoC protection		
	Output	-Advocacy conducted	# of advocacy campaigns conducted by UNHCR or in collaboration with external stakeholders # of PI materials produced and disseminated Faith-based organizations engaged (yes/no) # of government policy makers lobbied # of private-sector actors actively supporting UNHCR # of events participated in	
		-Capacity building undertaken	# of trainings provided to media representatives and journalists # of trainings provided to public figures Training strategy with human rights component developed (yes/no) # of trainings provided to NGO representatives	
		Media and public opinion monitored and analyzed	Media and public opinion monitored and analysed (yes/no) # of media monitored and analyzed # of known instances of public misinformation # of public opinion surveys conducted	
		Relations with local and international media established and sustained	# of media briefings provided # of interviews with media given # of media stories on UNHCR operations published # of media visits to UNHCR operations organized	
			UNSPECIFIED OUTPUT - Public Attitudes towards PoC	

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
Rights Group - Fair Protection Processes and Documentation			
Reception conditions improved	Impact Indicator	Extent reception arrangements are adapted to the needs of women and children	
		Extent reception conditions meet minimum standards	
	Output	Access of asylum-seekers to UNHCR provided	# of asylum-seekers that had access to UNHCR
		-Advocacy conducted	Advocacy for provision of legal, psycho-social, medical and material assistance upon arrival conducted (yes/no)
			Advocacy for participation of PoC in management and provision of services in reception centres conducted (yes/no)
			Advocacy for special care arrangements for unaccompanied children (yes/no)
			Advocacy for respect of the principle of family unity conducted (yes/no)
			Advocacy to prevent refoulement and for the registration and documentation of male and female PoC conducted (yes/no)
		-Capacity building undertaken	# of trainings provided to management, security, social, legal, asylum and medical staff
		Individual/ family support provided	# of families supported # of individuals supported
		Interventions on individual cases carried out	# of interventions on individual cases carried out
		Persons at risk identified and individually supported	Victims of trafficking or at risk of being trafficked identified and supported (yes/no) Victims of SGBV identified and supported (yes/no) Victims of torture identified and supported (yes/no) Victims of exploitation identified and supported (yes/no)
		Reception/transit centre infrastructure established and maintained	# of PoC accommodated # of reception centre buildings/ structures established # of reception centre buildings/ structures improved or maintained
		-Situation of persons of concern monitored	# of monitoring visits conducted and recorded
Govt. provision of material, psycho-social and legal assistance to PoC supported		Government supported to provide material assistance to PoC (yes/no) Government supported to provide psycho-social assistance to PoC (yes/no) Government supported to provide legal counselling to PoC (yes/no)	
	UNSPECIFIED OUTPUT - Reception Conditions		
Identification of statelessness improved	Impact Indicator	Extent stateless persons and their situation are identified	
	Output	-Assessment and analysis undertaken	# of studies on statelessness situations produced Study on statelessness situations produced (yes/no)
		National processes to identify stateless populations supported	National processes to identify stateless populations supported (yes/no)
		Population census supported	Census allows identification of stateless persons (yes/no) # of workshops, meetings, conferences organized
		Identification exercise conducted or supported	Identification exercise undertaken (yes/no)
		UNSPECIFIED OUTPUT - Identification Statelessness	
	UNSPECIFIED OUTPUT - Identification Statelessness		
Quality of registration and profiling improved or maintained	Impact Indicator	% of activated clusters using common profiling data	
		% of IDPs for which sex and age disaggregated data is available	
		% of PoC registered on an individual basis	
		Average # of days from approach to individual registration	
	Output	-Capacity building undertaken	% of registration staff who have received registration training
		Data collection methodology for profiling defined	Data collection methodology for profiling defined (yes/no)
		Eligible cases identified and registered	# of eligible cases registered
		-Information provided to PoC	# of individuals provided with information on registration procedures
		Outreach registration targeting dispersed population conducted	# of persons registered through registration outreach methods
		Profiling of persons of concern undertaken	# of persons of concern profiled (disaggregate by age (<18) and sex)
		Registration and profiling data shared in line with data protection framework	# of partners sharing data data sharing framework defined (yes/no)
		Registration conducted on an individual basis with minimum set of data required	# of persons registered on an individual basis with minimum set of data required (disaggregate by age (<18) and sex)
		Registration data updated on a continuous basis	% of registration data updated during the last year
-Standard Operational Procedures (SOPs) established		SOPs in place for registration procedure (yes/no)	
		UNSPECIFIED OUTPUT - Registration and Profiling	
		UNSPECIFIED OUTPUT - Registration and Profiling	
Access to and quality of status determination procedures improved	Impact Indicator	% of cases deported before final decision reached	
		% of cases receiving legal assistance	
		Average # of days from first instance interview to notification of result	
		Average # of days from registration to first instance interview	
		Average # of days from submission of appeal to notification of result	
		Extent PoC have access to status determination procedures	
		Extent status determination procedures consistent with international standards	
	Output	-Advocacy conducted	Advocacy for establishment or improvement of status determination procedures undertaken (yes/no) UNHCR technical or expert assistance solicited by Government (yes/no)
		-Assessment and analysis undertaken	# of cases selected and analyzed
		-Capacity building undertaken	Legal advice provided to Government status determination staff (yes/no) Technical support provided to Government status determination staff (yes/no) Training and capacity building of Government status determination staff undertaken (yes/no) Training and capacity building of UNHCR status determination staff undertaken (yes/no) Training and capacity building of legal assistance providers undertaken (yes/no)

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		Derivative status procedures in place	Derivative status procedures in place (yes/no)		
		Government or UNHCR status determination procedure implemented	Government status determination procedure implemented (yes/no) UNHCR status determination procedure implemented (yes/no)		
		Handover of status determination procedure from UNHCR to Government initiated	Handover of status determination procedure from UNHCR to Government initiated (yes/no)		
		-Information provided to PoC	# of individuals provided with information on status determination procedures		
		-Positions or interventions in judicial and quasi-judicial proceedings provided	# of positions provided # of interventions undertaken Positions in judicial and quasi-judicial proceedings provided (yes/no) Positions referred to in case law (yes/no)		
		Special procedures for persons with specific needs established	Procedures allow for accelerated status determination of persons with specific needs (yes/no) # of persons with specific needs accessing accelerated procedures		
		Submission of indiv. claims by spouses & accompanying family members promoted	Procedures allow female spouses and accompanying family to submit individual claims (yes/no)		
		UNHCR participation in Govt status determination procedure enabled or maintained	UNHCR participation in Government status determination procedure enabled (yes/no) UNHCR participation in Government status determination procedure maintained (yes/no)		
		UNHCR supervision of Govt. status determination procedures enabled or maintained	Quality assurance of status determination process provided (yes/no) UNHCR supervision of Government status determination procedure enabled (yes/no) UNHCR supervision of Government status determination procedure maintained (yes/no)		
				UNSPECIFIED OUTPUT - Status Determination	
Level of individual documentation increased	Impact Indicator	% of PoC provided with individual protection documentation			
		% of PoC who have a valid identity document			
		% of refugees and stateless persons requesting CTDs who receive CTDs Extent protection documents recognized by authorities in the country of asylum			
	Output	-Advocacy conducted	# of government officials lobbied		
		Agreement with Govt. on provision & recognition of indiv documentation concluded	Agreement with government on provision & recognition of individual documentation concluded (yes/no)		
		-Capacity building undertaken	# of instances of expert and technical assistance provided legislation and procedures to issue travel documents # of Government officials trained # of workshops, meetings, conferences organized		
		Govt. mechanism to establish identity & nationality established or improved	Government mechanism to assist PoC establish identity & nationality established or improved (yes/no)		
		ICAO compliant travel documents issued	Travel documents are ICAO compliant (yes/no)		
		Issuance of ID & travel documents to persons of concern supported	# of identity documents issued for PoC # of travel documents issued to PoC		
			UNSPECIFIED OUTPUT - Individual Documentation		
Civil registration and civil status documentation strengthened	Impact Indicator	% children under 12 months old who have been issued birth certificates by the authorities			
		% of PoC who have a birth certificate			
		Extent birth certs. issued in country of asylum recognized in country of origin			
	Output	-Advocacy conducted	Advocacy for civil status registration and documentation (birth/marriage/death/divorce) undertaken (yes/no)		
		Birth registration and certificates provided	# of children registered and issued documentation under regular birth registration procedure (disaggregate by gender) # of persons registered and issued documentation through procedure for late birth registration (disaggregate data gender)		
		-Capacity building undertaken	Expert and technical assistance with legislation and procedures provided (yes/no) # of workshops, meetings, conferences organized		
		Issuance of civil status documentation by national institutions supported	Issuance of civil status documentation by national institutions supported (yes/no) # of persons assisted with civil status registration or documentation		
		UNSPECIFIED OUTPUT - Civil Reg. & Civil Status Doc			
Family re-unification achieved	Impact Indicator	% of identified UASC reunited with their families			
		% of separated families seeking reunification that are reunited			
	Output	-Advocacy conducted	Advocacy to promote family reunification implemented (yes/no) # of advocacy interventions undertaken		
		Child friendly information and counselling provided	Child friendly information and counselling provided (yes/no)		
		Coordination with ICRC and other partners on family reunification established	Coordination with ICRC and other partners on family reunification established (yes/no)		
		Family reunification process supported	# of contacts enabled between separated family members # of persons of concern supported with family reunification		
		Procedures for verification of family relations established	Procedures for verification of family relations established (yes/no) # of families for whom relationship verified # of UNHCR and/or partner staff trained in verification process		
		-Standard Operational Procedures (SOPs) established	SOPs for family reunification established or reflected in generic SOPs (yes/no)		
				UNSPECIFIED OUTPUT - Family Re-unification	

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator	
Rights Group - Security from Violence and Exploitation				
Protection from crime strengthened	Impact Indicator	Extent authorities investigate and prosecute		
		Extent security management system effective in ensuring security of PoC		
		Output	-Advocacy conducted	# of advocacy interventions conducted
			Age, Gender, and Diversity sensitive community security system strengthened	# of women participating in community security system # of AGD sensitive community security volunteers mobilized # of AGD sensitive community watch groups strengthened
			-Capacity building undertaken	# of persons trained # of staff at distribution points trained
			Community conflict resolution mechanisms strengthened	# of community conflicts resolved through community resolution mechanisms
			Security packages and support implemented	# of police in camps / communities # of security packages including enhanced policing implemented
			UNSPECIFIED OUTPUT - Protection from Crime	
Protection from effects of armed conflict strengthened	Impact Indicator	# of PoC killed or injured by landmines/ UXOs		
		% of PoC living in areas accessible to humanitarian workers		
		Extent combatants present among PoC		
		Extent PoC threatened by armed conflict or presence of armed groups		
		Extent PoC threatened by exposure to serious crimes		
		Output	-Advocacy conducted	Internment of former combatants at a safe location promoted (yes/no) Demobilization, disarmament, rehabilitation and reintegration programmes promoted (yes/no) Measures to prevent displacement promoted (yes/no) # of diplomatic missions mobilized # of instances when diplomatic community intervenes with government on UNHCR's behalf Advocacy conducted (yes/no) Measures for demobilization and rehabilitation of child soldiers promoted (yes/no)
			-Assessment and analysis undertaken	Causes of displacement identified (yes/no) PoC engaged in participatory assessment (yes/no)
			-Capacity building undertaken	# of government policy makers trained # of security personnel trained # of border and registration officials trained
			Land mine/ UXO risks identified and minimized	# of square metres/ kilometres of mine/ risk areas surveyed Land mine/ risk areas marked (yes/no) # of land mines/ UXO removed # of square metres/ kilometres of mine/ risk areas cleared # of persons participating in mine/ UXO awareness sessions
			Measures to identify and minimize forced recruitment implemented	Measures to minimize forced recruitment implemented (yes/no) Reporting procedures on forced recruitment established (yes/no)
			Measures to minimize the risk of infiltration of armed elements implemented	# of instances of infiltration of armed factions into displaced communities Measures to minimize the risk of infiltration of armed elements implemented (yes/no)
			Populations moved to safe locations	# of persons moved to safe locations
			Protection by presence provided	# of protection staff members in locations where populations are at risk
			-Situation of persons of concern monitored	# of monitoring missions conducted and recorded
			UNSPECIFIED OUTPUT - Effects of Armed Conflict	
Risk of SGBV is reduced and quality of response improved	Impact Indicator		# of reported incidents of SGBV per year	
		Extent of community's efforts to address SGBV		
		Extent SGBV response mechanism against perpetrator effective		
		Extent that known SGBV survivors receive support		
		Output	Access to clinical management of rape, STI/HIV prevention and unwanted pregnancy	% of identified victims who received appropriate clinical care
			-Advocacy conducted	# of advocacy interventions for women's rights and gender equality conducted Advocacy strategy with government to ensure effective legal remedies for persons affected by and/or at risk of GBV implemented (yes/no)
			-Assessment and analysis undertaken	Analysis of the scope and extent of SGBV using situation and participatory assessments conducted (yes/no) PoC engaged in participatory assessment (yes/no)
			-Capacity building undertaken	Community and agency capacity to prevent and respond to SGBV assessed (yes/no) # of persons trained # of training sessions on SGBV prevention and response delivered
			Codes of conduct established and monitored	Codes of conduct established and monitored (yes/no)
			Community-based protection solutions supported	# of persons receiving support
			Counseling provided	# of persons counselled # of counselling sessions
			-Information provided to PoC	# of dissemination events organized # of information campaigns carried out # of persons at high risk who received information # of persons involved in key sectors sensitized
			Legal assistance provided	# of survivors or victims' families receiving legal assistance
			Multi-sectoral & interagency SGBV prevention & response working grp established	Multi-sectoral and inter-agency working group on SGBV prevention and response established (yes/no)
			Participation of community in SGBV prevention and response enabled and sustained	# of community-based committees/ groups working on SGBV prevention and response # of interventions to enable community participation

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Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator		
		-Referral mechanisms established	% of victims of human trafficking granted access to asylum procedures		
			% of victims of human trafficking referred to appropriate services		
			Victim/ survivor referral mechanisms have been established and sustained (yes/no)		
		Safe houses for survivors/ victims established and sustained	# of survivors/ victims using safe houses		
			Safe houses for survivors/ victims established (yes/no)		
		Secure and confidential reporting system established	Secure and confidential reporting system established (yes/no)		
		-Standard Operational Procedures (SOPs) established	Standard Operating Procedures (SOPs) and plan of action for addressing SGBV has been established (yes/no)		
		Special procedures for child victim/ survivors established and sustained	Special procedures for child victim/ survivors have been established and sustained (yes/no)		
		UNSPECIFIED OUTPUT - SGBV Prevention and Response			
		Risks related to detention reduced and freedom of movement increased	Impact Indicator	# of asylum-seekers detained for illegal entry/ stay for > 6 months	
				# of children detained	
				# of instances to arbitrary detention due to status or displacement	
				Extent detention conditions meet minimum standards	
				Extent PoC enjoy freedom of movement	
Output	-Advocacy conducted		# of advocacy interventions to promote alternatives to detention or prevent arbitrary detention		
			# of advocacy interventions for freedom of movement of persons of concern carried out		
	Appropriate detention conditions promoted	# of interventions carried out to promote appropriate detention conditions			
	Cooperation with civil society for monitoring and support to detainees	# of civil society partners engaged with			
		# of persons trained			
		# of training sessions conducted			
	Interventions for release of individuals from detentions carried out	# of interventions to release individuals from detention carried out			
	Legal assistance provided	# of persons receiving legal counselling			
		-Situation of persons of concern monitored	# of detainees monitored and individually recorded (by age and sex)		
			# of visits to detention centres		
		UNSPECIFIED OUTPUT - Detention & Free Movement			
Protection of children strengthened	Impact Indicator	% of BID decisions that are only for durable solutions			
		% of out of school adolescents who participate in targeted programs			
		% of UASC for whom a best interest process has been initiated or completed			
		% of UASC for whom tracing has reached an outcome (either positive or negative)			
		% of unaccompanied children placed in alternative care arrangements			
		Extent children <15 are not involved in child labour			
		Extent children of concern are safe from grave violations by armed groups			
		Extent children of concern have non-discriminatory access to nat social services			
		Extent children of concern with specific needs are identified and assisted			
		Extent to which girls are protected from the risk early marriage			
	Output	Adolescents engaged in constructive activity	# of adolescents participating in targeted programmes arranged by UNHCR or partners		
			Structured recreational activities for adolescent boys established or maintained (yes/no)		
			Structured recreational activities for adolescent girls established or maintained (yes/no)		
			Youth committees established and operational (yes/no)		
		Best interest determination process established and operational	# of UNHCR and partner staff trained in BID		
			Standard operating procedures for BID established (yes/no)		
			BID supervisor assigned (yes/no)		
			BID panel established (yes/no)		
			# of best interest determinations conducted		
			# of best interest determinations conducted that are not related to durable solutions		
		-Capacity building undertaken	# of UNHCR staff trained on general child protection and child rights		
			# of partner staff and others trained on general child protection and child rights		
		Core child protection structures/functions established	# of UNHCR staff trained on how to interview children		
			# of partner staff and others trained on how to interview children		
			Child protection focal point assigned (yes/no)		
			Mechanism for identifying children at risk established (yes/no)		
			# of children at risk identified		
			Projects specifically designed for child protection (yes/no)		
			# of child-friendly spaces that exist		
			Children of concern to UNHCR have non-discriminatory access to host State child welfare system (yes/no)		
			% of child/adolescent-specific focus groups conducted as part of participatory assessments		
			# of children's committees established and operational		
		Measures to address child labour established and sustained	Assessment on child labour practices conducted (yes/no)		
			# of interventions to reduce or eliminate child labour undertaken		
		Measures to assist children w mental/physical disabilities established/sustained	Mechanism for identifying children with mental and/or physical disabilities established (yes/no)		
			# of children of concern with mental and/or physical disabilities identified		
			Referral mechanism for children with mental and/or physical disabilities established (yes/no)		
		# of children with disabilities referred			

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
		Mechanisms to deal with children in detention developed	# of children in detention monitored by UNHCR or partners # of children of concern to UNHCR released from detention through UNHCR or partner intervention % of detention facilities with UASC where they are accommodated separately from adults
		-Situation of persons of concern monitored	Member of MRM 1612 country taskforce (yes/no) # of staff members trained on MRM 1612 # of instances reported and verified by UNHCR of killing or maiming of children by armed groups/armed forces # of instances reported and verified by UNHCR of recruitment or use of children by armed groups/armed forces # of instances reported and verified by UNHCR of rape or other forms of sexual violence against children committed by armed groups/armed forces
		-Standard Operational Procedures (SOPs) established	Standard operating procedures(SOPs) related to child protection established or child protection reflected in generic SOPs (yes/no)
		Special arrangements for protection and care of UASC established	Mechanism for identifying unaccompanied and separated children established (yes/no) # of unaccompanied and separated children identified # of unaccompanied and separated children living in alternative care arrangements (ex. foster care, group living, etc.) # of officials trained in the protection and care of UASC in mixed migration Inter-agency committee or other coordination mechanism for UASC in mixed migration established (yes/no)
		Tracing mechanisms for unaccompanied and separated children (UASC) are used	# of new tracing requests made on behalf of unaccompanied and separated children (UASC) # of tracing requests that have been resolved (ended with an answer, whether positive or negative) # of tracing requests pending for UASC
		UNSPECIFIED OUTPUT - Protection of Children	

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator		
Rights Group - Basic Needs and Essential Services					
Health status of the population improved	Impact Indicator	<i>Crude mortality rate</i>			
		<i>Extent PoCs have access to primary health care</i>			
		<i>Extent PoCs have access to secondary and tertiary health care</i>			
		<i>Measles vaccination coverage</i>			
		<i>Under-5 mortality rate</i>			
	Output	Access to primary health care services provided or supported	Access of PoC to national/government primary health care facilities ensured (yes/no) Access of PoC to NGO or faith-based primary health care facilities ensured (yes/no) # of health facilities equipped/constructed/rehabilitated # of monthly coordination meetings take place between UNHCR, MoH and partners		
		-Referral mechanisms established	# of persons referred to secondary and tertiary medical care		
		Preventative and community-based health care services provided	Routine immunization programme established and maintained (yes/no) # of topics for which new health education materials have been developed this year # of community health workers # of persons receiving home based care		
		Access to communicable disease programmes provided	ACT as first line treatment for malaria introduced (yes/no) # of MDR/X-TB cases diagnosed among PoCs		
		Access to non communicable disease programmes provided	# of full time psychiatric staff for mental health Monthly visits by expert psychiatrist to support the delivery of mental health services ensured (yes/no) Access to diabetic treatment equal as host community (yes/no)		
		Health services to children under 5 delivered	Integrated management of childhood illness (IMCI) implemented (yes/no)		
		Contingency plan for disease outbreaks maintained	Stockpile in place for disease outbreaks established or maintained (yes/no) Written contingency plan for disease outbreaks established and endorsed by health partners (yes/no)		
		Access to essential drugs provided	% of drugs internationally procured		
		Laboratory services provided according to country-specific SOPs	# of qualified laboratory staff Referral mechanism within the national laboratory network established or maintained (yes/no)		
		Health Information System established	# of monthly reports received from partners on the delivery of health services to PoCs		
		-Capacity building undertaken	# of health trainings conducted in collaboration with MoH, or other external partners for the health workforce		
		Sufficient mosquito nets distributed	# of long-lasting insecticide treated bednets distributed		
		UNSPECIFIED OUTPUT - Health			
		Population has optimal access to reproductive health and HIV services	Impact Indicator	<i>% of HIV positive PoC eligible for ART who receive antiretroviral therapy</i>	
				<i>% of livebirths attended by skilled personnel</i>	
<i>% of rape survivors receiving PEP within 72 hours of an incident</i>					
<i>Extent PoCs have access to comprehensive reproductive health services</i>					
<i>Extent PoCs have access to HIV services</i>					
<i>Maternal mortality ratio (MMR)</i>					
Output	Comprehensive safe motherhood services provided		# of qualified midwives/MCH staff Access to free of charge maternal and newborn services ensured (yes/no) Maximum stock out of 2 weeks of all family planning methods maintained throughout the year (yes/no) Access to family planning ensured (yes/no)		
	Care and treatment of PoCs living with HIV and AIDS provided		# of persons receiving ART # of persons receiving treatment for opportunistic infection Equal access to ART services as surrounding population ensured (yes/no) PoC inclusion in national treatment programme (yes/no)		
	Clinical management of rape provided		# of rape survivors provided with appropriate and timely care (PEP, ECP and STI treatment)		
	-Referral mechanisms established		# of obstetric emergencies referred to secondary or tertiary care		
	Preventive reproductive health and HIV services provided		Access of PoC to male and female condoms provided by UNFPA or MoH enabled (yes/no) RH and HIV prevention programmes for sex workers supported (yes/no) HIV prevention programmes for intravenous drug users supported (yes/no)		
	Prevention of HIV mother to child transmission services provided		Free PMTCT provided to PoCs (yes/no) # of HIV positive women receiving full PMTCT package		
	Voluntary counselling and testing services provided		VCT provided free of charge to PoCs (yes/no)		
	Safe and rational blood transfusion and standard precautions practiced		SOPs for handling and disposal of blood products in health centres established or maintained (yes/no) No stock out of standard precautions material maintained throughout the year (yes/no)		
	-Capacity building undertaken		# of topics for which new RH and HIV education materials have been developed this year # of RH and HIV trainings conducted in collaboration with MoH, or other external partners		

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
		-Advocacy conducted	PoC access to free of charge comprehensive reproductive health care advocated for (yes/no) Equal access of PoC to ART as surrounding population advocated for (yes/no) PoC inclusion in the national HIV strategic plan advocated for (yes/no) RH and HIV prevention programmes for sex workers advocated for (yes/no) HIV prevention programmes for intravenous drug users advocated for (yes/no)
		UNSPECIFIED OUTPUT - Reproductive Health and HIV	
Nutritional well-being improved	Impact Indicator	Prevalence of anaemia in children (6-59 months)	
		Prevalence of anaemia in women of reproductive age (15-49 yrs)	
		Prevalence of chronic malnutrition (stunting) (6-59 months)	
		Prevalence of global acute malnutrition (6-59 months)	
		Prevalence of severe acute malnutrition	
	Output	Appropriate infant and young child feeding practices promoted	IYCF programmes targeting children 0-24 months established or maintained (yes/no) IYCF programmes targeting pregnant and lactating women established or maintained (yes/no)
		Community management of acute malnutrition programmes implemented and monitored	# of new admissions to community management of acute malnutrition programmes
		Supplementary feeding programme implemented and monitored	# of new admissions to supplementary feeding programmes Pregnant and lactating women targeted for supplementary feeding (yes/no) Persons with chronic illness targeted for supplementary feeding (yes/no)
		-Assessment and analysis undertaken	Nutrition survey conducted according to recommended guidelines (yes/no) PoC engaged in participatory assessment (yes/no)
		Nutrition surveillance system implemented	Functional nutritional surveillance system established or maintained (yes/no)
		Measures to control anaemia and other micronutrient deficiencies undertaken	Written strategy to address anaemia and other micronutrient deficiencies established or maintained (yes/no)
		Complementary food supplements provided and monitored	# of persons receiving complementary food supplements (MNP/LNS)
		-Capacity building undertaken	# of topics for which new nutrition education materials have been developed this year # of nutrition trainings conducted in collaboration with MoH, or other external partners
	UNSPECIFIED OUTPUT - Nutrition		
Food security improved	Impact Indicator	% of food distributions in which number of kcals meet the recommendations of the JAM	
		Extent food aid is appropriately distributed	
		Extent PoCs are food secure	
	Output	Adequate quantity and quality of food aid provided	Provision of complementary food meets recommendations from the most recent JAM (yes/no) Number of Kcals distributed per person per day
		Joint assessments, plans & strategies agreed with WFP to address malnutrition	JAM conducted according to recommended schedule (yes/no) # of coordination meetings held with WFP
		-Strategy developed or implemented	Written food security strategy which has been endorsed by health partners exists (yes/no)
		Adequacy of food aid distribution monitored	# of post distribution monitoring reports received
	Food aid distributed according to protection standards	# of food aid distributions at which UNHCR was present	
	UNSPECIFIED OUTPUT - Food Security		
Supply of potable water increased or maintained	Impact Indicator	# of persons per water tap	
		# persons per usable well / handpump	
		% of PoC living within 200 m from water point	
		Average # of litres of potable water available per person per day	
		Case fatality rate of outbreak-prone water-borne diseases	
		Incidence of watery diarrhoea	
	Output	Proportional morbidity of watery diarrhoea	
		-Capacity building undertaken	# of water management trainings conducted in collaboration with local authorities or other external partners
		Water management committees established and active	# of meetings of water management committees # of water management committees established
		Water system constructed, expanded and/or upgraded	# of persons served by water system # of water taps constructed # of wells constructed # of metres of water pipe laid # of boreholes drilled
		Water system operations maintained	# of water samples tested for quality # of generators / pumps maintained # of water taps rehabilitated # of metres of water pipe rehabilitated # of boreholes rehabilitated # of wells rehabilitated
			UNSPECIFIED OUTPUT - Water

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator	
Population lives in satisfactory conditions of sanitation and hygiene	Impact Indicator	# hygiene promoters per 500 PoC		
		# of in-patient beds per drop-hole latrine/ toilet in health centres/ hospitals		
		# of persons per communal refuse pit		
		# of persons per drop-hole in communal latrine		
		# of students per drop-hole latrine or drop-hole toilet at school		
		% of households with drop-hole latrine or drop-hole toilet		
		% of PoC receiving >250g soap/person/month		
		% of women with sanitary supplies		
		Incidence of skin disease (# of cases/ 1,000 PoC/ month)		
		Output	-Capacity building undertaken	# of persons trained # of sanitation and hygiene promotion trainings conducted in collaboration with local authorities and external partners # of persons trained # of training sessions provided # of training in terms of days provided
	Community sanitary facilities/ latrines constructed	# of communal sanitary facilities/ latrines constructed		
	Community solid waste management services provided	# of landfills constructed # of landfills maintained		
	Environmental health and hygiene campaigns implemented	# of persons reached by environmental health and hygiene campaigns # of hygiene promoters		
	Household sanitary facilities / latrines constructed	# of household sanitary facilities/ latrines constructed		
	Hygienic supplies provided	# of persons receiving hygienic supplies # of families receiving 250g soap / month		
	Medical waste management services for health centres / hospitals supported	# of incinerators constructed		
	Refuse pits constructed/ maintained	# of refuse pits constructed # of refuse pits maintained		
	Sanitary facilities/ latrines in health centres / hospitals constructed	# of sanitary facilities/ latrines constructed in health centres		
	Sanitary facilities/ latrines in schools constructed	# of sanitary facilities/ latrines constructed in schools		
	Sanitary materials provided	# of women receiving sanitary materials		
	Vector/ pest control services provided	# of households sprayed with insecticide		
	UNSPECIFIED OUTPUT - Sanitation and Hygiene			
	Shelter and infrastructure established, improved and maintained	Impact Indicator	# of persons per shelter	
			% of female-headed households living in adequate dwellings	
			% of households living in adequate dwellings	
			Average camp area per person (sq. m) (emergencies)	
			Average floor area (sq. m) per person (for moderate climate)	
Average floor area per person (sq. m) (for cold climate)				
Output		Access roads constructed, repaired and maintained	# of kilometers of access road constructed	
-Advocacy conducted		# of PoC with access to public housing Advocacy for PoC access to public housing conducted (yes/no)		
-Capacity building undertaken		# of persons trained		
Emergency shelter provided		# of emergency shelters provided # of persons receiving emergency shelter		
General site operations constructed and sustained		# of structures maintained (excl. shelters) # of structures repaired (excl. shelters) # of buildings/ structures constructed		
Land allocation for shelter supported		# of persons receiving land allocations for shelter		
Long-term/ permanent shelter provided and sustained		# of long-term/permanent shelters provided # of persons receiving long-term/permanent shelter # of shelters constructed with environmentally sustainable shelter materials # of shelters repaired		
National schemes for land allocation supported		# of pilot projects implemented		
Shelter materials and maintenance tool kits provided		# of shelter maintenance tool kits and materials provided # of persons receiving shelter support		
Transitional shelter provided		# of persons receiving transitional shelter # of transitional shelters provided		
Shelter grant provided		# of households receiving shelter grant		
UNSPECIFIED OUTPUT - Shelter and Infrastructure				
Population has sufficient access to energy		Impact Indicator	% of households with access to sustainable energy	
			Output	-Advocacy conducted
		Alternative/renewable energy promoted	% of households using firewood harvested in a supervised manner % of households using biomass energy (eg. firewood/charcoal) % of households using alternative energy (eg. Solar, biogas, ethanol, environmentally friendly briquet, wind, etc.)	
		Awareness-raising on energy issues promoted	# of training sessions conducted for PoC # of training sessions conducted for staff members	
		Domestic fuel provided	# of litres of fuel provided # of persons per month receiving fuel % of public institutions receiving fuel Average # of days per month distributed fuel lasts at households Average # of days per month distributed fuel lasts at public institutions	
		Electricity/ lighting provided	% of households having access to electricity/lighting % of health facilities having access to electricity/lighting % of public places having access to electricity/lighting # of generators in operation # of metres of pathway lit	
		Energy saving practices promoted	% of households trained on energy saving practices % of households provided with energy saving equipments % of households trained on energy saving equipments	
		-Strategy developed or implemented	# of energy assessments conducted	

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
			Sustainable energy strategy developed & implemented (yes/no)
		UNSPECIFIED OUTPUT - Energy	
Population has sufficient basic and domestic items	Impact Indicator	% of households whose needs for basic and domestic items are met	
	Output	-Capacity building undertaken	# of persons trained
		Household goods provided	# of household goods provided
			# of households receiving at least two 10-20 litre jerrycans
			# of persons receiving household goods
		Individual/ family support provided	# of individuals/ families receiving support
			# of persons receiving material support
	Relief substitution provided	# of persons receiving relief items produced by population of concern	
		# of relief substitution items produced	
		# of persons receiving relief items produced by population of concern	
		# of relief substitution items distributed	
		UNSPECIFIED OUTPUT - Basic and Domestic Items	
Services for persons with specific needs strengthened	Impact Indicator	% of older persons with access to services for their specific needs	
		% of PoC with disabilities with access to services for their specific needs	
		% of PoC with psycho/ social needs w access to services for their specific needs	
	Output	-Assessment and analysis undertaken	# of households assessed for vulnerability
			PoC engaged in participatory assessment (yes/no)
		Social/recreational activities provided	# of persons participating in social / recreational activities
			# of social / recreational events organized
		Psychosocial services provided	# of persons counselled
		Specific services (single-parent families) provided	# of single parent families receiving specific support
		Specific services to older persons provided	# of older persons receiving specific support
		Specific services to persons with disabilities provided	# of persons with disabilities receiving specific support
		Support to persons with specific needs provided	# of families with specific needs receiving support (non-cash)
			# of persons with specific needs receiving support (non-cash)
	# of families with specific needs receiving cash grants		
	# of persons with specific needs receiving cash grants		
		UNSPECIFIED OUTPUT - Servs for PoC w Specific Needs	
Population has optimal access to education	Impact Indicator	% of PoC aged 12-17 enrolled in secondary education	
		% of PoC aged 15-59 who are literate (survey)	
		% of PoC aged 3-5 yrs enrolled in early childhood education	
		% of PoC aged 6-11 yrs enrolled in primary education	
		% of teachers who are female	
		% of teachers who are qualified	
		% of youths aged 15-24 enrolled in certified training	
		Extent refugee qualifications recognized	
	Output	Adult education provided	# of persons regularly attending accelerated learning courses
			# of persons regularly attending adult education
			# of persons regularly attending catch-up classes
			# of persons participating in literacy/ numeracy classes
			# of persons participating in cultural orientation training
		-Advocacy conducted	Strategy to promote admission of PoCs to national education system established (yes/no)
			# of persons of concern admitted to national education system
			% of enrolled students who study a validated curriculum
			# of persons whose certification is recognized by host state
		-Assessment and analysis undertaken	Literacy study conducted (yes/no)
			PoC engaged in participatory assessment (yes/no)
		Community involvement promoted	# of active educational committees established
			# of out of school outreach programmes established
		Early childhood education provided	# of children attending early childhood education
		Education monitoring system established	Functional education monitoring system established (yes/no)
		Educational facilities constructed	# of educational facilities constructed and accessible for children with disabilities
			# of children per classroom
		Inclusive education implemented	# of persons with specific needs receiving formal or non-formal education
		-Involvement of key stakeholders promoted	Active education strategy endorsed by partners and national authorities established (yes/no)
			Relationship with the Ministry of Education established (yes/no)
		Life skills and reproductive health and HIV prevention education provided	# of schools teaching life skills, reproductive health and HIV prevention as part of the school curriculum
			# of programmes teaching life skills, reproductive health and HIV prevention outside of the school curriculum
Local/ foreign language training/ cultural orientation provided		# of students attending mother tongue language training	
		# of students attending language of instruction training	
Measures ensuring recognition of school certificates put in place		Advocacy for school certificates to be recognized by national authorities conducted (yes/no)	
Measures to improve education quality and learning achievement implemented		# of qualified teachers	
		# of children achieving competency level for their grade	
		# of teachers who have received training	
	# of children with access to a desk and a chair		
	# of children per teacher		
	# of children with adequate access to teaching and learning materials		

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
		Measures to increase enrolment rate implemented	# of sensitization and community mobilization campaigns conducted to promote school enrollment # of children supported with education costs # of children paying school fees
		Measures to increase retention rate implemented	# of tracking systems to identify and support children at risk operational # of children completing primary education # of children completing secondary education
		Measures to promote girls' education promoted	# of female teachers Child-care systems facilitating women and girls access to school established (yes/no) # of pregnant girls in school
		Primary education provided	# of PoC enrolled in primary education # of children enrolled in primary education at correct age for their grade # of children regularly attending primary education Total scholarships (primary) provided in USD # of scholarships (primary) provided
		Safe learning environments promoted	# of schools with surrounding walls # of schools with separated latrines # of cases of violence or exploitation reported # of teachers who have signed the code of conduct # of children who travel to school safely
		Scholarships (tertiary) provided	# of scholarships (tertiary) provided
		Scholarships (vocational) provided	# of scholarships (vocational) provided
		Secondary education provided	# of children enrolled in secondary education at correct age for their grade # of PoC enrolled in secondary education # of children regularly attending secondary education Total scholarships (lower secondary) provided in USD # of scholarships (lower secondary) provided Total scholarships (higher secondary academic) provided in USD # of scholarships (higher secondary academic) provided
		Sports programme provided	# of persons participating in sports activities
		Vocational training provided	# of persons participating in vocational training
		UNSPECIFIED OUTPUT - Education	

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator	
Rights Group - Community Empowerment and Self Reliance				
Community mobilization strengthened and expanded	Impact Indicator	% of active female participants in leadership/ management structures		
		Extent PoC represented in leadership management structures		
	Output	Extent political participation permitted		
		-Advocacy conducted	Advocacy for inclusion of PoC in elections conducted (yes/no) # of advocacy interventions conducted	
		-Capacity building undertaken	# of persons trained # of training sessions conducted # of officials trained on inclusion of PoC in elections # of sessions of leadership training provided	
		Community awareness and sensitization campaigns implemented	# of persons reached by community awareness and sensitization campaigns Joint planning of programmes undertaken with community of concern (yes/no)	
		Opportunities for community self-management supported	# of community self-management structures strengthened	
		Opportunities to strengthen diversity in leadership & decision-making supported	# of community awareness and sensitization campaigns # of PoCs in leadership and decision-making	
		Opportunities to strengthen family and community support systems supported	# of persons receiving community self-management support	
		Opportunities to strengthen women's leadership and decision-making supported	# of women involved in decision-making and peace-building in community management mechanisms # of women in leadership positions	
		Participatory assessment conducted	# of participatory assessments conducted # of persons participating in participatory assessment activities # of distinct groups participating in participatory assessments	
		Participatory monitoring and evaluation conducted	# of instances of participatory monitoring and evaluation	
		-Strategy developed or implemented	Community mobilization strategy developed and implemented (yes/no)	
		Support for documentation to allow individuals to vote provided	# of persons receiving documentation	
		Transport to facilitate political participation provided	# of persons transported	
UNSPECIFIED OUTPUT - Community Mobilization				
Peaceful co-existence with local communities promoted	Impact Indicator	Extent local communities support continued presence of PoC		
	Output	Community peace education programme implemented	# persons participating in peace education programmes # of peace education programmes implemented	
		Community sensitization campaign implemented	# of campaigns conducted # of persons reached through community sensitization campaigns	
		Projects benefiting host and displaced communities implemented	# of environmental projects benefiting host & displaced communities implemented # of trees planted # of projects benefiting host & displaced communities implemented # of host community members benefiting from projects	
Peaceful co-existence projects implemented	# of peaceful co-existence projects implemented			
UNSPECIFIED OUTPUT - Peaceful Co-Existence				
Natural resources and shared environment better protected	Impact Indicator	Extent environmental risks associated with the operation are mitigated		
	Output	-Assessment and analysis undertaken	Assessment of impact on the environment completed (yes/no) PoC engaged in participatory assessment (yes/no)	
		-Capacity building undertaken	# of environmental education sessions conducted # of persons receiving environmental education # of agricultural extension workers engaged Livestock extension services established (yes/no)	
		Forest protection undertaken	Forest protection and harvesting strategy developed & implemented (yes/no) # of tree seedlings planted and survived # of hectares planted Survival rate after planting (%)	
		-Strategy developed or implemented	Environmental protection strategy developed and implemented (yes/no) Environmentally friendly domestic energy strategy developed & implemented (yes/no) Environmentally sustainable sanitation strategy developed & implemented (yes/no) Sustainable shelter materials strategy developed & implemented (yes/no) Water supply protection strategy developed & implemented (yes/no) Clean up and environmental restoration strategy developed & implemented (yes/no) Sustainable agriculture strategy developed & implemented (yes/no) Sustainable livestock strategy developed & implemented (yes/no)	
		UNSPECIFIED OUTPUT - Natural Resource & Environment		

UNHCR's Results Framework for 2012-2013 - Annex 5

UNHCR/IOM/017/2011
UNHCR/FOM/018/2011

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
Self reliance and livelihoods improved	Impact Indicator	% PoC (18-59 yrs) earning at least minimum wages for more than 6 months per year	
		% PoC (18-59 yrs) with own business / self-employed for more than 12 months	
		% PoC using banking services (e.g. savings, loans, transfers)	
		% PoC(18-59) who do not need cash/food assistance 12 mns+ after arrival/dspl Extent PoC have formal access to work opportunities in host country	
	Output	Access to agricultural / livestock / fisheries production enabled	# of PoC receiving production kits / inputs for agriculture/livestock/fisheries activities # of PoC with access to arable land and other productive natural resources
	Output	Access to financial services facilitated (formal and informal)	# of PoC participating in community-based group savings / loans / insurance schemes # of PoC clients in national microfinance institutions or banks # of PoC receiving loans through UNHCR partners (in current year) (by sex) # of PoC receiving other financial services through UNHCR partners (in current year) (by sex) Total # of clients (nationals and PoC) of the partner institution for all financial services % of money loaned to and repaid by PoC clients (repayment rate) % of money loaned to and repaid by national clients (of same institution) Average loan taken by a PoC / GNI per capita (%) Average loan taken by a client (nationals and PoC) of the MFI / GNI per capita (USD)
	Output	Access to Information and Communications Technologies enabled	# of PoC receiving computer training # of PoC using Community Technology Access centres # of PoC using other (non-CTA) computer facilities # of PoC with subsidized or free access telephone services/equipment # of PoC receiving certification in computer literacy # of PoC graduating from certified courses (by age and sex)
	Output	Access to self employment / business facilitated	# of PoC provided with guidance on business market opportunities # of PoC receiving conditional grants for business start up # of PoC using business development services (marketing, networking, info on business market, incubator) # of small business associations formed / supported
	Output	Access to training and learning enabled	# of PoC enrolled in formal national insitutions for certified skills training # of PoC provided with training or learning grants for livelihood purposes # of PoC provided with adult/functional literacy training for livelihood purposes # of PoC provided with financial literacy training for livelihood purposes # of PoC provided with e-learning formal education in CTA Centres # of PoC receiving life-skills training for livelihood purposes
	Output	Access to transport and mobility facilitated	# of PoC with subsidized or free access to transport equipment
	Output	Access to wage earning employment facilitated	# of PoC provided with guidance on labour market opportunities # of PoC registered in job placement services # of PoC enrolled in apprenticeship / on-the-job training schemes # of worker's associations formed / supported # of PoC earning incentives / wages from IPs and from community contracting projects # of PoC gaining employment in CTA Centres
	Output	Access to work facilitated through removal of legal barriers	# of PoC receiving work permits # of PoC businesses registered # of advocacy interventions implemented # of PoC provided with legal advise for accessing work opportunities
	Output	-Assessment and analysis undertaken	Socio economic profile and livelihood capacities of PoC defined and monitored (yes/no) Market survey / labour sector survey conducted or available (yes/no) PoC engaged in participatory assessment (yes/no)
	Output	Entrepreneurship / business training provided	# of PoC provided with entrepreneurship / business training
	Output	Local language training for livelihood purposes provided	# of PoC provided with local language training
	Output	Recognition of diplomas by host state facilitated	# of PoC with recognized diplomas from their country of origin # of PoC with recognized diplomas working in a related sector # of PoC provided with information on diploma recognition processes

UNHCR's Results Framework for 2012-2013 - Annex 5

UNHCR/IOM/017/2011
UNHCR/FOM/018/2011

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
	Output	-Strategy developed or implemented	Strategic plan for livelihoods programming informed by SWOT analysis (yes/no) # of Projects supporting livelihood capacities of men, women, and youth defined and implemented # of public sector partners engaged in strategic planning and implementation # of private sector partners engaged in strategic planning and implementation # of development agencies engaged in strategic planning and implementation # of host community members targeted in livelihood-support projects # of humanitarian organizations engaged in strategic planning and implementation # of livelihoods coordination meetings led or attended by UNHCR
	Output	Vocational training / Technical skills provided	# of PoC provided with technical skills training # of PoC provided with vocational training # of PoC receiving certification in VTET (by sex)
	Output	UNSPECIFIED OUTPUT - Self Reliance and Livelihoods	

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator	
Rights Group - Durable Solutions				
Comprehensive Solutions strategy developed, strengthened or updated	Impact Indicator	Extent Comprehensive Solutions strategy identified and agreed		
	Output	-Advocacy conducted	Advocacy for creation of conducive conditions for solutions conducted (yes/no) Advocacy for inclusion of PoC and areas hosting PoC in national and regional strategies and programmes conducted (yes/no)	
	Output	Comprehensive Solutions profiling of population conducted	% of population profiled # of intention surveys conducted	
	Output	Potential for labour migration schemes exploited to bring interim solutions	Potential for labour migration schemes to pursue interim solutions explored (yes/no) # of persons referred to labour migration schemes	
	Output	-Strategy developed or implemented	Comprehensive solutions strategy developed and agreed among all relevant stakeholders (yes/no) Comprehensive solutions strategy implemented and monitored (yes/no)	
	Output	UNSPECIFIED OUTPUT - Solutions Strategy		
	Potential for voluntary return realized	Impact Indicator	% of PoC with intention to return who have returned voluntarily Extent PoC able to make an informed choice concerning return Extent PoC able to return with means of livelihood or productive assets Extent return has been voluntary, and in safety and dignity	
Output		-Advocacy conducted	Advocacy for return plans to be an integral part of comprehensive solution strategies conducted (yes/no) Advocacy for freedom of movement conducted (yes/no)	
		-Assessment and analysis undertaken	Assessment of conditions of return established or updated (yes/no) PoC engaged in participatory assessment (yes/no)	
		Cash grants provided	# of persons receiving cash grants	
		Come and tell visits for refugees and IDPs conducted	# of come and tell visits conducted	
		Cross-border coordination mechanisms established	# of cross-border coordination meetings held	
		Go and see visits for refugees and IDPs conducted	# of go and see visits conducted	
		Health screening for voluntary return	# of PoC health screenings performed	
		Individual voluntariness of return verified	% of PoC for whom voluntariness of return has been verified # of verifications of voluntary return	
		-Information provided to PoC	# of persons receiving information on conditions of return and on return plans # of persons participating in information sessions # of information sessions # of persons reached by mass information campaigns	
		Monitoring forms established	# of monitoring forms completed/ analyzed	
		Return assistance provided	# of persons receiving return packages	
		Safe and dignified returnee transport provided	# of persons provided with safe and dignified returnee transport	
		Special assistance for persons with special needs provided	# of persons with special needs receiving assistance	
		Transit centres established	# of PoC accommodated	
		Tripartite agreement concluded	# of tripartite agreement concluded	
		Tripartite Commissions established and sustained	# of tripartite commissions established and sustained	
		UNSPECIFIED OUTPUT - Voluntary Return		
Reintegration made more sustainable		Impact Indicator	Extent national rights of returnees are re-established Extent of housing, land and property restitution Extent returnees have same access to rights as other citizens	
		Output	-Assessment and analysis undertaken	Assessment of protection gaps undertaken (yes/no)
		-Capacity building undertaken	# of capacity development projects targeted at government institutions # of capacity development projects targeted at civil society organisations	
		Land, housing, property and documentation rights of PoCs are upheld	# of decisions of administrative or judicial bodies leading to reappropriation of land, housing, property or documentation to PoCs	
		Partnerships with development actors established	# of joint assessments/programmes that UNHCR participated in with development actors # of development projects that benefit PoCs	
		-Situation of persons of concern monitored	Reintegration monitoring system established (yes/no) # of incidents reported	
		-Strategy developed or implemented	Written disengagement strategy established and shared with PoCs, development actors, government and other relevant stakeholders (yes/no) Written reintegration strategy established and endorsed by PoCs, development actors, government and other relevant stakeholders (yes/no)	
		UNSPECIFIED OUTPUT - Reintegration		

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
Potential for integration realized	Impact Indicator	% of PoC opting for local integration who have locally integrated	
		Extent local integration permitted	
		Extent naturalization available	
		Extent refugees treated favourably in naturalization procedures	
		Extent social and economic integration is realized	
	Output	Acquisition of residence permits facilitated	# of persons receiving residence permits
		-Advocacy conducted	Advocacy for freedom of movement of PoCs undertaken (yes/no) Advocacy strategy targeting ministerial level developed (yes/no) Advocacy for realization of Convention rights undertaken (yes/no)
		Coexistence programmes promoted with Dev., Govt, private sector & other actors	# of co existence programmes implemented by UNHCR
		Naturalisation process facilitated	# of persons having their naturalisation facilitated
		Relocation alternatives assessed and implemented	Relocation alternatives assessed (yes/no) # of individuals provided with information on conditions of return and relocation Relocation support provided (yes/no)
		Self reliance programmes promoted w. Dev. Govt., private sector and other actors	# of self reliance programmes implemented by UNHCR # of self reliance programmes implemented by other actors
		-Situation of persons of concern monitored	Area or sectoral-based monitoring systems providing disaggregated data established (yes/no)
		-Strategy developed or implemented	Local integration strategy established and endorsed by PoCs, development actors, government and other relevant stakeholders (yes/no) Area-based or sectoral strategies adequately address the needs and rights of PoCs (yes/no)
		-Assessment and analysis undertaken	Studies on integration process produced (yes/no)
		UNSPECIFIED OUTPUT - Integration	
Potential for resettlement realized	Impact Indicator	% increase in resettlement places offered by resettlement countries	
		% of identified individuals departed for resettlement	
		% of identified individuals in need of RST submitted for RST	
		% of PoC identified in need of urgent/ emergency resettlement who have departed	
		Average processing time for resettlement decisions (days)	
		Average processing time for resettlement departures (days)	
	Output	-Advocacy conducted	# of advocacy initiatives to increase available resettlement places undertaken # of interventions to promote flexible country criteria conducted State generated integration monitoring reports that use standards and benchmarks advocated for (yes/no) Measures to assist resettled persons with specific needs promoted (yes/no)
		Identification of resettlement cases including women & girls at risk conducted	# of interventions to improve integration programme undertaken # of cases identified including women and girls at risk
		Emergency resettlement organised	# of persons departed for resettlement under emergency priority
		Group resettlement planned and implemented	# of persons resettled through group resettlement
		-Information provided to PoC	# of persons received cultural orientation # of persons received general information on comprehensive solutions including resettlement
		Resettlement country procedures for emergency cases developed or improved	# of interventions to support development or improvement of procedures for processing and receiving emergency cases undertaken
		Resettlement departures arranged	# of persons for whom UNHCR made interventions to facilitate their departures
		Resettlement files submitted	# of Resettlement Registration Forms (RRFs) submitted
		Resettlement integration support provided	# of persons receiving resettlement integration support # of resettled households monitored for integration
New/ recently established country resettlement programme supported	Legal framework and strategy for local integration proposed and agreed (yes/no) Social and economic integration assistance framework and strategy proposed and agreed (yes/no) Establishment or improvement resettlement programmes in new or emerging resettlement countries supported (yes/no)		
-Standard Operational Procedures (SOPs) established	Country specific resettlement -Standard Operational Procedures (SOPs) established in line with Baseline Standard Operating Procedures (yes/no) Country specific SOPs fully implemented (yes/no)		
Strategy for preventing fraud implemented	# of incidents of fraud detected # of anti-fraud measures implemented # of persons who received anti-fraud training		
UNSPECIFIED OUTPUT - Resettlement			
Greater reduction of statelessness is achieved	Impact Indicator	# of stateless persons for whom nationality granted or confirmed	
		% of stateless persons for whom nationality granted or confirmed	
		Extent stateless persons have access to facilitated nationality procedures	
	Output	-Capacity building undertaken	# of meetings, workshops, seminars organised # of Government officials trained # of instances of expert and technical assistance provided
		Facilitated procedures for acquisition & confirmation of nationality promoted	# of interventions to promote facilitated procedures for acquisition and confirmation of nationality conducted
		Individual assistance for acquisition or confirmation of nationality provided	# of persons assisted with acquisition / confirmation of nationality
		-Information provided to PoC	# of persons receiving information on access to nationality
-Strategy developed or implemented	Strategy to address protracted statelessness developed & implemented (yes/no)		
Support to citizenship campaigns provided	Citizenship campaigns supported (yes/no) # of persons of concern reached through citizenship campaigns		

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Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
		UNSPECIFIED OUTPUT - Reduction of Statelessness	

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
Rights Group - Leadership, Coordination and Partnerships			
Coordination and partnerships strengthened	Impact Indicator	Extent cooperation among partners effective	
		Extent State cooperates with UN & NGO partners in addressing protection concerns	
	Output	As UNAIDS co-sponsor, UNHCR support to UN country team HIV response provided	# of joint projects of which UNHCR is a party
		-Capacity building undertaken	# of local NGO and civil society partner staff trained
			# of partners receiving support and capacity building
		Co-ordination mechanisms established	# of actors regularly participating in coordination meetings
		Collection, collation & dissemination of information by partners harmonized	# of joint or harmonized inter-organizational data systems in which UNHCR participates
		Joint assessment, planning, and evaluation exercises held	# of joint assessment, planning, and evaluation exercises held
		Joint positions on issues agreed	# of joint positions agreed
		Links between humanitarian and UNCT development actors established within UNDAF	Joint plans have been established between humanitarian and development actors (yes/no)
		Participation in existing coordination mechanisms	# of coordination mechanisms in which UNHCR participates
		Partnerships effectively led and managed	# of co-operative partnerships established
		Partnerships established with development actors at national and regional levels	# of partnerships established with development actors at national & regional levels
		Partnerships on migration issues established with national and regional actors	# of working groups in which UNHCR is the lead
		Partnerships on migration issues established with national and regional actors	Partnerships on migration issues established with actors at national and regional levels (yes/no)
	Camp management and coordination refined and improved	Impact Indicator	% of camps/ settlements with a camp manager/ administrator
		Extent camp coordination mechanisms working effectively	
Output		Divisions of roles & responsibilities for services in camps defined and agreed	% of camp actors attending coordination meetings
		Roles and responsibilities for camp managers defined and agreed	Roles and responsibilities for camp managers have been defined, agreed and documented (yes/no)
		Support for minimising environmental impact provided	Support for minimizing environmental impact have been provided (yes/no)
		Workplans for camp development and improvement agreed and implemented	% of workplan implemented
		Information management systems, incl. needs assessment, integrated across camps	Camps are using common information systems, including needs assessment (yes/no)
		Assessment of site planning conducted against safety & humanitarian standards	Site planning assessment has been conducted (yes/no)
		-Strategy developed or implemented	Strategy for camp closure has been developed and/or implemented (yes/no)
		UNSPECIFIED OUTPUT - Camp Mgmt. & Coordination	
Emergency management strengthened	Impact Indicator	% of affected population physically protected within 60 days of onset	
		Average # of days from onset to first delivery of protection and relief	
	Output	Advocacy undertaken	Early warning promoted (yes/no)
			Advocacy implemented (yes/no)
	-Capacity building undertaken	# of staff and partners trained	
	UNSPECIFIED OUTPUT - Emergency Management		
Donor relations and resource mobilization strengthened	Impact Indicator	% of financial needs covered by donor contributions	
	Output	Briefings and meetings with donor countries conducted	# of briefings and meetings with donor countries conducted
		Regular contact with donor countries maintained	# of regular contacts with donor countries
		Reporting for donors submitted in a timely manner	% of reports for donors submitted on time
		Communication & feedback on policy dialogue established between UNHCR and donors	Communication and feedback on policy dialogue established between UNHCR and donors (yes/no)
		Country-level support for CAP and CERF process provided	Country-level support for CAP and CERF process provided (yes/no)
		Joint field missions with donors conducted	# of joint field missions with donors conducted
		Project proposals for funding submitted	# of project proposals for funding submitted
		Fundraising strategy for field Representatives and donor capitals established	Fundraising strategy for representatives in the Field and donor capitals established (yes/no)
		Potential funding partnerships established and sustained	# of funding partnerships established and sustained
		UNSPECIFIED OUTPUT - Donor relations & resource mobilization	Amount of money raised through partnerships (USD)

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
Rights Group - Logistics and Operations Support			
Logistics and supply optimized to serve operational needs	Impact Indicator	% of PoC departing to areas of return who arrive in safety and dignity	
		Extent sufficient supplies received in time	
	Output	Asset management system developed and implemented	Asset management system developed and implemented (yes/no)
		Distribution of goods provided	# of metric tons of goods distributed
		Distribution system reviewed and clarified with partners	# of goods provided per person
			Distribution system reviewed and clarified with partners (yes/no)
		Local and international procurement undertaken	# of \$ of local and international procurement undertaken
		Maintenance of vehicle fleet in adequate condition	# of days in which vehicles unavailable
			% of vehicles maintained in adequate condition
		Timely procurement of supplies	# of days of delay between order and delivery of supplies
		Transport system established	# of persons transported
			# of tons of goods transported
		Transport/ delivery completed	# of metric tons of goods transported/ delivered
		Warehousing provided, repaired and maintained	# of metric tons of goods warehoused
		# of warehouses maintained	
	Way stations/ transit facilities established and maintained	# of persons passing through way stations/ transit facilities	
		UNSPECIFIED OUTPUT - Supply Chain/ Logistics	
Operations management, coordination and support strengthened and optimized	Impact Indicator	Extent programme management mechanisms working effectively	
	Output	Action research conducted	# of instances of action research conducted
		Agency office/ housing construction provided	# of partner personnel provided office space/ accommodation
		Assets provided	% of assets maintained in working condition
		Audits completed	% of audits completed on time
		Coordination support provided	# of coordination meetings held
		Evaluations conducted	# of evaluations conducted
		Financial control assured	# of incidents of financial malfeasance detected
			# of verifications of accounts conducted
		General project management services provided	# of staff employed to administer project
		ICT systems maintained and supported	# of support and maintenance measures implemented
		Monitoring conducted	# of monitoring visits conducted and recorded
		Plans completed	# of plans completed
		Security of humanitarian workers supported	# of implementing partners with updated security plans
		Support to outposted Headquarters functions provided	# of outposted HQ functions benefiting from support
		Support to regional positions provided	# of regional positions benefiting from support
		Surveys conducted	# of surveys conducted
		Targeted training provided	# of persons trained
		# of training sessions conducted	
		UNSPECIFIED OUTPUT - Operations Management	

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator		
Rights Group - Headquarters and Regional Support					
Policy development strengthened	Output	Current policies maintained and updated	To be defined		
		Gaps in policy framework identified and addressed	To be defined		
		Implementation and effectiveness of policies monitored and evaluated	To be defined		
		New policies developed	To be defined		
		Policies disseminated	To be defined		
		Regional perspective provided to policy formulation	To be defined		
		Standards developed or updated	To be defined		
		Technical perspective provided to policy formulation	To be defined		
UNSPECIFIED OUTPUT - Policy Development					
Global strategic direction and management strengthened	Output	Achievement of planned results by regional and country operations monitored	To be defined		
		Achievement of strategic objectives monitored and reported	To be defined		
		Alignment of plans with global strategic targets monitored and guided	To be defined		
		Application of results-based management developed and promoted	To be defined		
		Communication strategy developed and updated	To be defined		
		Corporate legal advice provided	To be defined		
		Cross-regional coordination undertaken	To be defined		
		Data on populations of concern and their comprehensive needs verified and analysed	To be defined		
		Global and regional protection environment monitored and analyzed	To be defined		
		Global/ regional needs assessment conducted	To be defined		
		Global/ regional strategic planning process designed and implemented	To be defined		
		Global/ regional strategic priorities developed, updated and disseminated	To be defined		
		Integrated regional workplan developed and implemented	To be defined		
		Multi-functional team approach promoted	To be defined		
		Overall strategic direction for UNHCR developed and disseminated	To be defined		
		Oversight and guidance provided to comprehensive needs assessment process	To be defined		
		Risk management strategies developed, implemented and monitored	To be defined		
		Situation and comprehensive needs of populations of concern monitored and assessed at global and regional levels	To be defined		
		Support services for field operations mobilized and coordinated	To be defined		
		UN Administrative Tribunal (UNAT), Joint Disciplinary Council (JDC) and Joint Appeals Board (JAB) decisions/ recommendations followed up and systems improvements implemented as required	To be defined		
		UNHCR operational field presence and capacity developed and optimized	To be defined		
		UNHCR operations monitored and analyzed, and gaps and areas of weakness identified	To be defined		
		UNHCR programmes optimized in response to assessed needs	To be defined		
		UNHCR strategic plan developed and updated	To be defined		
		UNSPECIFIED OUTPUT - Global Strategic Dir. & Mgmt.			
		Protection advice and support strengthened	Output	Advocacy and technical advice provided directly to key stakeholders	To be defined
				Age, gender and diversity perspective promoted	To be defined
Appropriate additional specialists provided to address capacity shortfalls	To be defined				
Complex cases handled	To be defined				
Human rights integrated into the development of policy and legal standards	To be defined				
Legal and policy research projects delivered	To be defined				
Oversight provided to specialist protection functions	To be defined				
Protection advice, coordination and support provided	To be defined				
Protection approaches harmonized	To be defined				
Protection capacity building initiatives supported	To be defined				
Protection messages & guidance provided	To be defined				
Protection policies, guidelines & tools developed, disseminated and monitored	To be defined				
Protection provided directly to populations of concern	To be defined				
Regional approaches developed	To be defined				
Strategic support and guidance provided to the achievement of durable solutions	To be defined				
Support for advocacy and technical advice to states on legislation and procedures provided	To be defined				
Support for identification of stateless persons and related statistical reporting provided	To be defined				
Technical support for UNHCR policy priorities provided	To be defined				
UNHCR's operational protection coverage monitored and optimized	To be defined				
UNSPECIFIED OUTPUT - Protection Advice and Support					

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Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
Technical advice and support to operations strengthened	Output	Best practices collected and shared	To be defined
		Support to achievement of assigned responsibilities in cluster partnerships provided	To be defined
		Support to achievement of standards in camp coordination/management provided	To be defined
		Support to achievement of standards in domestic items provided	To be defined
		Support to achievement of standards in education provided	To be defined
		Support to achievement of standards in food security provided	To be defined
		Support to achievement of standards in health provided	To be defined
		Support to achievement of standards in HIV/ AIDS prevention and care provided	To be defined
		Support to achievement of standards in livelihoods provided	To be defined
		Support to achievement of standards in nutrition provided	To be defined
		Support to achievement of standards in operational data management provided	To be defined
		Support to achievement of standards in registration and population data management provided	To be defined
		Support to achievement of standards in sanitation provided	To be defined
		Support to achievement of standards in shelter provided	To be defined
		Support to achievement of standards in water supply provided	To be defined
		Support to ICT systems provided	To be defined
		Technical advice and support provided	To be defined
		Technical advice provided in strategy & programme formulation & follow-up	To be defined
UNSPECIFIED OUTPUT - Technical advice and support			
Prioritization, resource allocation and financial management strengthened	Output	Administrative support to UNHCR Offices and staff managed and optimized	To be defined
		Comparisons of projected financial requirements and projected income prepared and distributed	To be defined
		Financial and human resources aligned with UNHCR's Global Strategic priorities	To be defined
		Financial policy and procedures developed, updated and communicated	To be defined
		Global cash and Foreign exchange (FX) Risks managed	To be defined
		Global financial and administrative reports consolidated, validated and presented	To be defined
		Mechanisms to manage and account for funds received and utilized updated	To be defined
		Operational needs of field operations represented and advocated for	To be defined
		Prioritization and resource allocation process managed and improved	To be defined
		Resource allocation procedures developed and updated	To be defined
		Results-based budgeting and reporting developed and refined	To be defined
		System for management of assets developed and maintained	To be defined
		UNHCR Biennial budget prepared and presented	To be defined
UNSPECIFIED OUTPUT - Resource Allocation & Fin Mgmt			
Organizational development and design strengthened	Output	Coordination, monitoring and control of organizational development initiatives established and maintained	To be defined
		Design parameters for the establishment of rational structures for UNHCR offices updated	To be defined
		Knowledge management strategies developed and updated	To be defined
		Organizational structure defined, updated and communicated	To be defined
		Set of tools on normative policies, models, standards and benchmarks updated and disseminated	To be defined
		UNSPECIFIED OUTPUT - Org. Development & Design	
Support to governance bodies maintained and strengthened	Output	ExCom, Standing Committee and informal consultation meetings organized	To be defined
		Executive Committee Secretariat functions sustained and improved	To be defined
		Formal and informal meetings of the EXCOM and Standing Committee organized and serviced	To be defined
		HC's Dialogue on Protection challenges and other international conferences and meetings organized	To be defined
		Reporting to UN governance bodies (ECOSOC, General Assemblies, Third Committee, etc...) coordinated and delivered	To be defined
		UNSPECIFIED OUTPUT - Governance Bodies	

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Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
External relations reinforced and strengthened	Output	Advice on development of external affairs strategies, including country/ regional communications plans, provided	To be defined
		External affairs coverage and coordination provided	To be defined
		External relations advice and support provided to Bureaux	To be defined
		Global external affairs strategy refined and updated with Executive Office, bureaux and field	To be defined
		Global partnerships to further UNHCR's external affairs objectives maintained, identified and developed	To be defined
		Goodwill ambassador programs developed and deployed	To be defined
		Regional partnerships to further UNHCR's external relations objectives identified and developed	To be defined
		Thematic or region-specific external affairs strategies developed and disseminated to field UNSPECIFIED OUTPUT - External Affairs	To be defined
Fundraising and resource mobilization achieve potential	Output	Advice and support on resource mobilization strategies and opportunities provided to Bureaux and the Field	To be defined
		Appeals, submissions and related reports produced and distributed	To be defined
		Bureau-specific private/ public resource mobilization strategies identified, developed and disseminated to Field	To be defined
		Contributions, earmarking and reporting requirements recorded and disseminated	To be defined
		Corporate and foundation partnerships developed and maintained	To be defined
		Donor consultations, meetings and missions organized	To be defined
		Global fundraising/ resource mobilization strategy regularly updated, enhanced and disseminated	To be defined
		Global private and public resource mobilisation strategies maintained and developed with Divisions, bureaux and field	To be defined
		Offices' systematic pursuit of all potential public/ private funding sources monitored and guided	To be defined
		Opportunities to increase overall level of contributions identified	To be defined
		Private sector funding opportunities systematically identified and pursued	To be defined
		Public sector funding sources developed and new potential identified	To be defined
		Resource mobilization coverage and coordination provided	To be defined
		Stakeholders and civil society mobilized in support of global needs	To be defined
		Thematic or region-specific resource mobilization strategies developed with divisions, bureaux and the field UNHCR strategic concerns represented to donors, and vice versa UNSPECIFIED OUTPUT - Fundraising/ Rsrc Mobilization	To be defined
Media relations and public affairs serve UNHCR's strategic objectives	Output	Communications coverage and coordination provided	To be defined
		Corporate partnerships developed and maintained	To be defined
		Existing media relationships maintained and enhanced	To be defined
		Global and regional media trends monitored	To be defined
		Global media and public affairs strategy developed and implemented	To be defined
		Goodwill ambassador programme developed and deployed	To be defined
		Internal communications enhanced and sustained to keep staff informed	To be defined
		Means to enhance global media and public affairs strategies identified and developed	To be defined
		Media and public affairs advice and support regularly provided to Bureaux and the Field	To be defined
		Media briefed on UNHCR news and viewpoint	To be defined
		Opportunities for new media relationships identified and developed	To be defined
		Targeted electronic/ print publications/ reports produced and disseminated	To be defined
		UNHCR publications made available in a variety of languages	To be defined
UNHCR's external website maintained and improved	To be defined		
Videos produced and disseminated UNSPECIFIED OUTPUT - Media Riats & Public Affairs	To be defined		

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Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
Inter-agency & strategic partnerships strengthened	Output	Dialogue with strategic partners promoted and sustained	To be defined
		Exchange of knowledge/ good practice between governments and other key partners fostered	To be defined
		Initiatives to enhance joint advocacy and mutual understanding with partners developed	To be defined
		Joint UN grievance mechanisms developed and strengthened	To be defined
		Measures to enhance communication, transparency and predictability with partners undertaken and developed	To be defined
		Measures to enhance operational cooperation with NGOs identified and developed	To be defined
		Mechanisms to strengthen operational contribution of global partners identified and developed	To be defined
		New global/ regional partners identified and engaged	To be defined
		Operational partnership clusters designed, guided and supported	To be defined
		Partnerships developed with prominent researchers and experts	To be defined
		UNSPECIFIED OUTPUT - Inter-agency & Strat. Rlats.	
		Performance management strengthened	Output
Impact and performance data analyzed at global and regional levels	To be defined		
Mechanisms for defining accountabilities, approving plans and delegating authority developed and administered	To be defined		
Mechanisms to measure impact and performance further developed and strengthened	To be defined		
Reporting responsibilities, schedules and formats coordinated	To be defined		
UNSPECIFIED OUTPUT - Performance Management			
Oversight and quality of management strengthened	Output		
		An organizational culture of integrity and accountability promoted	To be defined
		Audit of operations and of implementing partners conducted and overseen	To be defined
		Financial disclosure programme administered and conflicts of interest addressed	To be defined
		Follow-up actions for recommendations established and monitored	To be defined
		Global standard operating procedures developed, updated and disseminated	To be defined
		Inspection and investigation missions conducted	To be defined
		Inspection checklist reviewed and updated	To be defined
		Inspection findings, lessons learned and best practices disseminated	To be defined
		Internal control systems continuously improved	To be defined
		Internal/ external audit plans developed	To be defined
		Measures introduced to strengthen quality and consistency of people management	To be defined
		Measures undertaken to facilitate informal resolution of conflicts	To be defined
		Misconduct within UNHCR reported and investigated in a timely and appropriate manner	To be defined
		Protection arranged for persons who report misconduct or cooperate in investigations	To be defined
		Sanctions recommended and applied in cases of misconduct and fraud	To be defined
		Thematic and programmatic evaluations conducted and lessons learned applied	To be defined
		UNSPECIFIED OUTPUT - Oversight	
		Human resource management further optimized	Output
Diversity, gender, harassment and work-life balance policies updated and disseminated	To be defined		
Functional endorsements provided for relevant staff and additional workforce	To be defined		
Global Staff Survey conducted	To be defined		
HR advice and guidance to individual staff provided	To be defined		
Human resource management coverage, coordination and support provided	To be defined		
Job descriptions developed and updated	To be defined		
Measures introduced to strengthen peer support	To be defined		
Mechanisms for performance management and appraisal developed and strengthened	To be defined		
Occupational health and safety advice and risk mitigation measures provided	To be defined		
Policies and systems for career development, counseling and transition developed and implemented	To be defined		
Professional counselling to staff provided	To be defined		
Sanctioning of inappropriate staff behavior implemented	To be defined		

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
		Solutions to work-related problems and conflicts affecting staff facilitated	To be defined
		Staff awareness of policies promoted	To be defined
		Training and staff development programmes optimized	To be defined
		Workforce policy developed and strengthened	To be defined
		Workforce strategy developed and strengthened	To be defined
		UNSPECIFIED OUTPUT - Strategic HR. & Workforce Mgmt	
ICT management optimized for productivity	Output	Communication infrastructure optimized to serve operational and security needs	To be defined
		Corporate software applications optimized	To be defined
		Global ICT governance system strengthened	To be defined
		Global/ regional ICT strategy developed and updated	To be defined
		ICT policies and guidelines developed and disseminated	To be defined
		ICT security policy developed and implemented	To be defined
		Measures undertaken to strengthen ICT governance and project management	To be defined
		UNHCR's IT infrastructure optimized to serve operational and management needs	To be defined
		UNSPECIFIED OUTPUT - ICT Management	
		Global supply management optimized for efficient delivery	Output
Global agreements for the procurement of goods and services optimized	To be defined		
Global partnerships in supply and logistics developed and updated	To be defined		
ICT procurement optimized	To be defined		
International procurement undertaken	To be defined		
Logistics coordination optimized	To be defined		
Supply chain systems and procedures developed and improved	To be defined		
System for management of assets developed and maintained	To be defined		
UNHCR's contract management optimized for operational effectiveness	To be defined		
Warehouse management improved and maintained	To be defined		
UNSPECIFIED OUTPUT - Global Supply Management			
Emergency response capacity and effectiveness reinforced	Output	Early warning and contingency planning mechanisms optimized	To be defined
		Emergency response methods and training updated to reflect current protection concerns	To be defined
		Emergency response teams assembled, trained and deployed	To be defined
		Emergency roster and stand-by management optimized to respond to operational needs	To be defined
		Global/ regional emergency preparedness and response strategy developed and maintained	To be defined
		Senior protection staff deployment capacity developed and maintained	To be defined
		Stockpile for logistics, supplies and IT equipment provided	To be defined
		Surge capacity in technical areas developed, maintained and deployed	To be defined
		UNHCR's global/ regional emergency preparedness and response capacity maintained and enhanced	To be defined
		UNSPECIFIED OUTPUT - Central Emrg Prep & Resp. Cap.	
Security management reinforced as an organizational culture	Output	Global security strategy developed and updated	To be defined
		Identification and deployment of security specialists optimized to meet operational needs	To be defined
		Innovations introduced to increase effectiveness of security training	To be defined
		Partnership with global security actors developed and maintained	To be defined
		Security advice and support regularly provided to bureaux and the field	To be defined
		Security management accountability framework developed and updated	To be defined
		Security management coverage and coordination provided	To be defined
		Security preparedness maintained and enhanced at all levels of organisation	To be defined
		Security risks analysis conducted at country and regional level	To be defined
		Security risks mitigation strategies updated at country and regional levels	To be defined
		Security training delivered to field staff	To be defined
		Strategies to enhance security identified and developed	To be defined
		UNHCR's global security exposure monitored	To be defined
		UNSPECIFIED OUTPUT - Security Management	

Objective	Impact Indicator or Output	Impact Indicator or Output Description	Performance Indicator
Capacities, skills and knowledge fostered and developed	Output	Archive management policies, strategies and procedures developed	To be defined
		Communications training provided	To be defined
		Data management and data processing training provided	To be defined
		E-learning opportunities provided	To be defined
		Emergency management training provided	To be defined
		Extension of scholarships to refugees centrally coordinated	To be defined
		Financial management training provided	To be defined
		Guidance materials for field support in technical areas provided	To be defined
		Induction training provided	To be defined
		Information technology training provided	To be defined
		Innovative training delivery methodologies and mechanisms implemented	To be defined
		Knowledge management strategies developed and updated	To be defined
		Management training provided	To be defined
		New learning/ training packages and materials developed	To be defined
		Operations management training provided	To be defined
		Protection training provided	To be defined
		Records management tools and support implemented at HQ	To be defined
		Records management tools and support provided to the field	To be defined
		Security training provided	To be defined
		Supply management training strengthened and delivered	To be defined
		Telecommunications training provided	To be defined
		Tools to support knowledge management developed and introduced	To be defined
		Training and coaching in technical areas provided	To be defined
		Training in camp coordination/ management provided	To be defined
		Training in field-based data management tools provided	To be defined
		Training in geographic information management provided	To be defined
		Training in registration and population data management provided	To be defined
		Training in the use of indicators, data gathering and analysis provided	To be defined
		Training plan and support for staff coordinated between Headquarters, Regional and Country offices	To be defined
		UNHCR documentary evidence preserved and made accessible for legal, audit, evaluation and inspection purposes	To be defined
UNHCR records disposed of after approved retention periods	To be defined		
UNHCR's institutional memory and knowledge preserved and made accessible internally and externally	To be defined		
Unified, multi-sectoral and comprehensive training strategy adopted and implemented	To be defined		
UNSPECIFIED OUTPUT - Cap/Skill Dev & Knowledge Mgmt			