PROJECT PLANNING IN UNHCR

A PRACTICAL GUIDE ON THE USE OF OBJECTIVES, OUTPUTS, AND INDICATORS

For UNHCR Staff and Implementing Partners

SECOND VERSION - MARCH 2002

Division of Operational Support – UNHCR Headquarters

Please share this guide with all of your implementing partners as it has been designed for their use as well.

Also, please share it with all UNHCR staff involved with planning and monitoring activities.

If you have questions or suggestions concerning the use of UNHCR planning and project design principles, and their relationship with the FMIS/FOBS, or any other comment on this Field Guide, you are encouraged to contact the PCOS Section and/or the "DOS HelpLine".

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Thank you for any suggestions on how to improve this Field Guide

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I.   Introduction

What is this Guide

1.   This guide aims to provide practical guidance on the formulation of Objectives, Outputs and related Indicators that:

- are meaningful for field operations;

- focus team efforts on beneficiaries and changes in their conditions;

- respond to the main types of operational design problems UNHCR teams address;

- help UNHCR and its implementing partners manage the transition to more results-based programming; and

- integrate policy priorities into objectives, outputs, and indicators.

For whom is this Guide

2.   The guide is designed to be of use to a wide range of UNHCR and implementing partner staff working in UNHCR-funded operations.   The audience for the Guide includes:

- Field operations designers (e.g. Programme, Protection, Repatriation and Field Officers, IP managers, advisors on gender/women and children, and technical specialists);

- Field operations managers (e.g. Heads of Field, Sub- and Branch Offices, Project Managers);

- Implementing partners; and

- Desk Officers and Programme Assistants.

How should this Guide be used

3.   In the first section of the Guide some background information and definitions are provided about the concepts underlying the OMS planning principles, including the Hierarchy of Objectives. It also provides a practical style guide on how to formulate objectives appropriately linked to outputs and indicators. It also provides a brief introduction to the concept of the Common Country Assessment (CCA).

Then, the guide provides a selection of Sample Objectives, Outputs and Indicators ("Table of Examples") typical of UNHCR operations. The table can serve in a number of ways:

➢   Users can follow the examples provided as a "style guide" to formulate their own objectives, outputs, and indicators specific to a particular context or operation.

➢   Users can adapt examples appropriate to their own situations, re-working them to reflect what is desirable and achievable in their own operations.

4.   A worked-out example of the UNHCR Project Description - Section V (Description of Objectives and Outputs) is provided at the end of this Guide in the Annex to show how the samples from the 'Table of Examples' can be adapted in a real Project Description.

Related materials

5.   Other useful planning guidelines produced by UNHCR of use when planning are:

- UNHCR Handbook for Emergencies

- UNHCR Manual Chapter 4, Sections 4.1 - 4.4, Annex 8.3 and Annex 8.4

- Effective Planning Guidelines for UNHCR Teams (Jan 1999)

- Participatory Planning in UNHCR: A Practical Guide (Jan 2002)

6.   In the 'Table of Examples' portion of this Guide, there are references to many of the relevant UNHCR manuals, guidelines, and other related materials.

7.   In addition, please refer to the 'Our Partners' area of the UNHCR public website (www.UNHCR.org) where this Field Guide and other key UNHCR guidance materials are available for viewing and downloading.

8.   A variety of related materials exist from sources external to UNHCR. Persons with access to the Internet should consult the following web pages:

SPHERE Project	http://www.sphereproject.org
The UN Development Group	http://www.dgo.org
WHO	http://www.who.int
OCHA	http://www.reliefweb.int
WFP	http://www.wfp.org
UNICEF	http://www.unicef.org

II.   Results-based Management and the UNHCR Operations Management System

9.   In recent years UNHCR has embarked on a process to place greater emphasis on assuring positive results and the quality of assistance as distinct from financial control alone. Results-based management (RBM) is the term used to describe the process where gaining greater control over the *result* of the action is at least as important as the control of 'inputs' (financial, materials and human resources). The four key components of RBM are participatory stakeholder analysis, core problems analysis, hierarchy of objectives/objective setting, and performance monitoring. For more information on RBM see Effective Planning Guidelines for UNHCR Teams, (January 1999).

10.   There are different approaches to support results-based methodologies. Some of these are participatory planning, bottom-up approaches, use of broadly participatory planning workshops, People Oriented Planning (POP) framework to name a few of the more important ones. To support a more results-based orientation, UNHCR has introduced new formats for the Country Operations Plan, Project and Sub-Project descriptions. Unfortunately, FMIS/FOBS, the budgeting and accounting software tool the organisation continues to rely on, was not designed to support certain aspects of RBM. An objective of this guide is to help operations overcome the mismatch of RMB methodology with the existing input-based budgeting tool in a practical but useful manner.

Essential Principles of the Logical Framework

11.   A Logical Framework, or "Log-Frame" is a planning tool that uses a matrix format that challenges teams to systematically organise operational goals, objectives, and indicators into 'logical relationships.' It helps teams to achieve sound project design with an enhanced likelihood of success. Log-Frames serve as a reporting and control mechanism in addition to the support

they provide to the design process. They can examine how well the implementer has met the stated project objectives and whether the 'outputs' have been delivered in an optimal and cost-effective way. There are many variations of the Log-Frame, and the OMS Hierarchy of Objectives matrix is one such variation adapted to meet UNHCR's needs.

12.   In this respect the UNHCR Sub-Project Description Format (PDF), to be complemented by related SPMR formats and guidance, has a similar purpose. From the outset of a project it sets out the framework for ongoing assessment of how effectively an operation is meeting stated programme goal(s) and how implementing partners are contributing to the attainment of sector objectives. It also aides in verification of whether the planned outputs have been produced by taking into account timeliness, cost-effectiveness, environmental impact, beneficiary needs, and similar guiding factors.

13. There are many potential advantages for UNHCR team in setting out in a *simple but logical* way the goals, objectives, and outputs of an operation and placing them side-by-side with the indicators needed to measure the achievement of results.

What are Objectives, Outputs and Indicators

14.   As part of UNHCR's new operations management system (OMS) new terminology has been introduced to UNHCR programme management processes and some existing terms redefined. The OMS, which reflects the principles and processes of RBM, defines the basic terms of objective, output, and indicator as follows:

Objective   Within a country operation, objective(s) are formulated at the sector level for each of the programme goals.   They are

statements of desired result(s) and impact, which contribute towards the achievement of the programme goal(s).

Output — An output is a specific result delivered by the activities needed to accomplish the objective. Its delivery must be within the control of UNHCR or an implementing partner, it contributes toward the achievement of an objective, and it is an element for which the implementer can be held fully accountable.

Indicator — An indicator is a unit to measure signs of change towards the achievement of results. Two types of indicators are employed in the OMS. Indicators should be disaggregated by sex and age as appropriate.

Impact Indicators — These are signs of behavioural change in conditions or institutional practice that affect beneficiaries and their welfare. They are set at the Objective level.

Performance Indicators — These are measures of performance towards the achievement of planned outputs that can be quantified and/or graded in terms of quality and readily revisited within a foreseen timeframe. They are set at the Output level.

15.   It is important to note that these definitions are specific to UNHCR operations, i.e. protection and assistance. In different contexts (such as the Career Management System – CMS) or in other organisations, these terms might be defined and used in a different manner.

Using the UNHCR Project Description Format

16.   The UNHCR Project Description format, shown below in a schematic, is slightly different from the full log-frame matrix shown in as an Annex. The primary differences are the inclusion of a "Current Situation" box at the Objective level, and the absence of boxes for recording assumptions at all levels of the matrix.

17.   The basic principle underlying all logical frameworks, including the OMS Hierarchy of Objectives, is the distinction and relationship between outputs (the work expected to be accomplished) and the objectives (the impact the project intends to have on the beneficiaries). To make this relationship clear, they appear in separate boxes of the matrix. The outputs, placed at the lower level, are seen as causing the impact of the objective. This causal logic works up the matrix from bottom to top and is known as "vertical logic". It can also be referred to as 'if…then' logic: *if* (the output is satisfactorily completed), *then* (the impact will result).

18.   For example, an impact of the project (*Objective*) could be that 'the population live in more sanitary conditions', and the means of measuring this impact will be 'orderly disposal of refuse by refugees' and 'reduction in incidence of vector-borne disease' (after project). The relationship of *Outputs* to *Objectives* they help bring about is a causal, or '**if**…**then**' relationship. If refuse pits are dug, spraying campaigns conducted, and an awareness program organized (*Outputs*), then the population will live in more sanitary conditions.

19.   Within the Project Description format there is a second type of logical relationship, common to all logical frameworks. This logic works across the matrix from left to right and is referred to as 'horizontal logic.' This relationship checks if objectives selected will address the core problems identified in the assessment, and if the indicators selected are in fact adequate measures of whether if the project is having an impact or not (i.e. if the vertical strategy is producing the intended results).

20.   In the UNHCR Project Description format, the horizontal logic is clearly seen in the relationship between *Current Situation*, *Objective*, and *Impact Indicators*. This relationship should describe the situation of the beneficiaries '**before** and **after**' the project intervention. For example, the camp is currently littered with refuse, with a high incidence of vector-borne disease (before project = *Current Situation*). The effectiveness of the project
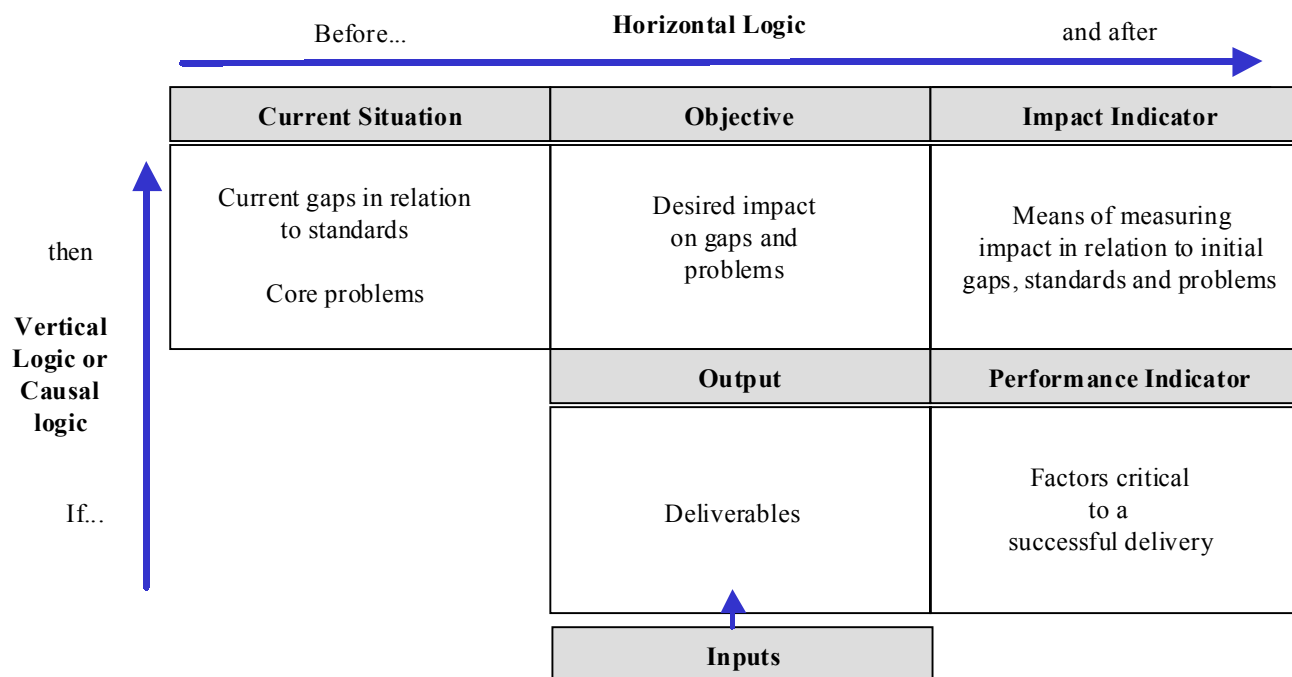
design (refuse pits, spraying, and awareness program) in addressing the problem of unsanitary conditions is assessed by comparing the rate of vector borne diseases before and after the project.

21.   The principle is that a project 'passing the test' of both vertical and horizontal logic is more likely to reflect a sound design and have a better chance of success in addressing the problems faced by the intended beneficiaries. In this way, the project description template helps planners to check the soundness of their strategies and improve upon them. If the chosen outputs will not result in or lead to the desired objective, the design of the project needs to be improved.

	Current Situation	Objective	Impact Indicator
	Current gaps in relation to standards Core problems	Desired impact on gaps and problems	Means of measuring impact in relation to initial gaps, standards and problems
		Output	Performance Indicator
		Deliverables	Factors critical to a successful delivery
		Inputs	

Before...   **Horizontal Logic**   and after

then

Vertical Logic or Causal logic

If...

III.   Building a Hierarchy of Objectives

22.   During the UNHCR Programming and Reporting Cycle, goals, objectives, outputs, and indicators are initially formulated during the preparation of the Country Operations Plan (COP). These are then further elaborated on and used in the following documents:

- Project submissions, including Project Descriptions,
- Authorisations, such as Letters of Instruction, here in particular the Project Description, and
- Sub-Agreements and Sub-Project Descriptions.

The formats for these documents support results-based management and promote the concept of the hierarchy of objectives. All formats are available as electronic templates and all offices and implementing partners are advised to make use of them.

The Steps to Follow

23.   The Hierarchy of Objectives and objective setting in the context of a UNHCR country operation should be the result of regular assessment and participatory planning processes that include the following steps:

Step One   Establish the **goal(s)** of the programme. *What is the desired overall result with regard to the beneficiary population or theme*?

Step Two   Describe the **current situation** of the beneficiaries in terms of gaps in relation to standards and core problems that need to be addressed as a priority.

Step Three   Choose specific (sectoral) **objectives** in line with the overall goal. *What positive change in the condition of the beneficiaries needs to come about in order for the intended goal to be reached?*

Step Four   Identify the combination of **outputs** necessary to achieve the impact of the objectives. *Exactly what is to be done?*

Step Five   Check that the causal relationship of the outputs to their objectives is not based on unreasonable assumptions, that various possible alternative means, including any with lower costs, have been considered, and that the risks of the proposed course of actions are manageable or known.

Step Six   Design meaningful **indicators** that will help in measuring outputs and attainment of objectives.

Step Seven   Check the horizontal and vertical logic of the hierarchy of objectives (see part II of this guide for more information).

Step Eight   Calculate the **inputs** necessary to achieve the planned outputs and attainment of objectives (put an FMIS budget together).

Need for Base-Line Data (Current Situation)

24.   In order to set objectives, outputs, and indicators, it is necessary to undertake an initial assessment of the current protection and socio-economic situation of the beneficiary population. The collected findings are fed into the planning process as "base-line data" and are recorded under the column "Current Situation" in the (sub-) project description format. Current Situation should describe the condition of beneficiaries through key base-line data related to the sector. It should define the problems – the main gaps in relation to standards - faced by the beneficiaries and provide the rationale for the sector objectives. Ideally, the actual value of indicators at the end of one year should become the base-line data of the next. Base-line studies should be conducted using data disaggregated by sex and age, socio-economic, and ethnic grouping against which progress and results can be measured.

25.   The People Oriented Planning (POP) analysis framework is the tool adopted by UNHCR to conduct population and gender analysis in refugee situations and to facilitate the planning and implementation of programmes using a beneficiary-based approach. Usage of the principles outlined in the POP framework will assist in developing objectives and indicators. In addition, this approach necessitates the participation of the beneficiaries. For example are the different needs of women and men, girls and boys known and responded to in this project? Have women, men, and adolescents been actively involved in developing the project and will they participate in its implementation? Such participation will help ensure that objectives encompass the rights, needs, and resources of the whole community.

Setting the Hierarchy of Objectives within the UNHCR Context

☆ Do not forget to include gender and age perspectives in the Hierarchy of Objectives.

26.   A Log-Frame by itself does not identify or account for gender and age issues implicit in the planning, implementation, monitoring, and evaluation of protection and assistance activities. It is the task of programme planners and implementers to add a gender and age perspective to these processes.

☆   Dissagregate indicators by gender, age, and location as much as possible.

27.   All relevant indicators should be formulated and compiled in a manner that facilitates analysis of age and gender-based differentiated results, the development of strategies to combat discrimination based on age or gender, and allow for the measurement of progress towards gender equality. This requires that special attention be paid to the systematic collection of sex/age disaggregated data and data providing information on the dynamics of relations between men and women: what is changing, where, how, for whom? Where possible and applicable, indicators should also be classified separately for urban and rural areas, and should be separately compiled and analysed for camps, groups within camps, regions and states, as appropriate and possible.

☆   Seek technical inputs and specialised support when building Hierarchy of Objectives.

28.   Often UNHCR's field assistance programmes comprise multiple activities in various sectors. In order to ensure complete needs and resources assessment, careful analysis, and appropriate design of the activities planned under sectors where technical soundness is critical, Field Offices and implementing partners must seek the support of technical specialists in the planning process. The planning and contractual documents, such as submissions and (sub-) project descriptions, should be explicit on how the quantity and quality aspects of the technical activities are to be controlled and monitored during the implementation.

☆   UNHCR and IPs never work alone - include actions of

others when planning and preparing Project Descriptions.

29.   In most operations UNHCR is not the sole actor providing protection and funding for assistance activities. Civil and human rights groups monitor protection issues while private agencies and implementing partners may have obtained funds from other sources for complementary assistance projects. Agencies of the UN System, other bilateral or multilateral donors, or the host government may fund or provide services for refugees and the population of concern. It is essential for effective planning that UNHCR and its partners have at any given time an overview on all protection and assistance activities. In Section 4 ("Related Inputs") of the (sub-) project description format there is the opportunity to list those complementary assistance activities and resources, and their financial value, provided by implementing and operational partners for the same beneficiary population.

IV.   Tips for Working with FMIS

30.   The setting of objectives, outputs and indicators is required when submitting projects (from Field Offices to Headquarters) and when determining the scope of implementation of activities in a sub-agreement between UNHCR and an IP. In both cases, the setting of objectives, outputs and indicators is linked to resource planning and budgeting. Hence, the relationship of the (Sub-) Project Description Format and the FMIS budgeting procedures are crucial.

31.   The setting of objectives, outputs, and indicators in Project and Sub-Project Descriptions is linked to budgeting and reporting. The descriptions are related to the FMIS budgets and to the reports - in particular the Sub-Project Monitoring Reports (SPMR). The concept at work is the comparison of planned outputs against the actual results by using the indicators set in the Project Description.

☆   Inputs verses Outputs

32.   The pre-1999 project description format required a narrative explanation of budgetary inputs. This is no longer necessary. A detailed budget line at the sub-item level can now speak for itself and does not need further explanation.

Example:

In an education project the budget contains the following inputs at the calculation line level:

> *(20)   teachers salaries*
> *__500__   salary amount per month*
> *__12__   months of employment*
> *(20.500.12)=12 000 total amount*

In this example it would not be necessary to establish a corresponding output such as "twenty teachers employed".

Outputs:

Primary schools operated and equipped
Supply kits and uniforms distributed to children attending school

Performance indicators:

500 pupils (200 girls, 300 boys) and 20 teachers in 2 schools
Girls' attendance equals that of boys
500 supply kits and uniforms distributed

33.   To ensure that outputs clearly focus on results, it is preferable for all

qualitative and quantitative aspects of performance (including number schools to be operated and equipped for example) to be expressed in the performance indicator. Similarly, the FOBS calculation line should be used to ensure that those project inputs are properly calculated and clearly described. The calculation line should not describe the results desired or the performance expected.

☆ The sequence of planning and budgeting: set Objectives, Outputs, and Indicators first, and deal with FMIS later.

34.   While a project description defines Objectives, Outputs, and Indicators for the measurement of performance and impact, the FMIS/FOBS structure is based on the classification of budgetary inputs. It is strongly recommended to begin by properly defining the hierarchy of objectives for the programme, rather than beginning with a detailed FOBS budget and deriving the hierarchy from it.

☆ Avoid developing too many objectives per sector.

35.   Although the electronic (Sub-) Project Description template (PDF wizard) allows the creation of up to three distinct objectives per sector, operations may opt to limit it to one or two objective(s) only. Where you have previously defined multiple objectives, check whether some of them might not in fact be indicators or outputs. Concentrate on formulating a single, clear, impact statement wherever possible. Note that in Section VII of this Guide, Tables of Examples, there are several examples in each sector, which does not mean that all should be used.

☆ Avoid multi-sectoral (sub-)projects to the extent possible.

36.   Most (sub-) projects have objectives principally relating to a single sectoral activity (health, water, education etc.). Not every activity requires the setting of sectoral objectives.

Example: A mainly agricultural project may also involve distribution of a limited number of fishing nets. This does not necessarily require the creation of a second FMIS sector. Where the main strategy of the project is agricultural production, fishing nets can be considered production inputs along with hoes and seeds, and maybe budgeted under the same sector activity. Similarly, as both activities are geared towards increasing household income, they could equally well be described and budgeted under FMIS sector "N".

☆ Reduce FMIS Sector-Activities in the Budget and PDF to a reasonable and practical minimum.

37.   To help make project documents shorter and clearer, take care to limit the number of Sector/Activities as much as possible. Within a broadly defined project objective, avoid breaking down activities according to FMIS Sector/Activities more than is absolutely necessary. Consider grouping the FMIS budgeting under just a few of the most generally applicable and most meaningful Sector/Activities. However, this grouping should not be taken to a point where it jeopardises the financial control function, particularly at sub-agreement level.

V. Indicators as Tools for Monitoring and Reporting

40. Results-based management requires monitoring and reporting in order to be meaningful. Indicators that cannot be or are not monitored are meaningless. Therefore, the choice of indicators is important as well as how they are quantified. For example, indicators should be time-bound. It is obvious that certain aspects of health have to be monitored at regular and short intervals since the onset-time for epidemics can be short. On the other hand, most socio-economic indicators (income levels, school enrolment, nutritional status, etc.) must be tracked over longer periods to establish reliable and meaningful trends.

41. Since UNHCR sub-agreements are normally concluded for the duration of a calendar year, indicators should be chosen that correspond to this timeframe. They could be supported, if need be, by milestones or checkpoints, i.e. an earlier review. In this respect there should be an agreement between the stakeholders on the times at which indicators will be reviewed.

42. The setting of "milestones" and/or "checkpoints" is often used to support the measurement of progress toward an objective. A milestone is a marker signifying that an important interim phase has been completed or a decision point reached. Checkpoints are like milestones, but are pauses inserted into a plan to ensure that managers take stock of accomplishments up to that point and check whether the prerequisites for the next steps are in place. UNHCR encourages the use of these tools for structured planning and monitoring. While the organisation has not yet developed formal guidelines, formats, and support tools for setting milestones and checkpoints, the concepts can readily be used in current planning.

43. In this regard, Performance Indicators are tools to measure progress towards the Output and to highlight those aspects to be closely monitored during implementation to ensure that the output is realised. At the end of the project, they also provide assurance that the output has been achieved as planned. Performance Indicators are central to the dialogue with partners during project development and implementation. Together with the Outputs, Performance Indicators should be the main focus of partner reporting – both in the SPMR narrative and in monthly updates, for example at co-ordination meetings.

Impact Indicators: Measuring both Welfare and Change

44. Typically, a project will be designed to focus on a specific area of emphasis within a sector – normally the next area where improvement is needed. For example, one year the emphasis in education might be on strengthening teacher training, whereas the year before it was on adapting the curriculum to better prepare for repatriation. However, in addition to this necessarily selective focus which may change from one year to the next, UNHCR needs to continue to consistently monitor the overall picture in education, health, protection, etc. Impact Indicators can be used to assess and measure both continuity of the general welfare situation (or the general well-being) of the beneficiary population based on available data (protection data, basic needs data, socio-economic data, capacities and resources information, etc.) *and* the quality of the specific change desired in the situation of the beneficiaries currently the focus of the project. For both these purposes it is important to gather baseline data against which one is able to measure the evolution in conditions over time. While an objective may focus on either of these views, it is important that the indicators selected reflect both perspectives.

Welfare and Minimum Standards

45. Welfare, in the context of UNHCR's operations, relates to whether or not generally accepted standards are adhered to. The Sphere Project, the UNHCR Handbook for Emergencies, and the CCA Indicator Framework all

reflect in one way or another the concept of generally accepted standards.[1] For example, an overview of minimum standards or generally accepted standards for the sectors water supply and sanitation, nutrition, food aid, shelter and site planning, and health services are contained in Part II of the Sphere Project handbook.

46.   It should be understood, however, that standards may change over the lifetime of a refugee operation, i.e. that the minimum standards during the emergency phase undergo a transition towards human development standards in care and maintenance, local integration, and repatriation and reintegration. Although the achievement of these standards depends on a wide range of factors, some of which might be beyond UNHCR's control, UNHCR and its partners are committed to consistently strive for their achievement. To lower generally accepted standards effectively means to harm the well-being of the refugees or the population of concern.

47.   For this reason it is necessary to refer back to the goal of the programme in question when establishing sector objectives, outputs, and indicators. While it is true that every primary education project first and foremost addresses a basic right to education, it should not be overlooked that there might be additional aspects to be looked at in relation to the overall programme. For example, in a returnee programme, the following indicators may be used:

- Percentage of female and male returnee children absorbed into existing schools;

- De-commissioned child soldiers enrolled in and regularly attending school;

- Qualified returnee female and male teachers employed in schools; or

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- Parents of returnee children participating fully in parent-teachers' associations.

48.   While it is advisable not to created multiple objectives in a given sector where this can be avoided, indicators should be included that remain constant from one project year to the next to ensure continuity in overall monitoring of the condition of the beneficiaries.

49.   In the absence of a UNHCR-wide system to measure the general welfare situation of beneficiary populations, such as protection status, human rights conditions, basic needs, and socio-economic status, the setting of appropriate indicators against objectives which reflect internationally agreed standards can provide a framework for the tracking of the necessary data.

50.   The table on the following page demonstrates the difference in using indicators to measure the welfare of a population and using them to measure change in conditions brought about by a project. As noted, indicators can be used that measure both welfare and change at the same time, depending on the nature of the indicator and of the aspect of welfare being assessed.

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[1] See Guidelines on Common Country Assessment (CCA), April 1999 and Progress with the Use of Common Country Assessment Indicator Frameworks, January 2001.

Measuring Welfare

All years	
Objectives	*Indicators*
Refugee children have universal access to, and successfully complete their primary education	➢ **Net primary enrolment of girls and boys** ➢ **Attendance ratio of girls and boys**
Camp residents enjoy personal security and safety	➢ **Overall reported crime cases in comparison to national average**

Measuring Change and Welfare

Year One		Year Two	
Objectives	*Indicator*	*Objectives*	*Indicator*
Girls have increased access to education	➢ **Net primary enrolment of girls and boys** ➢ **Attendance ratio of girls and boys**	Refugee children acquire skills needed for local integration	➢ 40% of refugee primary-age children begin to attend local schools and use local language for instruction ➢ **Net primary enrolment of girls and boys** ➢ **Attendance ratio of girls and boys**
Camp residents enjoy improved personal security and safety while in the camp	➢ Reported crime rate in camp is equal or less than national average	Refugee women's personal security and safety is improved	➢ Number of sexual and gender based violence cases reduced by X percent. ➢ **Overall reported crime cases in comparison to national average**

The Common Country Assessment (CCA) Indicator Framework

51.   The CCA Indicators can be used as measures of progress in relation to a large number of development concerns. For progress to be visible the indicators need to be measured at two points in time. For refugee situations it may be preferable to monitor trends over time – at intervals over a two to three-year period. This will enable changes in the welfare level, or the quality of development progress, to be measured through changes in indicator values over time. It will seldom suffice merely to have the indicators for just one point in time.

52.   CCA Indicators are constructed from existing and well-established data sources and some are included in this Guide. They tend to be quantifiable and are designed to allow consistent measurement over time. By using CCA Indicators, UNHCR is also able to compare the welfare situation of its beneficiaries against internationally agreed (or minimum international) standards as well as with the situation of the host population and/or in the country of origin.

Protection and Human Rights

53.   The CCA Indicator Framework includes human rights indicators but so far does not include indicators on forced displacement and refugee protection issues. However, the CCA Indicators may be expressed in human rights and legal terms in UNHCR documents. As such, the human rights covered include, *inter alia*, food security, health, education, gender equality, employment, housing, security of person, access to justice, democratic governance and the principle of non-discrimination. With respect to non-discrimination, all relevant indicators within the CCA Indicator Framework should be disaggregated by race, ethnic background, gender, language, religion, and other categories that might have relevance to a particular operation.

54.   As these indicators differ from the more traditional quantitative socio-economic indicators, they are largely qualitative in nature. Moreover, there are currently no internationally agreed standards of methodology and definitions for indicators on governance and civil and political rights. However, these indicators may be used to the extent that data are already available in government and United Nations documents.

55.   Country data should be used for compiling the selected indicators where such data are available and of reasonably acceptable quality. Otherwise, UNHCR might approach UN Specialised Agencies, NGOs, universities and independent research institutions to obtain the data. Once data has been collected with reference to the CCA Indicator Framework, it should be made available to all partners participating in the CCA process.

VI. UNHCR syntax to Use in the OMS Hierarchy of Objectives

56.   There is no universally accepted syntax on how to formulate objectives, outputs, and indicators. Nevertheless, it is important that within UNHCR operations a certain degree of consistency is achieved and people understand each other when they analyse, compare, and present their plans, projects, and sub-projects. The following is a standard syntax on how to formulate objectives, outputs, and indicators to ease communication within UNHCR as well as between UNHCR and its partners.

57.   Please note that the earlier project description format used the term "measurable impact indicator" at both Objective and Output level without distinction. This has been changed. Impact Indicators are set at the Objective level and Performance Indicator at the Output level (IOM/83/2000 - FOM/85/2000 of 21 November 2000 and KIMS 2000 refer). See paragraph 14 above and the table below for more information.

58.   Please note that examples of objectives, impact indicators, outputs and performance indicators are related to each other according by the numbering.

Objectives		
Main feature of Objectives	*How to formulate an Objective*	*Examples*
Main Features of Objectives: They express a change we hope to achieve: • In the situation of the beneficiaries; • In the behaviour or attitudes of the beneficiaries; • In government policy; or • In government processes and practices. They are rarely within the full control of a single 'implementer'. They are normally dependent on the actions of others (beneficiaries, government, donors, etc.) *(continued on next page)*	Refer to and explicitly mention: **Beneficiaries or target group** and **Benefits** (in particular protection benefits) Formulate an affirmative sentence in present tense using Subject + Verb + Object Formulate it as a "statement of desired impact" you are looking for in terms of a change in the conditions or behaviour affecting the beneficiaries. *(continued on next page)*	1. All refugee boys and girls have access to and successfully complete their primary education 2. Camp residents consume adequate quantities of clean drinking water. 3. Returnees enjoy universal access to primary health care. 5. The sanitary conditions of refugees achieve normal safe and healthy levels. *(continued on next page)*

Objectives (continued)		
Main features of an Objective (continued)	***How to formulate an Objective***	***Examples***
Objectives of capacity and institution-building (sub-) projects, or components thereof, should wherever possible, refer to refugees or other groups of concern in order to show the protection related elements of the change. The objective should not be something UNHCR is doing, which could be expressed better at the output level. Objectives express an intended result (or the planned 'impact') of the project in the relevant sector (normally), either an improvement of the condition of the beneficiaries, sustenance of their welfare, or change in practice and process.	Keep it as short as possible without losing the sense of the changes desired or conditions to be maintained. Avoid starting with a verb such as "promote", "enhance" etc.	5. Asylum seekers and recognised refugees are protected by national legislation conforming to international standards. 6. Stateless persons on the territory acquire basic rights through ratification and application of the 1954 and 1961 Conventions on statelessness. 7. Unaccompanied/ separated children are reunited with their families and/or taken care of by foster care arrangements in their communities. 8. Border guards recognise applicants for asylum and admit them to the territory.

Impact Indicators		
Main features of an Impact Indicator	*How to formulate an Impact Indicator*	*Examples*
Impact indicators refer to objectives and identify ways of measuring either: the evolution of the general welfare situation of the beneficiary population in terms that remain consistent from year to year; or the specific qualitative change in conditions or behaviour targeted during a given project year; or the evolution in the processes, practices and policies targeted during a given project year.	Specify units of measurement and actual numerical targets where possible Focus on how qualitative change (in conditions for the beneficiaries) can be measured	1. 70% primary enrolment and 80% attendance ratio of both girls and boys 2. Incidence of water-borne diseases below 20 cases per month 3. Crude mortality rate, both male and female, is less than 1/10,000/day 4. Incidence of chronic diarrhoea down to 25 or less cases per month 5. Number of arbitrary arrests of refugees and asylum seekers reduced by at least 70% 6. 25 of the 208 known statelessness cases submit successful applications in first year 7. Absence of unattended unaccompanied/separated children 8. No cases of asylum seekers being denied admission to territory at border

Outputs		
Main features of an Output	***How to formulate an Output***	***Examples***
Main Features of Outputs: • They are specific and concrete achievements; • They are largely within the control of the implementer; • They are a 'result' of activities that can either UNHCR or the implementing partner is expected to deliver. They do not describe a desired change of state that will have been reached, the impact expected, or a pattern of behaviour that you want to see happening. These aspects belong at the objective level. However, well-formulated outputs should also convey wherever necessary the assistance expected to reach the beneficiaries.	Formulate a sentence using a past participle to underline that the activities resulting in an output will need to have been completed Keep it short Try to ensure that the assistance connects with the beneficiaries. They should make it clear what work will have been completed. For example, "*Fresh fruit and vegetables distributed to vulnerable families*" is better than "*Complementary food commodities purchased*". The latter leaves too many questions as to what is to occur.	1. Radio and drama campaign to increase attendance of girls conducted in eastern camps. 2. Water storage tanks and tap stands constructed and maintained in new arrival zones. 3. IPDs, OPDs and local health services operated in each refugee-hosting district. 4. VIP Latrines constructed and maintained at locations that are safe and convenient for refugee women and girls. 5. Network of legal counselling services for asylum-seekers and refugees established 6. Detailed comments provided on national legislation. 7. Unaccompanied/separated children in foster families visited and interviewed. 8. Law enforcement and border officials trained in refugee law and asylum seeker rights.

Performance Indicator		
Main features of a Performance Indicator	**How to formulate a Performance Indicator**	**Examples**
Performance indicators identify how to measure the performance of the partner or UNHCR by setting quantitative and qualitative measures for the deliverables (Outputs) as well as timeframes for delivery where appropriate. They also serve to identify 'critical success factors' – i.e. aspects which need to be carefully watched if the output is to meet expectations for quality or coverage.	Formulate units of measurement whenever needed. Indicate the timeframe whenever appropriate. Set targets wherever this will clarify expectation of partners and specify the results to be monitored.	1. 10 minute radio programmes promoting girls' attendance broadcast weekly April to September , reaching 70% of the population. 2. 5 new wells produce minimum of 520,000 litres per day additional supply, increasing total water availability to 15 litres per person per day by December. 3. Ratio of health staff to population (1 doctor/15,000, 1 nurse/5,000, 1 CHW/2,000) 4. 40 latrines with locks constructed and maintained in 10 locations. 5. Legal clinics opened in three major cities and staffed to receive 200 refugee and asylum seeker each month. 6. First draft of new legislation debated in parliamentary committee by 30 June. 7. 3 monitors visit 150 unaccompanied or separated boys and girls each month. 8. 30 male and female officials trained by end March.

VII. Table of Examples of UNHCR Objectives, Outputs and Indicators

Purpose of the *Table of Examples*

59.   The attached "Table of Examples" provides an introductory sample of objectives, outputs and indicators applied to UNHCR programmes and operations. **These are presented according to the existing FMIS budget structure**. The purpose of this guide is not to incorporate a limitless number of objectives, outputs, and indicators. Rather, the following represent a 'style guide' to assist in designing actual objectives, outputs, and indicators for each operation.

60.   Where the terms 'refugees' or 'beneficiaries' are used, it is expected that users will substitute the appropriate terms to described their beneficiaries. Square brackets [ ] are also used as a further reminder to users to adapt the examples, rewording and substituting terms and numbers as appropriate for the project and operation being described.

How to use the *Table of Examples*

61.   The table is a set of examples only. It is a guide on how objectives, outputs and indicators, as applied in UNHCR programmes and operations, can be developed, linked, and presented. The items presented are samples, to show the type of wording recommended - not standard text to 'copy and paste' directly into COPs and project descriptions. It is essential that Field Offices conduct their own analysis of the condition of the beneficiaries in order to arrive at the specific set of objectives, outputs, and indicators appropriate to each situation. Protection objectives would vary, for instance, depending on whether the context was a country of asylum or a country of origin. Similarly, outputs specific to operations implemented under peaceful conditions may well differ from those operating in situations of conflict.

62.   The examples are presented in a synthesised format, offering a guide of recommended drafting syntax (e.g. the recommended phrasing and verb tense to use). Examples of objectives are presented at sector level by FMIS code, and are followed with examples of related outputs for the sector. The examples can be used in a variety of ways:

They may be used to prompt discussion during operations planning:

> *'Are any of the samples similar to what we want to achieve, so that we can just substitute our own words and adapt them?'*

They may be taken as examples of drafting style:

> *'Here is how objectives, outputs and indicators are written in the guide – would a similar style make ours clearer and more easily comparable with those of other operations?'*

63.   Very rarely and exceptionally it may be possible to adopt one of the samples intact, or with little variation adaptation, for inclusion in operations plans and (sub-) project descriptions. But since the examples are to some extent randomly chosen, they are in no way meant to be exhaustive.

It cannot be over-emphasised that meaningful and useful objectives, outputs and indicators can only be arrived at through shared analysis of the specific context relevant to any operation or activity, and therefore must be written in your own words.

Table of Examples

A. Food*	
Sector Objective	***Impact indicators** (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)*
1. [General population] consumes a well balanced, culturally acceptable diet *(FNE)*	1.1 Prevalence of malnutrition among children (both boys and girls) under five years is <10% weight for height
	1.2 Beneficiaries accept basic food ration and consume
2. [Refugees' with micro-nutrient deficiencies] consume fresh complementary food	2.1 Prevalence of nutritional anaemia at low level <20 %
	2.2 No epidemic of micro-nutrient deficiency diseases
Related guidelines:	
- Guidelines for Estimating Food and Nutritional Needs in Emergencies, UNHCR/WFP, 1997 referred to as *FNE* - IP Procurement Guidelines, UNHCR, Nov 2001 referred to as *IPP*	

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators *(always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)*
Objective 1 A.21 - Basic Food Commodities	 1.1 All the commodities purchased and distributed *(IPP)*	1.1 % of planned purchases completed in a timely manner and acceptable quality 1.1 [500 g rice, 200 g pulses etc p/p/d] distributed in portable, environmentally friendly re-usable containers
Objective 2 A. 22 - Complementary Food Commodities	 2.1 Fresh fruit and vegetables] purchased and distributed to selected vulnerable families	2.1 % of planned purchases completed in a timely manner and acceptable quality 2.1 [200 g fresh produce per person per day], fully distributed in less than [2] days following delivery to camp

* (any asterisk - see endnotes on page 56) [.....] means that it is an indicative example only

B. Transport / Logistics

Sector Objective	Impact indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
1. [Camp populations] receive relief items with minimal delay and stress	1.1 Sufficient levels of food and relief items at all times among all strata of beneficiary population [by sex and age groups] always delivered before previous supplies are exhausted
	1.2 No hunger and other socio-economic distress due to lack of essential relief items in all strata of population, including vulnerable groups
2. Refugees arrive in [their country/place of origin or secure location] in safety and dignity	2.1 [100,000 persons including 60,000 female and 35,000 children] reach home villages together with their belongings and without loss of life, injury or illness

Related guidelines:

- Commodity Distribution: A Practical Guide For Field Staff, UNHCR, Geneva, 1997 referred to as *CDG*;

- Memorandum of Understanding on the Joint Working Arrangements for Refugee, Returnee, and Displaced Persons Feeding Operations, WFP/UNHCR 1997 referred to as *MOU*;

- Model Tripartite Agreement: UNHCR, WFP and the Implementing Partner, WFP/UNHCR, March 1998 referred to as *TA*

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1 B.21 - Incountry Transport B.26 - International Transport	1.1 Food trucked from WFP Extended Delivery Points to distribution centres	1.1 X tons transported in accordance with beneficiaries' priorities *(MOU)* to locations convenient for all beneficiaries

Objective 1		
B.28 Warehousing/ Distribution **(CDG)**	1.2 Warehouses [built, managed] in accordance with needs	1.2 X number of warehouses available compared to quantity of commodities handled Minimal [< 2 %] losses due to poor storage and handling before and during distribution
	1.3 Storekeepers, food monitors and food managers adequately trained	1.3 X [male/female] trained persons versus total number of employees in these sectors
	1.4 Annual assessment of food needs undertaken jointly with WFP	1.4 Assessment reports
		1.4 Food and NFI needs identified
	1.5 Food Commodities distributed to general population	1.5 An equitable, fair and effective distribution system in place
		1.5 Number and kind of food items distributed in agreed quantity time/ frequency to all strata of the population.
		1.5 At least [50%] of women in the distribution committees. [50%] of women assisting in food distribution
	1.6 Households visited during and after distribution to verify quantities received	1.6 Less than [5 %] of refugee getting less than 90 % of the agreed food basket
		1.6 X number of visits/ surveys per month
		1.6 % population surveyed by age and gender
	1.7 Food procurement, transport and distribution co-ordinated	1.7 [2] co-ordination mtg. per month conducted.
		1.7 Good co-ordination and information sharing with WFP and the IPs. Tripartite agreements and Plans of action signed **(TA)**
		1.7 Pipeline, stock, and distribution reports regularly updated and exchanged.
	1.8 Truck fleet maintained	1.8 X number out of total of X trucks operational (daily average)
		1.8 Truck fleet of sufficient safety and quality standard operational

Objective 2	2.1 Reception/transit centres established and operated	2.1 X number of [refugees, returnees] broken down by gender, age groups and vulnerability at destination
B.26 - International Transport (Refugees/Returnees)		2.1 Special care taken in catering the need of women and children in establishing the centres
B.27 - Incountry Transport (Refugees/Returnees)	2.2 Air Charter Services for [air lift, transport by vessel] selected and managed	2.2 Ratio of organised return/other modalities of return
	2.3 Special transportation organised for vulnerable groups	2.3 Ratio of refugees [by gender and age groups] at point of origin and destination in good health and condition

C. Domestic Needs / Household Support

Sector Objective	*Impact indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)*
1. [Destitute new arrivals] are clothed, have blankets and the means to cook and carry water	1.1 Sufficient level of clothes and household items among all strata of beneficiary population [by sex and age groups]
2. Refugees are housed and supported by host families	2.1 Ratio of refugees in host families/camps or collective accommodation

Related guidelines:

- Supplies and Food Aid Field Handbook, UNHCR, Geneva, 1989 referred to as *SFA*

- Selected Lessons Learned - Refugee Operations and Environmental Management, EESS, UNHCR, Geneva, 1998 referred to as *SLL*

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1 C.22 – Household Fuel / Domestic Needs	1.1 [Blankets, utensils and stoves] distributed **(SFA)**	1.1 One kit per family 1.1. % of [refugees, returnees, broken down by sex and vulnerability] benefiting from the distribution
	1.2 Hygiene parcels distributed	1.2 Ratio: parcel/women of child bearing age
	1.3 Sufficient cooking fuel distributed	1.3 X [litres, Kg.] fossil fuel provided per family per month
Objective 2 C.96 – Individual Family Support	2.1 Grants paid to host families	2.1 [5000] refugees accommodated by host families 2.1 % of refugee hosting costs covered by grant
	2.2 Preparatory cultural orientation and language courses delivered to refugee families	2.2 X number of attending [refugees by sex and age groups]
	2.3 Grants for resettled refugees men and women provided	2.3 X number and average level of grants [recipients by sex]

D. Water	
Sector Objective	**Impact indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)**
1. [Camp population] consume adequate quantities of clean water [for drinking and hygiene purposes]**	1.1 % of population with access to drinking water ** 1.2 % of population satisfied with water distribution 1.3 Incidence of water related disputes per month by sex/age reduced or nil 1.4 Provision of minimum [15] litres p/d
2. [Families] fully aware of safe handling and efficient use of water	2.1 Incidence of water-borne diseases contained to < X cases/month 2.2 Level of household contamination lowered 2.3 Drinking water wasted < X % 2.4 Contamination of water sources avoided
Related guidelines: Water Manual for Refugee Situations, Programme and technical Support section, UNHCR, Geneva, 1992 referred to as *WM*	

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1 D.3 - Water System Development D.21 - Water System Operation **(WM)**	1.1 Water wells/boreholes/surface water intakes [developed and maintained] 1.2 Water treatment facilities [constructed and maintained] 1.3 Water storage and distribution system [constructed and maintained] 1.4 Water distributed equitably during day light hours 1.5 Water supply chlorinated routinely as per protocol 1.6 Tap stands and/or distribution points [constructed and maintained] at safe and convenient location	1.1 [3] new boreholes in [X, Y, Z, camps] providing [30,000] litre/day to [10,000] beneficiaries 1.2 Zero faecal coliform per 100 ml 1.3 Minimum 95 %] of taps providing [4,000] litre/day each at any time 1.3 Beneficiaries receive at least X l/p/d of drinking water 1.4 % of vulnerable groups among the beneficiaries benefiting from safe and secured access to water points 1.5 0.2 to 0.5 mg per litre of residual chlorine at distribution points 1.6 Distance between dwellings and nearest water points < X m.
Objective 2 D.21 - Water System Operations D.97 - Training/Orientation/ Seminar	2.1 Camp water management committee election and monthly meetings organised 2.2 Water supply plan of operation [developed and implemented] 2.3 Frequent water fetcher trained in safe handling of water and prevention of wastage	2.1 [50] % female membership; decisions acted upon by water system managers 2.2 Community leadership agree on means of helping livestock away from public water supply 2.3 % of total number of families covered by training programmes

E. Sanitation

Sector Objective	Impact indicators
1. [Returnee community] live in healthy, sanitary conditions**	1.1 % of population [male / female] with access to adequate sanitation** 1.2 % of population satisfied with sanitation facilities 1.3 Occurrence of security related incidents at sanitation facilities per month by sex/age reduced or nil
2. Risk of disease transmission and outbreak is reduced among the [refugee and local population]	2.1 Number of cases of [chronic diarrhoea] fewer than [10] per month 2.2 River water downstream of camps remains potable

Related guidelines:

- Vector and Pest Control in Refugee Situations, UNHCR/WHO, Geneva, 1997 referred to as *VCP*

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
1. E.21- Human Waste Control *(VCP)*	1.1 VIP Latrines [constructed and maintained] at safe and convenient location 1.2 Communal showers [constructed and maintained] at safe and convenient location	1.1 X latrines with locks per family/person in Y locations 1.2 [200] new showers with locks [20 more in each camp] bringing ratio to 1 shower per every [50] people

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
	1.3 Laundry washing facilities [constructed and maintained] at safe and convenient location	1.3 Laundry washing facilities per 100 persons [by gender and age groups] [10 more in each camp] bringing ratio to 1 slab for every [40] families
	1.4 Remaining defecation fields [regularly cleaned and sprayed]	1.4 [30] known locations each sprayed monthly
2. E.22 - Solid/Hospital Waste Control	2.1 50 litre bin per 10 families [allocated, regularly emptied]	2.1 [2,000] new bins allocated [200 per camp]; new total of [3,000] bins emptied weekly
	2.2 Dwellings and hospitals sprayed for lice/anopheles control	2.2 [2] teams each spray [3000] houses and [1] hospital per month
	2.3 Camp sanitation teams trained in vector control	2.3 [20] men and [20] women trained
	2.4 Abattoirs [constructed and maintained]	2.4 New abattoirs built [X, Y & Z locations]; new total of [25] maintained
	2.5 Incinerator [installed and regularly used]	2.5 Clinics also bring all solid waste for incineration
	2.6 Drainage ditches [dug and maintained]	2.6 [8000 metres] of drainage/ditches built & active maintenance committee in place
	2.7 Soakaway pits [built & maintained]	2.7 [800] new soakaway pits
	2.8 Refuse pits [dug, maintained, filled] at safe distance from human dwellings	2.8 [800] new waste pits [80 per camp] bringing ratio to [1 per 100 families]

F. Health

Sector Objective	Impact indicators (replace %, x, ratio or numbers in [ ] with actual figures)
1. [Beneficiaries] enjoy universal access to primary health care (preventive and curative) at all level comparable to host country and in accordance with international standards and norms.**	1.1 % [refugees, returnees, disaggregated by sex and age] with access to primary health care services** 1.2 Crude [male / female] mortality rate is less than 1/10,000/day (3/1,000/month or 36/1,000/year)** **[HBE -p. 161]**
2. Transmission of HIV/AIDS and sexually transmitted infections remains within lowest levels in region	2.1 HIV positive among blood donated is recorded at less than X %; among tested in Voluntary Counseling and Testing (VCT) programmes at Y % and at antenatal sentinel surveillance at Z %
3. The reproductive health status of the [population] further improves *[RHM]*	3.1 Rate of low birth weight (<2.5 Kg) is less than 10 **%** and/or comparable to national levels** 3.2 Maternal mortality ratio reduced or comparable to national standard** and all maternal deaths are investigated
4. New-borns as well as mothers have a better chance of survival (Improved maternal health and reduced maternal and infant mortality**)	4.1 Infant [male / female] mortality rate at least comparable to one of country of asylum 4.2 Number of cases of vaccine preventable diseases (measles, tetanus, polio etc.) does not exceed X per /1000/year
5. The health status of [refugee children] is maintained at least at comparable level of host population	5.1 Under 5 [male / female] mortality rate is less than 2/10,000/day (6/1,000/month or 72/1,000/year)**
6. Refugees suffering from mental illness are protected and cared for in the community	6.1 Estimated prevalence of unattended mentally disturbed/sick people [by sex and age groups] reduced **[MH]**
7. The nutritional status of [the population] remains at normative level	7.1 [Under 5 PEM] affects less than [5%] of the [16,200] children in the age group in accordance with standards of SFP

Related Guidelines:

UNHCR Handbook for Emergencies, 1999 referred as *HBE*; - HIV/AIDS Guidelines, 1996 referred to as *HIV;*

Inter-agency Reproductive Health Manual, 1999 referred as *RHM*; - Mental Health Manual, 1996 referred to as *MH*;

Tools & Resource materials for Food , Health & Nutrition Programme, UNHCR 2001 referred to as *TRM*;

Guidelines for Selective feeding Programmes in Emergencies, WFP/UNHCR, 1999 referred to as *SFP*

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
OBJECTIVE 1 F.21 - General Health Services F.26 - Community Health Services F.22 - National Services Support	1.1 Preventive and curative primary health care services delivered to refugee population through IPDs, OPDs and local facilities	1.1 X no. of health facilities/population *(HBE-page 169)* (1 health post/5,000; 1 health centre/30,000; 1 referral hospital/250,000) 1.1 Ratio of health staff to population **[TRM-HTM2]** (1 doctor/15,000, 1 nurse /5,000, 1 CHW/2000) 1.1 X number of consultations per refugee per year *[HBE- pages 175- 182]*
	1.2 Preventive health education campaigns designed and implemented	1.2 X number of community health committees established and % of women participating 1.2 X no. of preventive health education campaigns 1.2 Report on survey to measure KABP available and used to guide message campaigns
	1.3 Cases requiring specialised treatment referred to appropriate services	1.3 Number and type of cases referred [by gender and age] – *HBE pages 175-182* and ***TRM-HTP-4 (a and b)***
	1.4 Cases of communicable diseases isolated and treated in special IPD ward	1.4 X number of cases/deaths reported [by age groups] 1.4 Morbidity rates monitored by functioning ***HIS [HBE -page 175-182]***
	1.5 Chronic disease program established and operated	1.5 Case definitions standardised and treatment protocols written up, distributed and used
	1.6 Health and nutrition strategies and programmes monitored and reports prepared	1.6 Health Information System (HIS) reports *(HBE – pages 175-182)* received on time, analysed and info. used to direct health services
	1.7 Laboratory and pharmacy services operated. Bacteriology and other special tests referred to selected reference lab.	1.7 Written guidelines on drugs management system in place and used *[TRM – HTP-2]* 1.7 Laboratory samples are duly recorded and analysed within [24 hours]

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
OBJECTIVE 2 F.21 - General Health Services F.26 - Community Health Service	2.1 Multi-sectoral plan of HIV-preventive action developed and implemented	2.1 [20] mass meetings [estimated male/female participants] 2.1 Protection and CS plans modified to include monitoring of HIV/AIDS cases 2.1 HIV/AIDS sensitisation is included in Education curriculum 2.1 At least [70] % of target population reached by radio/TV spots
	2.2 Preventive information leaflets distributed	2.2 [3,000] leaflets distributed in health centres and at food distribution
	2.3 Clinics for HIV/AIDS and STI operated	2.3 HIV/AIDS monitoring/planning tool used twice (June-December) a year *[TRM-HTP3 (b)]* 2.3 Incidence of sexually transmitted infection is duly monitored
	2.4 Safe blood transfusion system operated	2.4 100 % blood tested for HIV before transfusion
	2.5 Home-based care delivered to AIDS cases	2.5 Number of people receiving home-based care
	2.6 Voluntary counseling and testing services ensuring confidentiality operated	2.6 Increase in access to VCT services (number of new attendants recorded) 2.6 HIV/AIDS is recorded in both mortality and morbidity *[HIS]*
	2.7 Refugees and partners trained in HIV/AIDS and STI campaign as well as consultations	2.7 Number and type of training activities undertaken

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
OBJECTIVE 3/4 F.21 - General Health Services F.27 - Maternal/Child Health Services	3.1 MCH clinics with ante natal and post natal care services operated	3.1 Reproductive health programme is monitored in accordance with **TRM – HTM-1 (e)** 3.1 Women attending antenatal and prenatal care against expected number increased from [80 %] to [100 %] Births attended by skilled health personnel increased from [80 %] to [95 %]
	3.2 Children vaccinated against [BCG; DPT; polio; measles]	3.2 Vaccination coverage [ratio girls / boys] increased to 100%
	3.3 Maternity ward and traditional birth attendant services operated	3.3 % of new-borns whose mother at the time of birth was fully vaccinated with Tetanus Toxoid (2 vaccinations) 3.3 All maternal deaths duly investigated
	3.4 Women participation in health care ensured	3.4 Ratio of male/female staff in clinics and outreach services is 1:1
	3.5 Family planning services operated	3.5 Contraceptive prevalence rate increased from X to Y**
	3.6 User-friendly STI services operated	3.6 % of STI clients' partners tracked and treated
	3.7 Rape survivors counselled and provided with medical care	3.7 Medical protocol for post-rape developed and used
OBJECTIVE 4/5 F.21 - General Health Services F.32 - Immunisation/Cold chain Services	4.1 Children vaccinated against [BCG; DPT; polio; measles] according to national policy guidelines	4.1 Measles vaccination coverage to be 100 % 4.1 No vaccine preventable disease reported
	4.2 Cases of communicable diseases isolated and treated in special IPD ward	4.2 X number of child deaths [boys / girls] caused by acute respiratory infection (ARI)

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
OBJECTIVE 6 F.21 - General Health Services F.26 - Community Health Services	6.1 Mental patients counselled 6.2 Mentally handicapped are placed in families or foster care	6.1 Treatment protocol developed and used *[MH - p 57]* 6.1 X number of [refugees] (incidence/10,000) consultations [by gender and age] 6.2 X number of beneficiaries [by gender and age]
OBJECTIVE 7 F.21 - General Health Service F.28 - Supplementary Feeding Service	7.1 Nutrition surveys conducted. Beneficiaries identified for selective feeding *7.2* Feeding centres [SFP/TFP] established *(SFP)* 7.3 Feeding programmes (SFP/TFP or Blanket) operated	7.1 % of beneficiaries attending selective feeding programmes against target (as revealed by nutritional survey) 7.1 Protocol in place to survey nutritional status of population and to identify the beneficiaries of selective feeding programmes 7.2 [3] supplementary feeding centres (each of 250 max/SFP) [4] therapeutic feeding centres, each of 60 - 100 case/TFP) (MSF nutrition Guidelines) 7.3 % of persons recovered at end of [30-day] standard treatment period *[see HBE- pages 207-209]*

G. Shelter / Other Infrastructure

Sector Objective	*Impact indicators*
1. [Refugees] live in adequate accommodation**	1.1 X number of persons [male / female] per room, or average floor area per person**
2. [camp populations] live in less overcrowded conditions **(HBE- p. 140)**	2.1 Population density (no of person/sq.m) decreased or maintained at basic minimum
	2.1 % of open space / circulation area
3. [Local communities] recover land formerly used as refugee camps	3.1 Normal land use re-established

Related guidelines:

- UNHCR Emergency Handbook, 1999 referred to as **HBE**

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...[with your own actual figures)
Objective 1. G.03 Refugee Shelter / Construction	1.1 [Tents] replaced with [brick, bamboo, thatch] houses	1.1 [400] additional family shelters constructed in [10] camps bringing number in improved shelter to [815] families
Objective 2. G.02 - Land Preparation/ Site Development G.21 - General Site Operations/ Activities	2.1 Access roads [constructed and maintained] 2.2 Community infrastructure (school, health post, etc.) [built/renovated]	2.1 [100] additional km. of laterite road in [10] camps creating site space for [30,000] recent arrivals 2.2 [1] new OPD and [4] schools in each of [10 sites]
Objective 3. G.02 - Land Preparation / Site Development	3.1 Field boundaries and irrigation channels re-excavated 3.2 Former refuse pits drainage ditches and latrines [filled, excavated]	3.1 Entire area of [site B] 3.2 [40] hectares rehabilitated

H. Community Services

Sector Objective	Impact indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
1. [Camp populations] achieve limited self reliance and build a caring community	1.1 [40,000] [beneficiaries, families] have improved quality of life through self-help activities 1.2 % of active female participants in various associations/committees increased or maintained at equal ratio
2. Unaccompanied and separated children reunited with their families or live with new foster parents	2.1 absence of orphanages **2.2** absence of unattended unaccompanied/ separated children
3. [Traumatised children, former child soldiers*, camp followers****] are being rehabilitated in day care centres	3.1 X number of [traumatised boys / girls, former child soldiers, camp followers] successfully rehabilitated and reintegrated into [families, educational and socio-economic activities] *(RCG)*
4. Older [male and female refugees] participating in social/economic activities and their equal rights are respected	4.1 Improved economic and social independence for older women and men 4.2 Older refugees have capacity to support AIDS orphaned youth and children 4.3 Older women have capacity to provide services to younger female members of the community 4.4 Increased involvement of older refugees in contributing to younger refugees' understanding of their tradition/culture and history

Related Guidelines:

- Refugee Children: Guidelines on Protection and Care, UNHCR, Geneva, 1994 referred to as *RCG*;

- Working with Unaccompanied Minors: A Community-Based Approach: UNHCR, Geneva 1996 referred to as *UM*;

- Sexual Violence Against Refugees: Guidelines on prevention and response, UNHCR, Geneva, 1995 referred to as *SVAR*;

- Guidelines on the Protection of Refugee Women, UNHCR, Geneva, 1991 referred to as *PRW*;

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1. H.28 - Community Development Services	1.1 Women trained in literacy, reproductive health, environmental sanitation by women 1.2 Parents association established and schools furnished and equipped through them 1.3 Support group for rape survivors established and operated *(SVAR / PRW)* 1.4 Staff trained in child-to-child techniques and project design groups organised	1.1 X weekly meetings are attended regularly by X% of women in beneficiary group 1.2 X number of [benches, school uniforms] obtained for X number of [boys / girls] 1.2 Parents contribute regularly to the equipment and construction of schools and encourage their boys and girls to attend school 1.3 [20] male and [80] female staff has been trained to support survivors of sexual violence 1.3 [100] % of known rape survivors are given support through psycho-social and economic activities 1.4 X number of staff trained in child-to-child techniques and X number of groups active
Objective 2. H.21 - Special Services (Unaccompanied Minors)	2.1 Identification, documentation, tracing and reunification (IDTR) mechanisms functioning and UAM identified and family history documented 2.2 Situation of unaccompanied/ separated children in foster families monitored and reported *(UM)* 2.3 [Relatives, families] traced and reunited	2.1 X number of separated children documented, tracing procedures initiated 2.1 X number of information/picture sharing campaign in x number of location 2.2 X number of unaccompanied/separated boys/girls in foster families 2.2 X number of [monitors, monthly visits per unaccompanied/ separated boys / girls] 2.3 X number of unaccompanied/ separated boys / girls reunited

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 3. H.31 - Social Work Services (Counselling)	3.1 Youth centre established and operated	3.1 [3000] boys and [3000] girls attend [10] centres in [10 camps] 3.1 [One] team sports or other recreational activity per day for both boys and girls organised at each centre
	3.2 Counselling provided for survivors of rape and violence, incl. traumatised children	3.2 [5] counsellors attending to [300] persons including 200 women and 100 children on a weekly basis 3.2 At least [50 %] of beneficiaries participating regularly in activities show clear signs of recovery
		3.3 X number of peers-group meetings, radio programmes, theatre etc. launched.
	3.3 Awareness campaign undertaken against child soldier recruitment and child rights	3.3 X number of male/female refugees trained for child rights campaign
	3.4 Awareness campaign conducted against HIV/AIDS	3.4 At least [80%] of camp population aware of the [3] essential messages
	3.5 Former child soldiers and camp followers, placed with responsible caretaker families, if separated from parents	3.5 [20 boys] and [22 girls] placed with caretakers families
	3.6 Former child soldiers and camp followers integrated in youth programmes/ including psycho-social/educational activities	3.6 At least [70%] of target groups, both boys and girls, attend activities
Objective 4. H.25 - Special Services (Elderly)	4.1 Remunerated child care services by older refugees organised in camps	4.1 [80] women and [40] men over age of 60 remunerated
	4.2 Self-help groups for older refugees [male and female] established and organised	4.2 [250] women & [200] men over 60 actively participate in [30] social groups in [10] camps
	4.3 Older refugees [male and female] enlisted as agents of change on HIV/AIDS	4.3 [100] women & [100] men over 60 actively contribute to life situation of [200] younger members of community 4.3 [100] women and [100] men over 60 involved in informal education activities as well as some address several thousand young people

I. Education

Sector Objective	Impact indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
1. [Refugee children and adolescents] attend [school, training], acquire [basic knowledge and skills] and complete [recognised levels of qualification]	1.1 Proportion of boys/girls (5-17 yr.) enrolled in education programmes increases from [50 %] to [55%] 1.2 % of pupils [boys / girls] completing [primary/secondary education] increases from [75%] to [80%] 1.3 Female enrolment increases from [30%] to [40 %] of total enrolment 1.4 Graduate feed back on relevance of acquired skills to employment prospects 1.5 Adult [male / female] literacy & numeracy rate increases from [30%] to [40%]**
2. Beneficiaries [Children] acquire knowledge, life skills and values supporting preventive behaviour in fields of health, safety, landmine awareness, environment and promoting peace, tolerance and citizenship.	2.1 Sample surveys indicate positive change in behaviour, attitudes and values

Related Guidelines:

- Education Sector Policy and Guidelines, UNHCR, 2002;

- Policy and Guidelines for DAFI Scholarship Projects, UNHCR, 2002;

- Learning for a Future: Refugee Education in Developing Countries, UNHCR, 2001

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1. I.21 - General Primary Education I.22 - General Secondary Education **** I.28 - Scholarship (Post-Secondary Vocational) I.30 - Literacy Training (Mother Language) or	1.1 New schools constructed in poorly served locations 1.2 Teachers recruited and trained 1.3 Education facilities expanded 1.4 Campaign to increase attendance of girls undertaken 1.5 Disadvantaged and vulnerable students identified and provided with individual placement and equipment	1.1 [4] new schools in [3] camps 1.1 No child has to walk more than [1 hour] to school 1.2 At least [70%] of new recruits are female 1.3 Number of pupils [boys / girls] per classroom maintained at 35 to 40 pupils only 1.4 X number of trainings/campaign to promote girls attendance and gender sensitivity in education conducted 1.5 X no. children/adolescents of special groups attend school regularly

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
	1.6 [post-secondary scholarships] awarded to [students] with self-reliance strategy	1.6 [5] scholarships for male and [6] for female aged [16] and over
	1.7 Vocational training centre constructed and equipped	1.7 [50 male and 50 female] students enrolled in [5 trades] and successfully completing courses
	1.8 Supplies and equipment distributed to local schools accepting refugee pupils	1.8 Approximately [15] schools in [3] districts receive books, supply kits and sports equipment for approximately [6,000] students of whom [1,000] expected to be refugees
	1.9 Refugee women trained in business-related literacy and numeracy	1.9 At least [600] women trained for [2 months] each
Objective 2 I.97 Training/ Orientation/Seminar, etc.	2.1 Mine awareness teaching materials developed and distributed to all primary schools	2.1 Targeting [15,000] pupils in [40] primary schools
	2.2 Preventive health teaching materials developed and distributed to all primary schools	2.2 *(same as above)*

J. Crop Production*****

Sector Objective	Impact indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
1. [Refugees, Returnees] meet part of their subsistence needs and improve household income by producing food crops from home gardens	1.1 Equivalent of [300 Kcal] per family member per day in consumed produce, plus [US $ 1] per family member per week in sales of produce

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1. J.21- Production Activities/inputs J.81 - Small-Scale Gardening	1.1 Arable land around households distributed 1.2 Seeds, tools and fertiliser distributed to active households 1.3 Participating households trained to increase yield and market value	1.1 [0.3 ha] for families of 3 or less, [0.5 ha] for families of 4 or more 1.2 At least [20 %] of both plot size allocated to single female heads of household and older persons 1.3 % of land recipients adopting the higher-value practices promoted

K. Livestock / Animal Husbandry*****	
Sector Objective	***Impact indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)***
1. [Returnees, Refugees] improve household income by raising animals for direct consumption or sale on the market	1.1 Minimum [15] % of food and subsistence needs covered by own animal products (meat, milk etc) and cash income from selling animal and animal products
Related Guidelines: - UNHCR Environmental Guidelines, PTSS, UNHCR, Geneva, 1996 referred as ***EG***	

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1. K.21- Production Activities/inputs	1.1 [Goats and poultry] distributed to families that have built pens *(EG)*	1.1 [250] families each receive one pair of goats. [200] families receive [10] chicks each 1.1 At least [75%] of recipients continue to raise livestock after one rainy season and one dry season
	1.2 Loans/grants for animal feed administered.	1.2 [80%] of recipients use credit system for feed, with [60%] repayment rate by end of year
	1.3 Distributed livestock fully vaccinated and a curative veterinary service operated	1.3 [70%] of livestock distributed survives to maturity/ consumption/sale

L. Fisheries*****

Sector Objective	Impact indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
1. [Refugees, Returnees] improve household income by fishing activities for direct consumption or sale on the markets.	1.1 Minimum X % of food and subsistence needs covered by own production and cash income from selling fishery products

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1. L.21 - Fishing Activities/Inputs	1.1 Ponds dug and fish stocks distributed to active associations 1.2 Fishing gear, materials, tools and other inputs distributed 1.3 Loans/grants for fishing inputs administered.	1.1 [20] stocked ponds for collective total of [100] beneficiaries families including [20] vulnerable families 1.2 1 set of cleaning tools and nets per association 1.3 All [20] associations make some use of credit facility with at least [60] % repayment by end of year

M. Forestry	
Sector Objective	**Impact indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)**
1. [Refugee, IDP, community] raises trees for sustainable fuelwood and rehabilitation of the environment	1.1 [200] ha of [60] % deforested land protected from further damage 1.2 [2000] new eucalyptus trees planted providing [20] % restored coverage over [40] ha *(MSE)* 1.3 Fewer than [1,000] trees damaged or removed during same [1-year] period
Related Guidelines: - A Monitoring System for Environment-related Activities in refugees Situations, EESS, UNHCR, Geneva, 2002 referred to as *MSE*	

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1. M.22 - General Forestry Activities/Inputs M.98 - Other Forestry Activities (specify)	1.1 Needs assessed and environmental management strategy document produced 1.2 Forestry management committees established and regular meetings organised 1.3 50 ha protection zones declared, demarcated and patrolled by guards 1.4 Community-level nurseries established and operated 1.5 Refugee community organised to plant trees 1.6 Training in tree nursery techniques provided to all communities 1.7 Enclosed areas and homesteads planted with shade, fuelwood and fruit trees 1.8 Families trained in fuel efficient cooking 1.9 Stoves distributed to trained families	1.1 Assessment and plan achieved with full participation of local community, local government, refugee/IDP and concerned NGOs*(MSE)* 1.2 Community participation in forestry resources management effective 1.3 Fewer than [250] trees per zone damaged or felled during the year 1.4 [8000] seedlings raised with [95%] survival after [6 months] 1.5 [2,000] seedlings planted over [40 ha] with [70 %] survival rate after [6] months *(MSE)* 1.6 [4] trainings of [3] days each with [20] persons in each group 1.7 X ha. of forest restored to status before refugees arrived in area *(MSE)* 1.8 [100] families in each camp trained 1.9 [100] fuel efficient stoves built, distributed and in regular use after six months *(SLL*

N. Income – Generation

Sector Objective	Impact indicators (always replace X, %, ratio and numbers in [...] with your own actual figure)
1. [Urban refugees] improve household income by [various income generating activities] and cover an agreed share of their subsistence needs	1.1 Income of assisted group replaces between [5] % and [20] % of value of full subsistence allowance as agreed with beneficiary in each case

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1. N.21 - Employment/Labour Insertion Activities	1.1 Skilled artisans supported with additional tools and materials	1.1 % of targeted [men/women] received [tools, materials, live animals] [40 selected men/women] receive [tools, materials]
	1.2 Men and women trained in marketable skills	1.2 [5] key skills selected in consultation with employers; [100] men and [100] women complete skill course and are awarded recognised certificates
	1.3 Loan scheme for self-employment in the informal sector established and operated	1.3 [70] loans of between [$40 and $150] provided to women (at least 50 %) and men on basis of business plan approved by loan committee
	1.4 [Extension service, business advisory] established and operated	1.4 X number of participants (male/female) in extension services activities
	1.5 Advisory centre for new businesses for male and female refugees established and operated	1.5 X number of [centres, consultations]
	1.6 Recent arrivals trained in basic negotiation skills and numeracy in host country language	1.6 [100] persons (including [50] women) trained for [2] months each in classes of [20]
	1.7 Day-care services operated	1.7 [50] children [boys / girls] taken care-of by support and day care groups, enabling [35] parents to seek employment

O. Legal Assistance/ Protection

Sector Objective	*Impact indicators (always replace X, %, ratio and numbers in [...] with your own actual figure)*
1. All asylum seekers have access to fair and effective refugee status determination (RSD) procedures	1.1 % of asylum seekers [female/male] processed within X months 1.2 Numbers of refoulement and/or deportation to third countries reduced or nil
2. [Asylum seekers and recognised refugees] benefit from national legislation conforming to international standards	2.1 Non-discrimination in law enforcement 2.2 Number of arbitrary arrests reduced or nil 2.3 Judgement in favour of refugees increased from X to Y 2.4 Number of recipient of national refugee legislation grants increased from X to Y 2.5 Recognition in law of guarantees for independent and impartial judiciary and fair trial** 2.6 Recognition in law of the right to seek judicial remedies against state agencies/officials** rights as per international standards (Freedom of movement, access to work, education, courts)
3. [Prima Facie Refugees] are registered, issued ID cards and allowed to move unhindered	3.1 Minimum X percentage of refugees [by sex and age groups] registered and receiving protection/material assistance 3.2 Number of refugees issued ID card by sex and age groups increased from X to Y 3.3 Reduced number of reported arrests of refugees on non-possession of ID papers 3.4 Number of split families reduced from X to Y
4. Stateless [or potentially stateless] persons on the territory benefit from ratification and application 1954 and 1961 Conventions on statelessness	4.1 Reduced number of stateless persons [male / female] from X to Y 4.2 Ratification of the international instruments on statelessness 4.3 Codification of int'l instruments into national legislation 4.4 Citizenship procedures in place
5. Refugee children benefit from enhanced protection against sexual violence, exploitation and other forms of abuse as outlined in the CRC and other optional Protocols	5.1 Number of sexually and otherwise exploited children reduced or nil 5.2 Number of child prostitutes reduced or nil
6. [Camp residents] enjoy personal security and safety	6.1 Reduced number of crimes and threats to the safety and security of refugees and asylum seekers by sex and age 6.2 Rape cases reduced or nil 6.3 Survey in collaboration with refugee women groups clearly indicate that refugee women and children feel more secure 6.4 Effective enforcement of law and order

Related Guidelines:
- Handbook for Determining Refugee Status, UNHCR, Geneva 1979 referred to as **DRS**;
- Registration - A Practical Guide for Field Staff, UNHCR, Geneva, 1994 referred to as **RPG**

FMIS Code(s)	Panned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1. O.22 Refugee Status Determination/ Registration/ Identity Cards	1.1 System for monitoring RSD process is established (DRS)	1.1 Approximately [300] cases monitored each month
	1.2 UNHCR country of origin information and position supplied to RSD staff	1.2 Approx. [30] COI requests responded to each month, [10] of them newly researched 1.2 COI data on website updated on [daily] basis
	1.3 NGOs trained in advising on and monitoring of quality of RSD in relation to international standards	1.3 [3] principal NGO legal partners attend a [3]-day seminar with an invited expert
	1.4 Government officials responsible for RSD trained (or informed and aware of international protection standards)	1.4 [10] ministry of interior officials visit functioning RSD procedure and eligibility training in [neighbouring country]
	1.5 [Joint] eligibility interviews conducted	1.5 [8] joint interview conducted each month with the asylum office
Objective 2. O.23 - Promotion of Refugee Law	2.1 [Law enforcement/border] officials trained in minimum guarantees for asylum seekers	2.1 30 officials (one from each border post) trained and provided with agreed government-UNHCR guidelines
	2.2 Parliamentary members of all parties lobbied	2.2 [20] MPs briefed on the [10] key points UNHCR wishes to see adopted in national legislation
	2.3 Visit of parliamentarians to Geneva organised	2.3 [10] responsive/supportive MPs meet with HC, DIP, Bureau and key missions
	2.4 Public and government refugee awareness campaign conducted through TV programmes and media spots	2.4 [1] TV interview per month; [1] national media article per week and a [3- week] poster campaign in each major city
	2.5 Refugee law curricula at the universities introduced	2.5 [8] students enrolled in refugee law course each year
	2.6 Technical assistance in drafting or revision of national legislation provided by UNHCR	2.6 At least [10] key UNHCR positions adopted in draft decrees and legislation

FMIS Code(s)	Panned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 3. O.22 - Refugee Status Determination/ Registration/ Identity Cards	3.1 Registration/Verification successfully undertaken *(RPG)* 3.2 ID documents issued to all adult refugees and separated minors 3.3 A sustainable data management system established and kept updated for asylum seeker and refugee population data 3.4 Family tracing system [established and operated]	3.1 Number of refugees [male / female] complaining of non-registration reduced from X to Y [300 to less than 20] 3.2 X number of ID documents/ration cards/birth certificates issued to X number of [male / female] refugees 3.3 Pending family reunification cases regularly reactivated and more readily resolved 3.4 An estimated [40] separated children united with their families and another [120 pending cases followed up
Objective 4. O.23 - Promotion of Refugee Law	4.1 Citizenship procedure designed and incorporated in draft legislation 4.2 Officials trained in national legislation 4.3 Application from stateless persons comprehensively documented	4.1 Document submitted to the government commission 4.1 At least [10] key UNHCR positions adopted in draft decrees and legislation 4.2 [25] male and 30 female officials trained in [2] workshop/seminars of 1 week each 4.3 [500] applications documented

FMIS Code(s)	Panned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 5 and 6. 0.98 - Other Legal Assistance Activities (specify)	5.1 Police contingent responsible for camp security established and equipped	5.1 [1] police contingent per each camp
	5.2 [Police station/Camp lock-up] constructed, maintained, operated	5.2 [2] secure police lock-ups with [3.5] sq.m per detainees and exercise area of [10] sq.m per person
	5.3 Effective country-level inter-sectoral strategy to respond to SGBV facilitated, designed and implemented	5.3 Strategy paper produced and agreed 5.3 working group on SGBV established and meeting weekly
	5.4 Police officers trained in investigating rape and SGBV cases	5.4 X number of trained [male/ female] officials [20] male and [20] female officers trained, and their field performance monitored
	5.5 Mobile courts set-up and regular sessions held	5.5 X number of convictions 5.5 X number of acquittals
	5.6 Awareness campaign against child soldier recruitment and child rights designed and delivered	5.6 [2000] refugee volunteers trained and engaged in child rights campaigns

P. Agency Operational Support

Sector Objective	Impact indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
1. [Refugees, returnees] benefit from efficiently managed and well co-ordinated operations (protection and assistance)	1.1 Implementing Partners delivering X % of agreed outputs in a timely manner
2. Informed public supportive of protection and solutions goals	2.1 Annual survey shows at least [45%] of public aware of UNHCR and of the definition of a refugee, while less than [25 %] perceive refugees as economic migrants

FMIS Code(s)	Planned achievement/expected outputs	Performance indicators (always replace "X number", "%", "ratio" and numbers in [...] with your own actual figure)
Objective 1. P.21 General Project Management Services	1.1 IP staff and equipment deployed and effective 1.2 Transfers made on time 1.3 Staff trained in work planning & project management 1.4 Sub-project audit conducted	1.1 % of necessary staff/equipment deployed/procured by [date] 1.2 % of financial inputs from UNHCR actually made available 1.3 [30] female and [35] male staff trained for [3] days 1.4 Audit certificates show that all UNHCR funds are used effectively for intended purposes
Objective 2. P.22 - Public Information	2.1 Press releases issued 2.2 Brochures, posters and other PI materials targeting general public produced and distributed 2.3 Field visit for [VIPs, journalists] organised and implemented	2.1 An average of [1] press release per [week], and [2] media packages per year issued 2.2 [3] poster sets and [2] brochures in [local language] 2.3 Approximately [1] VIP and/or journalist visit per [month]

* Use this FMIS Sector for procurement purposes only. Otherwise, and in operations supplied by WFP, it is suggested to use Sector B (Transport/Logistics) to plan food distribution and Sector F (Health/ Nutrition) in order to measure nutritional status of beneficiaries

** CCA objective or indicator

*** Camp Followers: Girls kidnapped or recruited by rebel fighters to provide domestic and sexual services against their will. They are also sometimes used as child soldiers

**** Depending on the majority of beneficiaries you may also choose other Sector-Activities, such as I.25; I.26, etc.

***** It is recommended rather than using this sector , to use Sector N -Income Generation

VIII. Worked Example in UNHCR Project Description Format

Section 5. Description of Objectives and Outputs (by Sector/ and sector-activity)

FMIS Sector Code : I		FMIS Sector Name : EDUCATION	
Current Situation		**Sector Objective(s)**	**Impact Indicators**
• **There are some 15,500 refugee children who are of school going age (6 to 18 yr.). Of whom only 20 % attend school due to: a) lack of enough class rooms/ teachers and b) girl children not sent by the parents to school.** • **Out of the total 3,100 children attending school regularly, only 620 are girls.**		1. **A higher proportion of school-age children attend school, acquire basic knowledge and complete primary education**	• **Primary school attendance increased from 20 % (3100) to 40 % (6200) by the end of the year.** • **Attendance ratio of girls and boys increased from current 1:4 (620 girls : 2480 boys) to 1:2 (2100 girls : 4200 boys)**
• **Adult refugee population is around 16,000. Current literacy rate among refugees is only 30%. Moreover there is a substantial difference between male and female i.e. 45 % male (3,600) but only 15 % female (1,200) are literate.**		2. **A higher proportion of adults in the camps learn how to read and write**	• **Adult refugee literacy rate increased from 30 % (4,800) to 40 % (6,400)** • **Female literacy rate increased from 15 % (1,200) to 30 % (2,400)**

FMIS Sector-Activity Code : I.21	FMIS Sector-Activity Name : General Primary Education

Planned Achievements / Expected Outputs	Performance Indicators
Additional classrooms constructed	**1.1 6 classrooms in 3 schools with number of pupils per classroom being reduced from 60 to 40**
Teachers recruited and trained	**2.1 Five male and 15 female teachers recruited and trained within first three months**
Campaign to increase attendance of girls undertaken	**3.1 Three campaigns targeting the parents conducted to promote girls attendance and gender sensitivity in education**

FMIS Sector-Activity Code : I.30	FMIS Sector-Activity Name : Literacy Training

Planned Achievements / Expected Outputs	Performance Indicators
Refugees women trained in business-related literacy and numeracy	**4.1 Three classes of two months each with 40 women per class conducted five times in a year** **4.2 Six hundred women trained in numeracy and literacy**

IX.   Glossary Of Acronyms

CCA	Common Country Assessment
CMS	Career Management System
COP	Country Operations Plan
DIP	Department of International Protection
DOS	Division of Operational Support
FMIS/FOBS	Financial Management and Information System / Field Office Budgeting System
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IDP	Internally displaced person
IP	Implementing partner
IT	Information technology
ITSH	International transport, storage, and handling
MCH	Maternal child health
NFI	Non-food items
NGO	Non-governmental organisation
OMS	Operations Management System

OPD/IPD	Outpatient department / Inpatient department
PDF	Project Description format
POP	People-Oriented Planning
QIP	Quick-impact project
RBM	Results-based management
RSD	Refugee status determination
SFP/TFP	Supplementary/therapeutic feeding programme
SPHERE	Project Humanitarian Charter and Minimum Standards in Disaster Response
SPMR	Sub-Project Monitoring Report
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WHO	World Health Organisation

X.   Index

Annex – Standard Logical Framework Matrix

Standard Logical Framework Matrix			
Hierarchy of Objectives	**Indicators**	**Means of Verification**	**Assumptions and Risks**
Goal The higher objective to which this project, along with others, will contribute	Indicators (increasingly standardised) to measure programme performance.	The programme evaluation system.	Risks regarding strategic impact. External factors, conditions and events necessary to reach the goal (those factors which cannot are not addressed by the project objective.)
Project Objective The impact of a project. The change in beneficiary behaviour, systems or institutional performance resulting because of the combined outputs and key assumptions.	**Impact** Measures that describe the accomplishment of the Project Objective. The value, benefit, and return of investment.	People, events, processes, sources of data for organising the project evaluation system.	Risk regarding programme level impact. External factors, conditions and events necessary to reach the objective (those factors which cannot be addressed by the project outputs)
Outputs The project interventions. The actual deliverables. What the project can be held accountable for producing.	**Performance** Indicators that measure the goods and services finally delivered by the Project. A Terms of Reference (TOR) for the Outputs.	People, events, processes, sources of data – supervision and monitoring system for validating the project design.	Risks regarding design effectiveness. External factors, conditions and events necessary to reach the objective (those factors which cannot be addressed by the project activities)
Activities The main activity clusters that must be undertaken in order to accomplish the Outputs.	**Input/Resources** Budget by activity. Monetary, physical and human resources required to produce the Outputs.	People, events, processes, sources of data and monitoring system for validating the implementation progress.	Risks regarding implementation and efficiency. External factors, conditions and events necessary for activities to be carried out.

END