

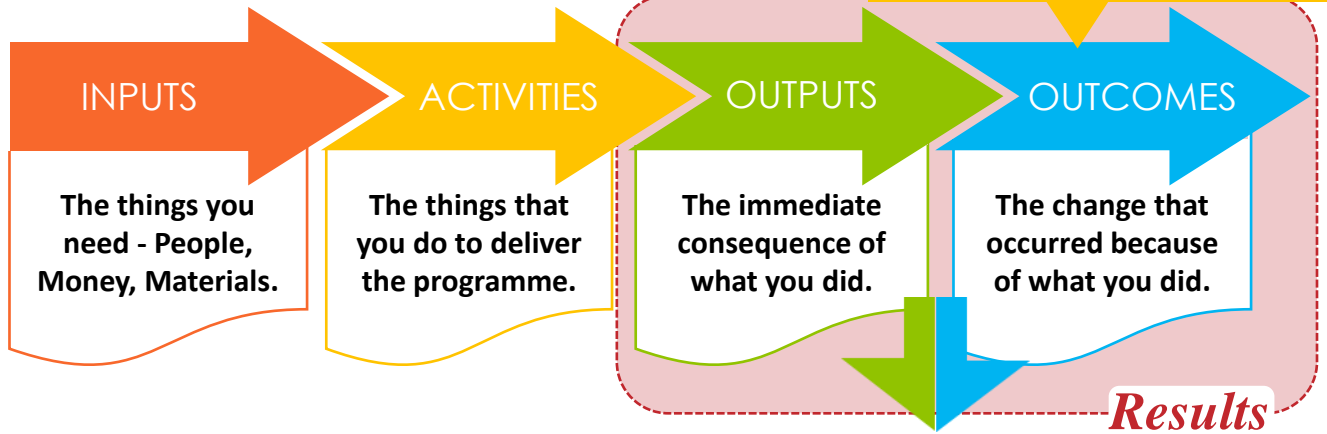
Why we need it



The results matrix is important for the programme definition process, it shows

- what you will be doing,
- what you will need,
- what you will deliver and
- what results you will achieve.

Make sure you can reliably attribute change to **YOUR** intervention



How we show results

Indicators are a simple and reliable means to measure achievement in terms of delivery (what you did) and change (what it change resulted from the activities).

Performance Indicators - tracking activities completed

Result Indicators: tracking the changes that result from an activity (the change)

Indicators should be (**SMART**) i.e. specific, measurable, attainable, realistic and time bound

UNICEF defines **RESULTS** as desired **outcomes** and **outputs** involving benefits to end users/clients, expressed as a quantitative standard, value or rate.

Alignment with UNICEF Country Priorities
Results and indicators must align with the priorities specified in the Country Programme Document



Setting Targets

If you aim at nothing you will hit it every time

Your targets are defined with your indicators. They show what you how to achieve in terms of your performance and your results. They should be **numerical** values that are realistic. Where possible you should have a **Baseline** for your results to be able to track change.

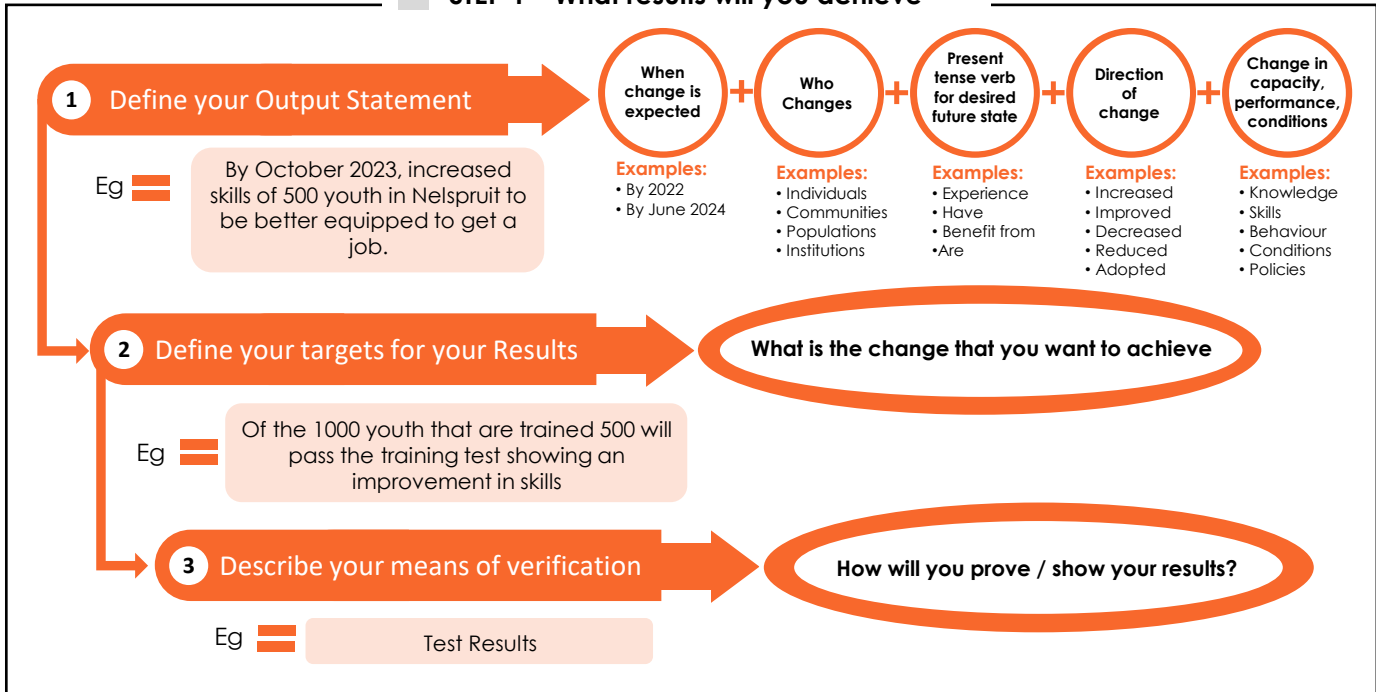
When reporting your results, you will be required to produce evidence of your delivery and the change achieved. These are the **Means of Verification** that you must specify on your Programme Document.



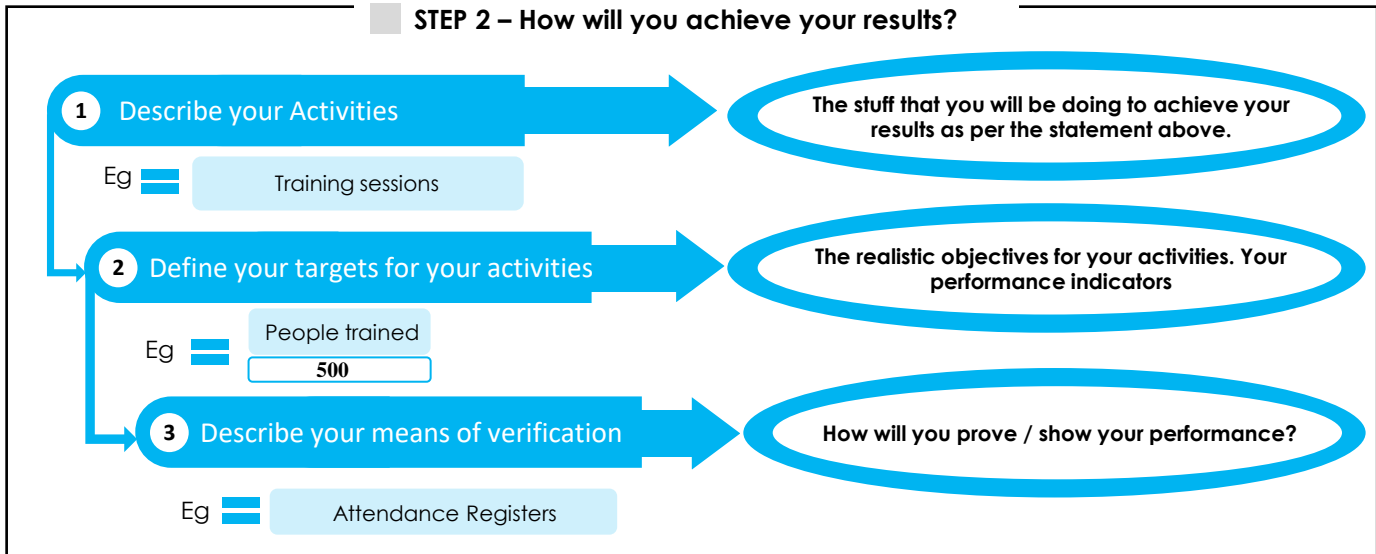
A **Baseline** provide a measure of the initial conditions before the start of a project/programme, against which change can be assessed or comparisons made.



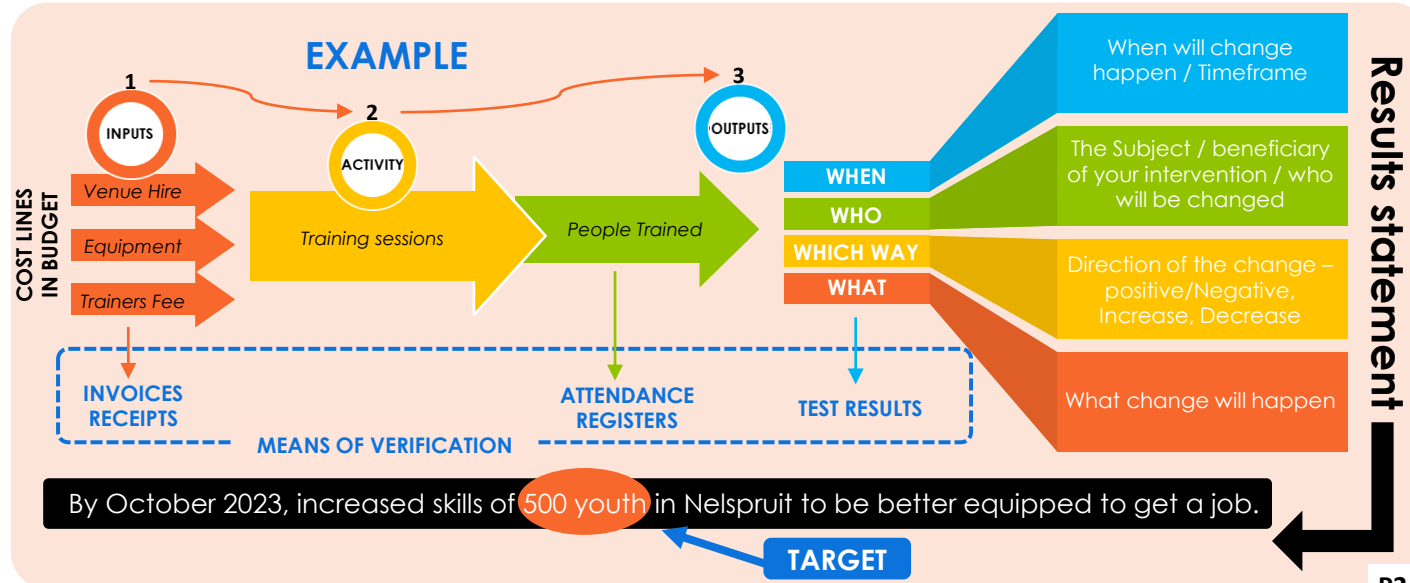
STEP 1 – What results will you achieve



STEP 2 – How will you achieve your results?



EXAMPLE





The following includes the details about what your activities will cost (*line-item breakdown in the budget for each activity*) and what your results will be (*output statement*)

BUDGET STEPS

1 Carry through your Output statement

Note: You may have multiple outputs for your programme or project

2 List your Activities

Note: You may have multiple activities per output

3 Detail the input costs for each activity

Note: You are likely to have multiple input costs per activity

Detailed Budget breakdown - to accompany the Workplan/Budget					
Inputs	Unit Description	Quantity	Unit price /cost		Total Budget
Output 1 Increased skills of 500 youth in Nelspruit to be better equipped to get a job.					
Activity 1.1 Organize training of 1000 youth in Nelspruit					
Venue and facilities	days	7	1 200		8 400
Daily subsistence allowances	Participant	300	70		21 120
Transportation for 1000 participants – bus fare refund	Participants	300	10		3 000
Consultant fees	days	21	450		9 450
Transportation for consultant - air fare	ticket	7	1 000		7 000
Training materials	Lump sum	1	500		740
Sub-total					49 710
Activity 1.2 Programme management and technical supervision					
Salary – programme manager	Months	6	2 400		14 400
Salary – programme officer	Months	6	1 100		6 600
Salary – programme assistants (2)	Months	6 X 2	700		8 400
Sub-total					29 400
Total: Output 1					79 110

REPORTING AND VERIFICATION OF RESULTS

1 Provide updates about your performance

Programmatic:

Report on the Indicator Targets via the UNICEF e-Tools Reporting Portal

Financial:

Report on Expenditure through a FACE (Funding Authorization and Certificate of Expenditures) form

2 Verification of Results by UNICEF

Programmatic:

Verification of Programmatic Results through a Programmatic Visit

Financial:

Verification of Expenditure reported on through a 'Spot-Check' Visit