# Outcomes

## Key features

**Outcomes** describe the intended changes in development conditions resulting from UNCT cooperation. They relate to changes in institutional performance or behaviour among individuals or groups as viewed through a human rights-based approach lens. Achievement of outcomes depends critically on the commitment and actions of stakeholders, as well as on results to be achieved by government and partners outside the UNDAF.

*UNDG RBM Handbook, 2011*

The UNDAF used to feature two separate, but linked, outcome level results: the **UNDAF outcomes and agency outcomes**. Under the new [UNDAF guidance package](http://www.undg.org/undaf) these two levels have been merged into one single level of outcome.

Outcomes are the **strategic, high level results** expected from UN system cooperation with government and civil society. A strategic outcome is one which:

1. Makes a substantive contribution to the achievement of selected priorities of the national development framework; and
2. Demonstrates the comparative advantages of the UN at country level.

Outcomes must be achievable and measurable, so the UN system in any country stays focused on **a few strategic priorities**. Outcomes are institutional and behavioural changes that depend critically on the commitment and actions of stakeholders and beneficiaries, as well as on results to be achieved by government and partners outside the UNDAF. We need to make **assumptions** about these commitments and actions. Please refer to the **Technical Brief on Assumptions & Risks** for additional detail.

Using a **human rights based approach**, outcomes should show changes in the performance of rights-holders to exercise and claim their rights, and of duty-bearers to respect, protect and fulfill these rights. The performance of these roles depends on the legal, institutional and policy environment, as well as on the actual capacities of rights holders and duty-bearers. For example:

* **The outcome** could reflect the behavioral change expected of rights holders and duty bearers to perform their respective roles, **these changes may be related** to legal, institutional and policy gaps that prevent rights-holders and duty-bearers from performing their roles.

Real life provides many examples whereby institutional or capacity developments do not translate automatically into behavioral or performance changes. For example, a National Human Rights Commission is created, but it does not get the minimum budget required to fulfill its mandate.

To the extent possible, the most disadvantaged or vulnerable rights-holders should be reflected in the outcome statement. This will also help to mainstream gender and other types of considerations related to the principle of equality and non-discrimination. For example, enforcement of a policy to prevent human trafficking, that focuses on indigenous girls from poor, rural areas.

**In the past the UN system at country level was recommended to have from 3 to 5 UNDAF outcomes at the most.** With the merging into one single level of outcome UNCTs are likely to come up with a higher number of outcomes, without losing sight of the strategic focus that the UN must be able to demonstrate.

**Outcomes are high level results.** They are the collective priorities of the UN system at country level, and they usually require the contributions of two or more agencies working together withtheir government and civil society partners.

Outcomes often reflect **a choice about strategy or policy**. These choices are made in collaboration with government and civil society partners. Because they represent choices, **outcomes are** **often debatable or even controversial**, especially if they are based on human rights considerations. After all, while stakeholders may be ready to agree on what needs to change (impacts), they may have quite different ideas on how to carry it out (outcomes). In other words, an outcome represents a statement to the effect that, if we want to achieve the impact, then we need to choose a certain policy or strategy proposed at the outcome level. By implication, there are other policies or strategies that are not chosen.

## Measuring Outcomes

**Indicators** are needed to help describe how the intended results will be measured. They force clarification of what is meant by the outcome, and can be used for monitoring, evaluating, and reporting on achievement. Please refer to the [**Technical Brief on Indicators**.](#_Indicators)

| **CHECKLIST FOR VALIDATING OUTCOMES** | **YES** | **NO** |
| --- | --- | --- |
| * The outcome conveys high level institutional and/or behavioural changes (The performance of rights-holders to exercise and claim their rights, and of duty-bearers to respect, protect and fulfill these rights) |  |  |
| * It conveys change rather than on-going services (eg. support provided to improve) |  |  |
| * The outcome does not repeat the National goal statement or MDG |  |  |
| * The outcome includes a subject of the intended change (a “who”), and wherever possible these are the most vulnerable or excluded groups |  |  |
| * The outcome addresses one or more underlying or root causes of problems identified in the country analysis (ie. a strategic niche for the UN) |  |  |
| * The outcome is specific, it does not combine two or more different types of results, and is not so general that it could cover just about anything |  |  |
| * It is realistic - the UN system is likely to achieve it over a five year period |  |  |
| * The outcome specifically addresses a gap affecting the most disadvantaged and vulnerable segments of society |  |  |

# ****OutputS****

## Key features

**Outputs** are changes in skills or abilities, or the availability of new products and services that must be achieved with the resources provided and within the time-period specified. Outputs are the level of result where the clear comparative advantages of individual agencies emerge and where accountability is clearest. As stated in section 1.7, UNDAF results should be formulated in change language.

*UNDG RBM Handbook, 2011*

Outputs are commitments. They are results that a programme or project must achieve with the resources provided and within the time-period specified, usually less than 5 years. This makes outputs very different from outcomes or impacts, which are longer term changes that require the energy and resources of multiple partners, and are based on critical assumptions about the development environment. **Outputs are deliverables**. They normally relate to operational change: changes in skills or abilities, the availability of new products and services. They are the type of results over which managers have a high degree of influence. Failure to deliver outputs is, on the face of it, a failure of the programme or project.

A key feature of outputs is that they should be **tangible**. When defining outputs, be cautious about using words like "endorsed" or "empowered". Such words may be more appropriate at the outcome level, because they depend critically on the actions of others, outside the control of a programme or project. The most important feature of outputs is that they represent **a commitment to** **deliver**.  Outputs are what the project or programme promises to achieve. This means that an output should always be something that is within the capacity of the programme or project to deliver.

**Outputs** should be:

* **Tangible**
* **Deliverable**, and
* **Sufficient to achieve the expected outcomes (**assuming other outputs to be achieved by the government and donors external to the UNDAF)

For example, it is normally not appropriate to specify the enactment of a new law or adoption of a new policy as an output. A programme or project cannot pass laws, or guarantee the adoption of government policies – this depends on actions taken by legislatures or policy makers.  However, a reasonable output in this context is the preparation of draft text. This follows from a range of activities, common to UN cooperation, to support quality policy development as well as to prepare the ground for eventual adoptions by stakeholders. These include: data collection, orientation workshops, high-level consultation meetings or other advocacy with stakeholders.

**A rule of thumb for outputs:**

In general, if the result is mostly beyond the control or influence of the programme or project, it cannot be an output.

There should be sufficient outputs to achieve each agency outcome, taking into account (or assuming) the results to be achieved by the government and donors external to the UN’s cooperation. **A single output will almost never be sufficient to achieve the institutional or behavioural changes implicit at the outcome level**. On the other hand, if a programme or project has too many outputs, it can lose focus and be difficult to manage.

You may be tempted to list things like workshops and seminars as outputs. After all, they are deliverable and some workshops can be strategic if they gather decision takers in one room to build consensus.  But, in most cases, **workshops and seminars are activities rather than outputs.** And remember that outputs are not completed activities – they are the tangible changes in products and services, new skills or abilities that result from the completion of several activities.

Outputs also need to be formulated based on the results of a rights-based analysis. Because outputs are operational, they will describe tangible changes in the capacities of these rights holders and duty-bearers: new skills or abilities, responsibility, motivation and authority or greater access to new products, services, and resources. This should lead to better performance of rights holders to exercise and claim their rights, and of duty-bearers to respect, protect and fulfill these rights at the outcome level.

## Measuring Outputs

**Indicators** are needed to help describe how the intended outputs will be measured. They force clarification of what is meant by the output, and can be used for monitoring, evaluating, and reporting on achievement. Please refer to the [**Technical Brief on Indicators.**](#_Indicators)

| **CHECKLIST FOR VALIDATING OUTPUTS** | **YES** | **NO** |
| --- | --- | --- |
| The output is a new product or service, new skill or ability that can be developed and/or delivered by one UN agency working with its partners. |  |  |
| The most vulnerable and disadvantaged will benefit from the output. |  |  |
| The output is linked to one (and only one) outcome. |  |  |
| Each output is stated using change language, and in the form of a deliverable, that will be completed in less than 5 years. |  |  |
| The scale or scope of the output is not, intuitively, beyond the control or influence of the UN agency and implementing partner. |  |  |
| There is obvious or intuitive causality between the output and the outcome to which it contributes (If …then). |  |  |
| The output does not repeat the outcome statement above it. |  |  |
| The output is not a completed activity (eg. Training conducted; Workshop completed; Survey implemented – these are activities). |  |  |
| The sum of the outputs is sufficient to achieve the higher level outcome. |  |  |
| The output is specific; it does not combine two or more different types of results, and is not so general that it could cover just about anything. |  |  |

# Indicators

## Key features

**Indicators** are quantitative or qualitative variables that allow the verification of changes produced by a development intervention relative to what was planned. Quantitative indicators are a number, percentage or ratio of. In contrast, qualitative indicators seek to measure quality and many times are based on perception, opinion or levels of satisfaction.

*UNDG RBM Handbook, 2011*

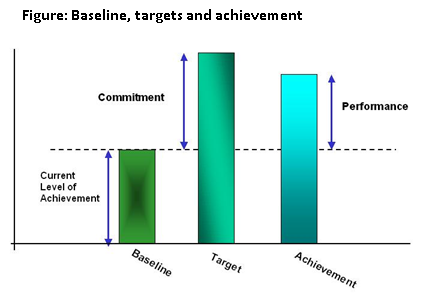
Outcomes and outputs are results. They describe the intended changes in development conditions resulting from UN supported programmes and projects. But we can’t know if a result has been achieved without **indicators**.

**Indicators** tell us how intended results will be measured, and whether (or how far) these results have been achieved. Indicators are objectively verifiable and repeatable measures of a particular condition.

As far as possible, results should be worded as clearly and simply as possible. But human development is a complex and sometimes risky endeavour. Results can also be complex and risky. And where results are being agreed between two or more agencies with government and civil partners, their wording may sometimes be ambiguous (…and occasionally tortuous). This is where indicators shine. They complete the result. Just as you would never drive without a speedometer, you would never use a result without an indicator. They force clarification of what is meant by the result, and are used for monitoring, evaluating, and reporting on achievement.

When deciding how many indicators to use, it is important to keep in mind the cost and effort involved in gathering and analyzing required information. It is important to develop a manageable and track-able set of indicators, rather than have too many which are beyond our capacity to track. One to four indicators, per result, should be adequate.

Sophisticated statistical tools aren’t usually necessary to develop or track indicators. Whenever possible, indicators should rely on existing operational information or publicly available sets of data (e.g. National, sub-National or UN statistics). The use of secondary data, when available and appropriate, is preferable owing to the higher costs associated with primary data collection.



All indicators must be accompanied by **baselines** and **targets** and should lend themselves to aggregation at all levels. Without baselines and targets, measurement of change over time is not possible. As illustrated above:

* **Baselines** establish the value of the indicator at the beginning of the planning period;
* **Targets** describe expected values upon completion of the plan;
* Performance monitoring of the indicator tells us about actual achievement, against the original target.

As far as possible, **indicators must be dis-aggregated**. Averages hide disparities, and the recognition of disparities is essential for **human rights based programming**. Indicators can be disaggregated by sex, age, geographic areas such as cities, districts and provinces, and by ethnicity. Caution! Dis-aggregation can be politically sensitive as well as expensive. Ethnic or regional disparities can lead to charges of discrimination. And very large sample sizes are often needed to provide quantitative data which are statistically reliable for different regions and population groups. This can increase costs.

To ensure objectivity, indicators, baselines and targets should not be changed retroactively once established, unless by consent of all partners in the development cooperation.

In general good indicators need to be **SMART:**

**S**pecific: Is the indicator specific enough to measure progress towards the results?

**M**easurable: Is the indicator a reliable and clear measure of results?

**A**ttainable: Are the results in which the indicator seeks to chart progress realistic?

**R**elevant: Is the indicator relevant to the intended programme results? And national standards?

**T**ime Bound: Are data available at reasonable cost and effort?

*UNDG RBM Handbook, 2011*

In the UNDAF, indicators, baselines and targets are listed in the **M&E Framework***,* (under the [2010 UNDAF guidance package](http://www.undg.org/undaf), this framework is now included in the Results Matrix). When it comes to indicators, there is a lot of choice as to how to proceed. There are no right or wrong choices, rather UN agencies, working together with partners, must decide on the mix of indicators most appropriate to the programme or project. This will depend on the availability of data, the budget for surveys and studies and for routine monitoring, and the capacities of the agency and implementing partners to collect and analyze data.

**Current UNDAFs reveal the wide range indicators:**

**Quantitative indicators** measure change in numerical values over time.

**Qualitative indicators** measure changes which are not easily measured through numerical values such as process-related improvements, and improved quality of services, policies or capacity. **Qualitative indicators usually need additional criteria**. For example, if an intended result is to see greater civil society participation in local development, and the indicator is the quality of local public consultations, then partners must agree beforehand on the criteria for determining a quality process. These criteria will often be country-specific, and once agreed, they can be used in a simple monitoring checklist.

**Proxy indicators** measure changes not directly related, yet closely associated with, the issue under consideration. For example, an increase in the number of political parties and voter turn-out might serve as proxy measures of improved governance.

**Binary indicators** or “yes-no” indicators, are more common at the output level, and are simple measures of change. For example, an output might be: “Draft curriculum developed”, and the indicator is “Yes” or “No”.

**Composite indicators**, compared with simple indicators, are complex measures capturing two or more distinct variables. The table below shows an example of a composite indicator containing three distinct variables (number of people exposed to urban pollution, number of people exposed to industrial pollution and number of people exposed to agrochemical pollution). To be meaningful, all three of these variables must be reflected in baseline and target values, and the UN system must be capable of systematically monitoring and reported back on them. If this is not the case, a different indicator should be chosen.

**Example: Composite Indicator**

|  |  |  |
| --- | --- | --- |
| **UNDAF Outcome Indicator** | **Baseline** | **Target** |
| Number of people exposed to urban, industrial, and agrochemical pollution | An estimated 1.2 million people in South Africa are currently exposed to unacceptable levels of urban pollution, 600,000 to unacceptable levels of industrial pollution, and 200,000 to unacceptable levels of agrochemical pollution | Number of people in South Africa exposed to unacceptable levels of urban, industrial, and agrochemical pollution reduced to 850,000, 400,000 and 80,000 respectively by 2013 |

**A Typology for Indicators**

Indicators are often a mix of the types described above. The following table shows different possible indicators for a typical UNDAF outcome.

This table can be used for any result. The three vertical columns show whether the indicator describes the ends (substantive), the means (process), or is a proxy for the result. Each of these columns is further sub-divided according to whether the indicator is quantitative, qualitative, or a combination of the two. This analysis can help make sense of the options that the UN and partners have in their selection of indicators. It is better to be in the upper left of the table than in the lower right. **The more substantive and quantitative the indicator, the stronger it is.**

|  |  |  |
| --- | --- | --- |
| **UNDAF Outcome:**  By 2011, there is greater economic growth in targeted poor rural and urban areas | | |
| **Substantive Indicators**  **(Ends)** | **Process Indicators**  **(Means)** | **Proxy Indicators** |
| **Quantitative**  - Income disparities between regions  - Economic growth rates in targeted areas | **Quantitative**  - Unemployment rate | **Quantitative**  - Household consumption  - Number of new cellphone users |
| **Qualitative** | **Qualitative**  - Perception among poor communities that small business incentives are appropriate to their needs and financial situation | **Qualitative** |
| **Combined (quan & qual)** | **Combined (quan & qual)**  No and quality of pro-poor economic reform laws enacted  (Note: the later indicator requires some criteria to determine how pro-poor the reforms were) | **Combined (quan & qual)** |
| **UNDAF Outcome:**  By 2011, there is greater economic growth in targeted poor rural and urban areas | | |
| **Substantive Indicators**  **(Ends)** | **Process Indicators**  **(Means)** | **Proxy Indicators** |
| **Quantitative**  - Income disparities between regions  - Economic growth rates in targeted areas | **Quantitative**  - Unemployment rate | **Quantitative**  - Household consumption  - Number of new cellphone users |
| **Qualitative** | **Qualitative**  - Perception among poor communities that small business incentives are appropriate to their needs and financial situation | **Qualitative** |

Under a rights-based approach, indicators should capture the extent to which programme outcomes are “rights based”. For guidance on measuring rights based results, please refer to the **Technical Brief: Measuring Rights Based Results.**

| **CHECKLIST FOR VALIDATING INDICATORS** | **YES** | **NO** |
| --- | --- | --- |
| * The definition of indicators has involved those who performance will be measured. |  |  |
| * Those who performance will be judged by the indicators will have confidence in them. |  |  |
| * The indicator describes how the achievement of the result will be measured |  |  |
| * Each and every variable included in the indicator statement is measurable with reasonable cost and effort |  |  |
| * The indicator is clear and easy to understand even to a layperson |  |  |
| * The indicator lends itself to aggregation |  |  |
| * The indicator can be disaggregated by sex, ethnicity or social condition |  |  |
| * A baseline current value can be provided for each and every variable in the indicator statement |  |  |
| * There is a target during a specified timeframe for each and every variable in the indicator |  |  |
| * The indicator is not repeated in any of the results below or above the results framework |  |  |

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# Assumptions & Risks

## Key features

**Assumptions** can be defined as the necessary positive conditions that allow for a successful cause-and-effect relationship between the different levels of results.

**Risk** corresponds to a potential future event, fully or partially beyond control that may (negatively) affect the achievement of results.

*UNDG RBM Handbook, 2011*

**Assumptions** describe the conditions which must exist for the cause and effect relationship between the different levels of results to behave as expected. As such, they are the "glue" that binds together the hierarchy of results in the matrix and the “if-then” cause and effect relationships between them. They are like the “fine print" in the overall design.

**Risks** on the other hand are negative external events or occurrences which might be expected to seriously alter the achievement of desired results As such, risks are important in that they provide an opportunity to anticipate and specify reasons why a programme or project may *not* work out as intended.

Assumptions about the transformation of activities into outputs are usually highly probable, that is, they can be expected to come true in most cases. Remember, outputs are like promises, so the UN and partners should have a high level of control over their achievement (**see Figure 1 below**). On the other hand, assumptions at the higher level (e.g. relating to the transformation of outputs into agency outcomes can be expected to be less probable. Promised new skills and abilities, or new services and products can be developed, but the UN and partners have little control over whether these operational changes lead to changes in institutional performance and behaviour. This requires commitment or “buy-in” from partners (an assumption) which may be difficult to guarantee.

Because UN agencies can influence these actions, but not control them, assumptions are most important at:

* the interface between National goals/MDGs and UNDAF outcomes; and
* the interface between agency outcomes and contributing outputs.

**Examples of assumptions include:**

* Planned budget allocations are actually made by an external agency;
* Political will to implement the proposed taxation reform;
* Sustained support and leadership of the government as regards poverty reduction efforts
* Political, economic, and social stability in the country.

**Figure 1:**



The identification of assumptions is an important means of enriching programme design especially as they often **help identify additional results or outputs which should be included.**

While programme design can be altered to help ensure that assumptions hold true, risks are serious threats which are, by definition, outside of the control of the concerned programme(s). Although beyond programme control, it is useful for teams to document risks as it alerts them to events or occurrences which might be deemed 'show stoppers', i.e. events which would seriously affect the attainment of desired results. Risks can also serve as **triggers for reconsideration of overall programme continuity and strategic direction** should they hold true. Additionally, the documentation of risks is important for evaluative purposes (e.g. to help evaluators clarify if programme 'failures' were due to poor performance or to the identified risks which ultimately undermined success (and for which a team should therefore not be considered accountable). To be clearly distinguishable, risks should not be written as the negative of an assumption (e.g. Assumption = 'Inflation remains at manageable level'; Risk = 'Hyperinflation').

| **CHECKLIST FOR VALIDATING ASSUMPTIONS AND RISKS** | **YES** | **NO** |
| --- | --- | --- |
| * The assumed condition is outside the control of the programme or project |  |  |
| * The assumed condition is necessary for programme success. specific and verifiable – it can be checked with partners or donors, or in policy and planning documents |  |  |
| * The assumed condition is **NOT** a result that could be included in the results matrix for UN cooperation |  |  |
| * The assumed condition is not “fatal”, in that it will jeopardize the feasibility or sustainability of the result (eg. An assumption that the market for a planned product or service already exists) |  |  |
| * The probability of the assumption holding true is made clear, either in the assumption itself or separately |  |  |
| * The assumption is specific and verifiable – its status can be checked by calling partners or donors |  |  |
| * The assumption is stated as if it is actually the case |  |  |
| * The risk is clearly beyond the control of the programme |  |  |
| * The risk is NOT simply the negative restating of an assumption |  |  |
| * The consequences of the risk are sufficiently grave as to pose a serious threat to overall programme success |  |  |

# Examples of Results Matrix: Supplement to the RBM Technical Briefs

## Example 1: Georgia UNDAF

The Georgia UNDAF has three thematic areas: Poverty Reduction, Democratic Development and Disaster Risk Reduction. It contains only one level of outcomes. In total, it has 13 outcomes (3 under Poverty Reduction, 5 each for the other two thematic areas). The following is a matrix for the Democratic Development area. **Note that this results matrix is missing the columns of “roles of partners” and “indicative resources”.**

|  |  |  |  |
| --- | --- | --- | --- |
| **National Development Priority: Democratic development through balanced, independent, fair and participatory governance systems and processes promoted at all levels, based on Rule of Law, human rights and equality principles** | | | |
| **Outcomes** | **Indicators , Baseline, Target** | **Means of Verification** | **Risks and Assumptions** |
| **Outcome 1**  Enhanced protection and promotion of human rights, access to justice and gender equality with particular focus on the rights of minorities, marginalized and vulnerable groups.  **UNFPA**, ILO, IOM, OHCHR, UNAIDS, UNDP, UNHCR, UNICEF, UNIFEM, WHO | **Indicators:**   1. Effectiveness of the National human rights institution to address HR violations in the country. 2. Confidence in general public about state safeguarding their rights. 3. Gender equality sustainable mechanism operational at the legislative and executive branches of the Government at all levels.   **Baseline:**   1. PDO is a highly trusted institution in the country. 2. Judiciary not enjoying sufficient trust in the country.[[1]](#footnote-1) 3. GE mechanism currently operational at the legislative branch (Parliamentary Council).   **Targets:**   1. PDO to remain among the top five most trusted institutions. 2. Judiciary is one of the trusted institutions in Georgia. 3. GE sustainable mechanisms established at the legislative and executive branches of the Government on national and local levels. | * + Public opinion surveys.   + List of MPs and women in senior executive positions.   + PDO Parliamentary report.   + Legal Aid Service Annual Report.   + CSO assessment reports.   + Reports and comments from relevant UN bodies and agencies. | **Risks**   * Strong traditional beliefs and values and gender stereotyping could hamper acceptance of and progress in achieving gender equality in society at large. * Slow progress of systems adjustments results in slow improvement of protection and access to rights and justice. * A lack of corresponding decision-making hampers further progress in protection and promotion of human rights. * Insufficient resources of the Government to adequately implement the Gender Equality Policy and legislation.   **Assumptions**   * Government commitment to enhance the protection of human rights, access to justice, inclusion and gender equality and further development of systematic approaches to redress imbalances and violations. * Government remains responsive to recommendations and its systems continue to align with international standards and norms. * Parliament committed to further lead the human rights-centered legislative process. * PDO enabled to function without impediments to support adoption of enhanced mechanisms for protection of human rights of all vulnerable. |
| **Outcomes** | **Indicators , Baseline, Target** | **Means of Verification** | **Risks and Assumptions** |
| **Outcome 2**  Promoted decentralized local self-governance system to facilitate local inclusive development***.***    **UNDP**, UNICEF | **Indicators:**   1. Resources available to local self-governments to effectively exercise their functions. 2. Decentralization/local self-governance reform. 3. Number of women in local self-governments. 4. Municipalities exercising their competencies in local self-governance.   **Baseline:**   1. The transfer of property to local self-governments has started on a limited scale and 7% of the Consolidated Budget is allocated for local governance (excluding Tbilisi). 2. Divergence of opinion regarding model of self-governance. 3. Women constitute 11% of local self-government bodies. 4. Local self-governance structures not yet able to assume and effectively exercise their functions.   **Targets:**   1. The rate of transfer of property to local self-government and an increase in the share of local budgets in the Consolidated Budget allow the local self-governments to effectively exercise their functions. 2. Convergence of opinion regarding model of self-governance. 3. Women constitute approximately 20% of local self-government bodies. 4. At least 20 municipalities reflect municipal development plan priorities in their budgets. | * Statistical data from the Ministry of Economic Development and GeoStat. * Consolidated Budget of Georgia. * Adopted local self-governance strategy. * Budget execution reports. * Municipal development plans. * Balance/assets sheets of municipalities. | **Risks**   * Local authorities’ capacity for planning, management and monitoring and evaluation insufficiently strengthened to effectively and efficiently implement mandate. * National level transfers insufficient resources to local self-governance structures.   **Assumptions**   * Government commitment to and policies on decentralization and local development are followed through. |
| **Outcome 3**  Balanced legislative, executive and judicial branches of power underpinning consolidated democracy and state stability.  **UNDP**, UNHCR, UNICEF | **Indicators:**   1. Package of constitutional amendments reflecting re-distribution of power in a participatory manner.   **Baseline:**   1. Constitutional amendments being discussed.   **Targets:**   1. Package of constitutional amendments adopted. | * Parliamentary records. * Parliament web-portal. | **Risks**   * External environment, crisis or violent conflict destabilises the country.   **Assumptions**   * Government commitment to a balanced distribution of power between the branches. * Election processes and related capacities to be brought up to international standards. |
| **Outcome 4**  An independent civil society and free media participate effectively in democratic processes.    **UNICEF,** ILO, OHCHR, UNAIDS, UNDP | **Indicators:**   1. Level of participation of the civil society in decision-making processes, policy dialogue and monitoring.   **Baseline:**   1. Participation in political processes secured by the law but not sufficiently encouraged during decision-making.   **Targets:**   1. A large majority of key public policy decisions discussed at meetings with CS by government initiative and information about public discussions available through public announcements (print, electronic and broadcast media). | * Minutes and proceedings. * Announcements in media on public discussions. * UN, IO and NGO assessments and reports. | **Risks**   * Civil society and media not free and independent and their functioning increasingly influenced by political affiliation.   **Assumptions**   * Government commitment to the role of civil society organisations in policy development and monitoring and evaluation. * Civil society is committed to constructive engagement. * Media can function without obstructions. |
| **Outcome 5**  Institutions develop policies based on reliable data and clear, fair and participatory processes.  IOM, OHCHR, UNAIDS, UNDP, UNECE, UNFPA, UNHCR, UNICEF, UNIFEM, WHO | **Indicators:**   1. Programme budget practice application. 2. Relevance, timeliness, reliability and use of national statistics. 3. Participation in legislative processes.   **Baseline:**   1. Programme budget practice used by some but not all institutions. 2. Credibility and relevance of national statistics problematic. 3. Insufficient consultation and participation in legislative processes.   **Targets:**   1. Programme budget practice institutionalized. 2. Timely, relevant and reliable national statistics used for policy development. 3. Active participation of relevant stakeholders in legislative processes. | * Chamber of Control value for money audit reports.[[2]](#footnote-2) * Assessments of the national statistical system of Georgia. * Assessment of Integrated Border Management Mission. * UN, IO and NGO assessments and reports. | **Risks**   * Insufficient financial resources of the Government to finance official statistics production of high quality. * Disagreements on reporting on MDGs between different Georgian administrations, responsible for MDG indicators hamper improvement of data sets.   **Assumptions**   * National and local authorities and institutions committed to data driven/evidence based policy development and decision-making. * Parliament and government are willing to use participatory processes and partnerships to increase its functionality and transparency. * Data collection methods used increasingly allow adequate disaggregation by age, sex, region, ethnicity, status, etc. |

## Example 2: Maldives UNDAF 2011-2015

The below MALDIVES UNDAF 2011 – 2015 is an UNDAF with outcomes and outputs (UNDAF Option 1b). It uses the results matrix of the current UNDAF guidelines and includes outcomes, outputs, indicatosr, baseline, targets, means of verification, risks and assumptions, role of partners, and indicative resources. Below you can see Outcome 1 and its outputs as an example.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **UNDAF 2011-2015 - RESULTS MATRICES** | | | | | | | |
| **HEALTH** | | | | | | | |
| **National Development Priority : Strengthen health promotion, protection and advocacy for healthy public policies; enhance response of health system in emergencies** | | | | | | | |
|  | **Indicators** | **Baseline** | **Targets** | **Means of Verification** | **Risks and Assumptions** | **Role of Partners / Implementing Agencies** | **Indicative Resources** |
| **Outcome 1 :**  **Targeted groups have equitable access to preventive and essential health care services and nutrition (WHO, UNICEF, UNFPA, UNOPS)** | -Maternal Mortality Ratio | 57 per 100,000 live births in 2008) | Reduce by 20% from 2008 data | VRS annual reports, DHS and other surveys | Availability of staff, equipment and facilities at the regional and atoll hospitals for routine and emergency obstetric and child care | National leadership from Ministry of Health and Family (main IP) and Ministry of Education supported by local government and provincial capacities | WHO : USD 231,000 (RR); \*  USD 528,000 (OR  UNFPA: USD 510,000 (RR)  UNICEF: USD 350,000 (RR); USD 500,000 (OR)  UNOPS: USD 20,000 (RR); USD 1,000,000 OR |
| -Neonatal mortality ratio | 10 per 1000 live births in 2008 | 7 per 1,000 live births | DHS |
| Prevalence of underweight children under 5 years of age | 17.30% | 10% | DHS |
| Output 1.1 Communities empowered to promote and practice healthy behaviors (UNICEF, UNFPA, WHO) | % of islands with community initiatives in promoting healthy life styles | NIL | 25% | Ministry of Health and Family annual reports/ KAP surveys | Community adequately trained and guided by health institutions | National leadership from Ministry of Health and Family (main IP) and Ministry of Education supported by local government and provincial capacities |  |
| Financial support and leadership from the local governance institutions |
| PHC services strengthened and made available at all levels |
| Output 1.2 Children, youth and women have equitable access to nutrition and related health services (UNICEF, WHO) | -Prevalence of wasting and stunting in children under 5 | 10.6% severely wasted and 18.9% stunted in 2009 | reduced to 5% reduced to 7% | DHS, annual surveys and reports | Allocation of required funds, human resources and effective implementation of the nutritional intervention programmes | National leadership from Ministry of Health and Family (main IP) and Ministry of Education supported by local government and provincial capacities |  |
| % of children (6 month old) exclusively breastfed | 47.8 % in 2009 | 75% Exclusively Breast Fed | DHS; National Micronutrient Survey | Affordable nutritious food is accessible |
| Output 1.3 Enhanced equitable access of men, women and young people to reproductive health services (UNFPA, WHO) | -Contraceptive prevalence rate | 35% (DHS 2009) | 45% | DHS | Over-the- counter availability of contraceptives/Existence of social barriers to contraceptive use | National leadership from Ministry of Health and Family (main IP) and Ministry of Education supported by local government and provincial capacities |  |
| -% of deliveries among the most vulnerable attended by skilled birth attendants | 90% of the poorest (DHS 2009) | 95% | DHS | Skilled health personnel are assigned to all levels of health care systems |
| 86.1% of people with no education (DHS 2009) | 90% | Social cultural and religious beliefs and practices related to underage marriage and abuse |
| Output 1.4 Capacity of health system strengthened to address health and nutrition during emergencies (WHO, UNICEF, UNFPA, UNOPS) | # of atolls with rapid response teams | 6 in 2009 | 20 Atolls | MoHF Annual Reports | Availability of staff, equipment and facilities at the regional and atoll hospitals | National leadership from Ministry of Health and Family (main IP), in close collaboration with the Ministry of Transport, Housing and Environment (NDMC) and Ministry of Education supported by local government and provincial capacities |  |
| % of hospitals that conducted vulnerability assessment in emergencies | NIL | 7 | MoHF Annual Reports |  |
| Disaster Preparedness plans (health) and SOPs developed | Available at central level | Regional / Atoll level to be developed | MoHF Annual Reports |  |

1. Baseline 1 and 2: Barometer 2007, Electorate: Features and Attitudes, Nana Sumbadze, Institute for Policy Studies, see <http://pdc.ceu.hu/archive/00003687/01/georgia_public_opinion_barometer_07.pdf> [↑](#footnote-ref-1)
2. It is anticipated the Chamber of Control will undertake value for money audits in the future. If not, other means of verification will be identified. [↑](#footnote-ref-2)