RESULTS MATRIX TOOLKIT
THE OBJECTIVE

The objective is the most significant, realistic goal to which the project can contribute. It seeks to align to a broader, longer-term strategy, whether internal or external.

- Beyond the direct control of the project
- Addresses the political, economic or social conditions of the society, at the national or international level
- Attainable only in the long term and with involvement of a large number of stakeholders
The outcome is the intended change in institutional performance, individual or group behaviour or attitudes, or the political, economic or social position of the beneficiaries.

Outcomes are generally achieved by the target institution or group with the help of the project, rather than by the project directly.
THE OUTCOME

• Results that the project can influence
• The project has no full control over outcomes and cannot fully guarantee their achievement compared to outputs where full control is guaranteed
• Achieved by the institution/group – not by the project alone – but with the help of the project

• Reasonably expected to occur in the medium term after implementation (e.g. The government of X implements follow up development projects with the support of the diaspora)
• Evaluations usually focus on these
• This component refers to the application of the newly acquired skill, product or service
THE OUTPUT

An output is the intended change in the skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities.

An output is the acquisition of a new service, skill or product as a direct result of the project.
THE OUTPUT

• Results that the project can control

• The project has full control. Guaranteed delivery is a key feature which distinguishes outputs from outcomes

• They are the tangible deliverables that a project must achieve within the time frame and resources of the project

• They are the results over which a Project Manager exerts the highest degree of control and, as such, they represent a firm guarantee by IOM to deliver
ACTIVITIES

Activities include coordination, technical assistance, training, production, delivery, transportation, and other tasks that are organized and executed under the project.
ACTIVITIES

- Coordination, technical assistance, training, production, delivery, transportation, and other tasks that are organized and executed under the project
- Actions done to deliver the tangible products and services of the Output
- Sample of verbs to be used in active form: build, engage, train, facilitate, distribute, assist, conduct, organize (e.g. Conduct a training for border guards)
Assumptions are the **necessary** and **positive conditions** that allow for a successful means–ends relationship between the different levels of results.
1. Formulate the objective into a single statement
2. Formulate the chosen outcomes
3. Formulate the outputs
4. Formulate the activities
5. List the positive conditions for the activities to result in the outputs
6. Move up to complete the assumptions at the output level
7. Do the same at the outcome level
8. Define the indicators at the objective level
9. Define the data source and collection method for the objective
10. Define the baseline measurements and targets
11. Define indicators
12. Define the data source and collection method at the output level
13. Define baseline measurements and targets at the outcome level
14. Do the same at the output level, inserting indicators
15. Define the data source and collection method at the output level
16. Define baseline measurements and targets at the output level
ASSUMPTIONS

To build the horizontal logic use this simple formula:

[activity/activities] + [assumption] = [output]

[output(s)] + [assumption] = [outcome]

[outcome(s)] + [assumption] = [objective]
Indicators measure results. They are the quantitative or qualitative factors or variables to measure achievement or to reflect expected changes.
Quantitative indicators are used to measure things that are inherently objective or fact-based rather than subjective.

Typically, these indicators can be expressed in numeric terms and answer questions such as:

How many? How often? How much? How long?
Qualitative indicators are used to demonstrate, describe or measure things that are subjective in nature, such as experiences, opinions, or perceptions. They can include changes in sensitivity, satisfaction, influence, awareness, understanding, attitudes, perception, dialogue, or sense of well-being.
Binary indicators can be qualitative or quantitative and serve to verify the existence of a specified tangible variable that did not exist before the project was implemented – an existence that can be confirmed by a “yes” or “no” answer.
Proxy indicators refer to a measurement that is indirect, or more accurately, that stands in for the direct measurement. For instance, the number of women in positions of authority in national governments can be used as a proxy indicator for perceptions of gender equality in those various nations.
HOW TO SELECT INDICATORS

**Specific?**
Does the indicator capture the essence of the desired result?

**Measurable?**
Are changes verifiable?
Is the indicator a reliable and clear measurement of the result?

**Achievable?**
Will the indicator require no more than a reasonable amount of time, effort, and money to gather and analyse the necessary data?

**Relevant?**
Is the indicator plausibly associated with the result?

**Time-bound?**
Does the indicator reflect a time frame for measurement?
Baseline data provides a foundation against which to measure change over time.

Targets establish precisely the mark the project intends to hit.
### Results Matrix

<table>
<thead>
<tr>
<th>Results</th>
<th>Indicators</th>
<th>Data Source and Collection Method</th>
<th>Baseline</th>
<th>Target</th>
<th>Assumptions</th>
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<tbody>
<tr>
<td><strong>Objective:</strong> This is the most significant, realistic goal to which the project can contribute. It seeks to align to a broader, longer-term strategy, whether internal or external.</td>
<td>These are qualitative or quantitative factors or variables to measure achievement or to reflect expected changes. Data is disaggregated by key characteristics (e.g., age, sex), wherever relevant.</td>
<td>Data source and collection method indicate from where and how information will be gathered for the purposes of measuring the indicator.</td>
<td>Baseline measurement establishes the value of the indicator at the beginning of the project planning period. Baseline data is disaggregated by key characteristics (e.g., age, sex), wherever relevant.</td>
<td>Target describes the expected value of the indicator upon completion of the result. Target data is disaggregated by key characteristics (e.g., age, sex), wherever relevant.</td>
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The coordination, technical assistance, training, production, delivery, transportation, and other tasks that are organized and executed under the project.
RESULTS MONITORING TOOLKIT
Monitoring is an established practice of internal oversight that provides management with an early indication of progress, or lack thereof, in the achievement of results, in both operational and financial activities.
RESULTS MONITORING FRAMEWORK

• At IOM, the main tool for monitoring is the ‘Results Monitoring Framework (RMF)’. The RMF is the basis for monitoring progress towards achieving the intervention’s intended results. It should always reflect the most recent agreed-upon version of the Results Matrix, and should be reviewed regularly.

• It determines whether an intervention is on/off track and whether there may be any unintended, positive/negative effects.
The Results Matrix is the starting point for planning, monitoring, evaluating and reporting on the project’s results. It is the basis for the Results Monitoring Framework, which is the recommended tool to track the progress.

- The RMF is based on the Results Matrix and enables all members of the implementing team/stakeholders to track the progress.
- IOM suggests to use the RMF alongside the detailed work plan, financial reporting tools, and risk management plan to ensure a more holistic monitoring approach.

### CONVERTING THE RESULTS MATRIX INTO A MONITORING TOOL

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**Objective:** Obtained from the Results Matrix.

| Outcome 1: | | | | | | | | | Analyses the extent of progress towards reaching the target. |
| Output 1.1: | | | | | | | | | |
| Output 1.2: | | | | | | | | | | Obtained from the Results Matrix. |
EVALUATION CRITERIA
EVALUATION

Evaluation is the **systematic** and **objective assessment** of an ongoing or completed project, programme or policy, its design, implementation and results.
EVALUATION USES A CERTAIN NUMBER OF CRITERIA FOR THE ASSESSMENT OF AN INTERVENTION

**OECD/DAC development evaluation criteria**
- Relevance
- Coherence
- Effectiveness
- Efficiency
- Impact
- Sustainability

**ALNAP humanitarian evaluation criteria**
- Appropriateness
- Coherence
- Coverage
- Coordination
- Connectedness
RELEVANCE

Relevance is the **extent** to which the **objectives/goals of a project/programme** remain valid and **pertinent** either as planned or as subsequently modified.

Questions that you may ask:

• Do the project’s expected outcomes and outputs remain valid and pertinent either as planned or as modified?

• Are the project activities and outputs consistent with the intended outcomes and objective?

• Do the activities and outputs take into account relevant policies and guidelines?
Appropriateness examines the extent to which humanitarian activities are tailored to local needs and to the requirements of ownership and accountability, as well as how the activities respond to changing demands in a volatile environment.

- Questions that you may ask:
  To what extent were tools and technologies adapted to the local context?

- To what extent were local stakeholders and beneficiaries consulted and involved in the implementation of activities?
COHERENCE

OECD/DAC: The compatibility of the intervention with other interventions and the extent to which these interventions support or undermine each other.

ALNAP: Coherence refers mainly to policy coherence, ensuring that all policies (security, trade, military, development, etc.) take the humanitarian aspects and human rights into consideration.

Question that you may ask:

• Is there consistency across security, developmental, trade, military, and humanitarian policies?
Effectiveness is the extent to which the intervention achieves or is expected to achieve its objectives and its results.

Questions that you may ask:
• To what extent did the programme achieve its objectives, including the timely delivery of relief assistance?
• Have the outputs and outcomes been achieved in accordance to the plan?
• Are the target beneficiaries satisfied with the services provided?
• Are major factors influencing the achievement of the desired outcomes?
Coverage is defined as the need to reach major population groups in life-threatening situations, wherever they are, with assistance proportionate to their needs, including protection.

Questions that you may ask:

- Are the major population groups facing life-threatening situations being reached?
- Is the assistance and protection proportionate to the needs of the target groups and devoid of extraneous political “agendas”?
Coordination is the extent to which the interventions of different actors are harmonised with each other, promote synergy, and prevent gaps, duplication and resource conflicts.

The intervention of a single agency cannot be evaluated separately as what may seem appropriate from one actor's point of view may be inappropriate from the point of view of the overall system.

Questions that you may ask:
• Are the different actors involved in an emergency response coordinating with each other?
EFFICIENCY

Efficiency helps analyse how well human, physical and financial resources are used to undertake activities, and how well these resources are converted into outputs.

Questions that you may ask:

• Were the project activities undertaken and outputs delivered on time?
• How can we reduce waiting time of service delivery?
• Was the project implemented in the most efficient way compared to alternative means of implementation?
• How well are the resources (funds, expertise and time) being converted into results?
Impact is the criterion that helps assess the positive or negative, and primary or secondary long-term effects produced by an intervention, directly or indirectly, and intentionally or unintentionally.

Questions that you may ask:
- Which positive/negative and intended/unintended effects are being produced by the project?
- Does the impact come from the project activities, external factors or both?
- Did the project take timely measures for mitigating any unplanned negative impacts?
SUSTAINABILITY

Sustainability refers to the **durability of the project results or the continuation of the project’s benefits** once external support ceases.

Questions that you may ask:

- Are structures or resources in place to ensure the project’s benefits continue even after the external support ceases?
- Is the project supported by local institutions and well integrated into local social and cultural structures?
- Are the project partners financially capable and committed to ensuring that the benefits are retained in the long run?
Connectedness is the need to assure that activities in an emergency are implemented in a way that takes longer-term and interconnected approaches into account. This criterion adds a humanitarian dimension to sustainability.

Questions that you may ask:

- To what extent are the project activities connected to longer-term development concerns?
- What steps have been taken to promote retention of gains from these interventions?