

RESULTS MATRIX TOOLKIT



IOM DEVELOPMENT FUND
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

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.

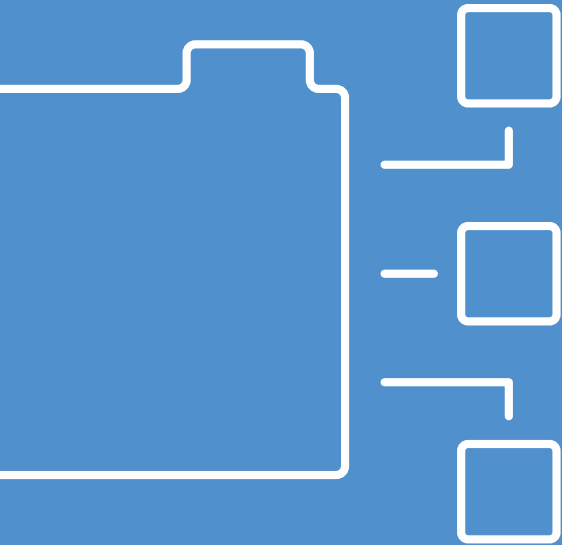
- Beyond the direct control of the project
- Addresses the political, economic or social conditions of the society, at the national or international level
- Attainable only in the long term and with involvement of a large number of stakeholders



THE OUTCOME

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, 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.

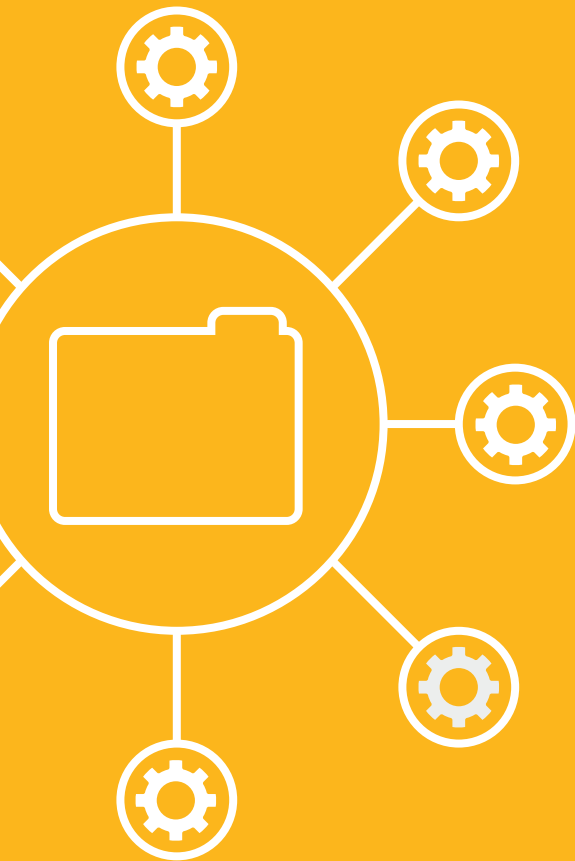
An output is the acquisition of a new service, skill or product as a direct result of the project.



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





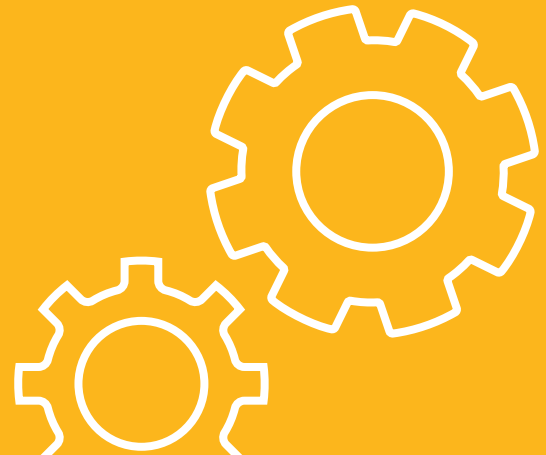
ACTIVITIES

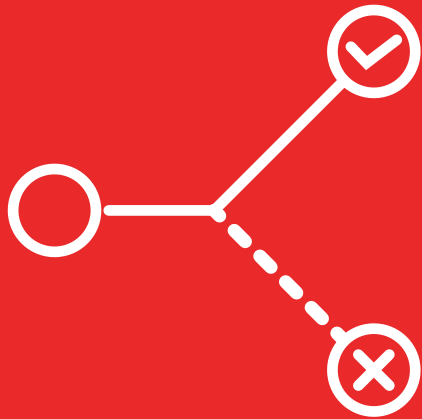
Activities include coordination, technical assistance, training, production, delivery, transportation, and other **tasks that are organized and executed under the project.**



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)

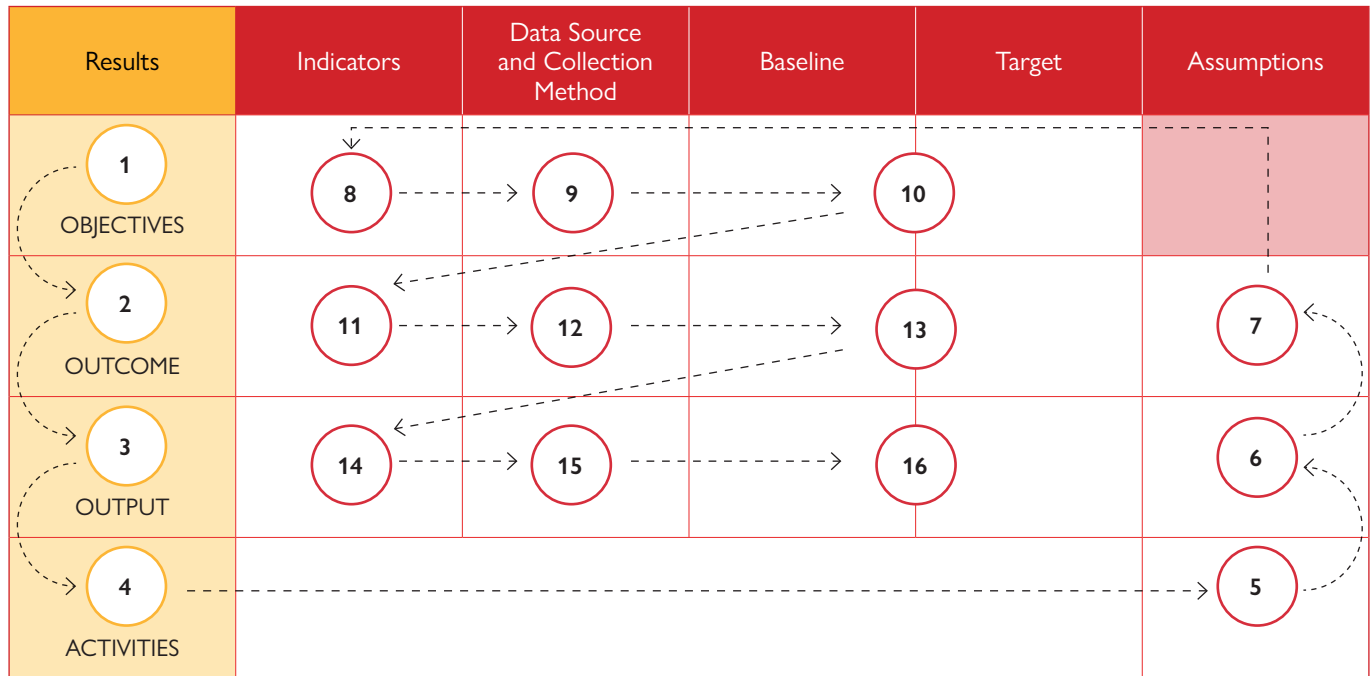




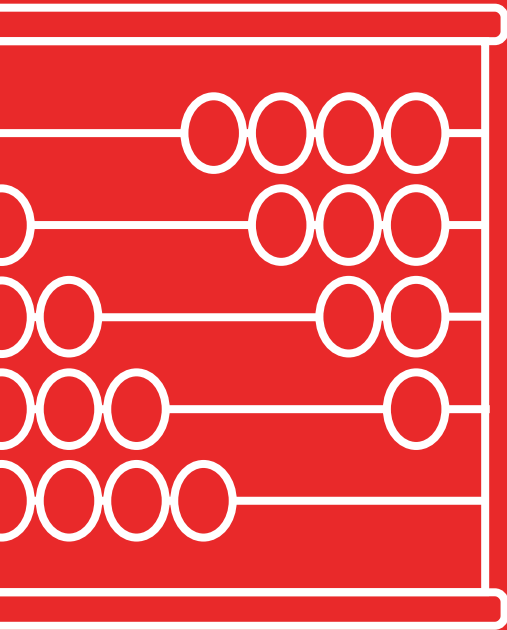
ASSUMPTIONS

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 outcome 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

Indicators **measure results**. They are the quantitative or qualitative factors or variables to **measure achievement** or to **reflect expected changes**.



QUANTITATIVE INDICATORS

HOW
MANY?

HOW
OFTEN?

HOW
MUCH?

HOW
LONG?

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

- 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

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



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 various 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 results?

Achievable?

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

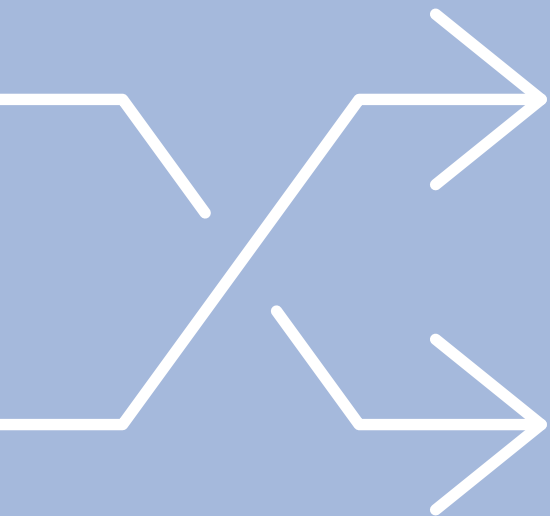
Relevant?

Is the indicator plausibly associated with the result?

Time-bound?

Does the indicator reflect a time frame for measurement?





BASELINE DATA AND TARGETS

Baseline data provides a foundation against which to **measure change over time**.





BASELINE DATA AND TARGETS

Targets establish precisely the mark
the project intends to hit.



