The management of results

“Results are the outputs, outcome, or impact (intended or unintended, positive or negative) of a development intervention”¹. Results management shall ensure that the initiated processes and activities contribute to the desired results. The goal hierarchy illustrates the cause-and-effect relationship between the various elements over time:

![Diagram of goal hierarchy]

Activities are implemented with the available resources (the grant/inputs), and should produce results on three levels:
- Outputs: Products and services delivered within the project
- Outcome: The effects on the target group, i.e. the positive situation/change realised for the target group
- Impact: Long-term effects in a society

Measuring results achievement normally requires knowledge of baseline data and the use of indicators:
- Baseline is a description of the current situation, the status before the project/activity starts. Baseline describes the problem (what needs to be changed) and the scale of the problem. Baseline data is necessary in order to report and document to which extent changes have incurred and effects for the target group have been obtained.
- Indicators help measuring the degree of results achievement. All indicators should have baseline values, as well as values (targets) for the planned result. Indicators are normally quantitative but may also be qualitative (observations, views, assessments).

Example illustrating the use of indicators, baseline and targets:

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicator</th>
<th>Baseline</th>
<th>Actual 2017</th>
<th>Target 2017</th>
<th>Target 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved maternal health</td>
<td>Proportion of births with skilled attendance</td>
<td>35 %</td>
<td>42 %</td>
<td>50 %</td>
<td>60 %</td>
</tr>
<tr>
<td></td>
<td>Proportion of households with electricity installed</td>
<td>60 %</td>
<td>72 %</td>
<td>70 %</td>
<td>75 %</td>
</tr>
</tbody>
</table>

¹ Glossary of Key Terms in Evaluation and Results Based management, OECD, DAC Working Party on Aid Evaluation 2002