

Guideline on result management

These guidelines outline how the concepts of result management are applied in Norec's projects. This includes definition of results on impact, outcome and output level, definitions of input and activities, and the establishment of baseline and end line. The guideline provides examples of how expected results with corresponding indicators can be formulated in Norec projects.

The main aim of the guideline is to assist the potential Norec partners in elaborating the section expected project results in the overall project description (B01 and E01). The document may also provide useful information for the partners in their monitoring and evaluation of their projects.

1. Norec THEORY OF CHANGE (ToC)

Based on Norec's vision "Fostering leadership for global justice, creating change on the ground and in our minds", Norec has developed a theory of change outlining the assumptions about how the partnerships and their exchange of personnel contribute to change "on the ground and in our minds", and how this change will foster leadership for global justice.

The ToC identifies two dimensions of change

- Values and relationships

Through their involvement in global institutional partnerships and personnel exchanges, the actors get access to a wider network of people and institutions and in that way get exposed to new ways of working and being. This is supposed to lead to an expanded understanding and recognition of advantages and disadvantages of other ways of knowing and doing things in different cultural and social settings.

- Technical capacity

Through Norec partnerships, institutions may identify other institutions which possess technical knowledge and skills from which they can benefit. The personnel exchanges then provide an opportunity for on-the-job training to acquire this knowledge and these skills for one's own organisation.

The ToC identifies three levels of change/results areas

- Individual change
 - Values and relationships:

Being a Norec participant will set each individual in a new position. Exposure to different life conditions and culture will lead to a higher degree of cultural sensitivity, new perspectives on what they earlier may have called "the others", removing old stereotypes and creating a tolerance of ambiguity.

- Technical capacity:

A Norec participant who is exposed to a different organisational environment and different technology will develop new knowledge and skills.

- Institutional change
 - Values and relationships:

The global exposure can lead to an increased relational capital and global understanding in the institutions.

- Technical capacity:

When partner institutions with similar characteristics jointly define goals for each partner institution and exchange Norec participants with knowledge and skills, they will develop their institutional systems and increase institutional knowledge and skills. This will increase the institutions' capacity and ability to reach their own goals as well as deliver service to the society.

- Impact on society
 - Values and relationships:

Norec is a small player in the development of global justice. That is also why our vision is to create changes that foster leadership. We believe that Norec can contribute to changes that can make both institutions and individuals act in front and become role models as well as spokespeople for a more just world. Norec will be a small contributor together with many other players in doing this.

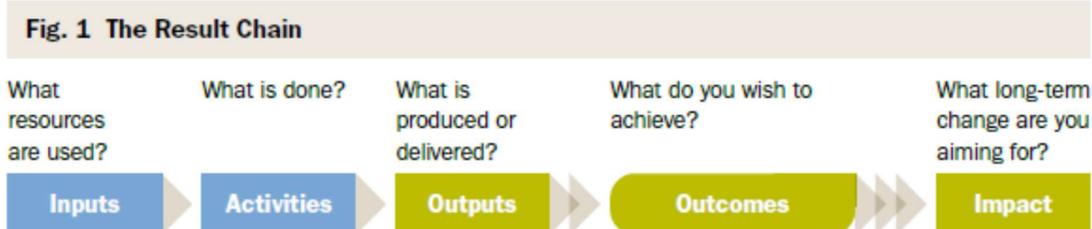
- Technical capacity:

Institutions involved in Norec programmes should contribute positively to society. Creating more competence and capacity that is linked with global awareness and values such as fairness and reciprocity will have an impact in the society. However, the causal relationship between the contribution of the Norec programme and its impact on society is difficult to document, as multiple factors have influenced the changes that take place.

2. WHAT ARE RESULTS?

- A result is a describable, measurable change in state or situation due to the cause-and-effect relationship brought about by an intervention.
- A result is the reason for an intervention.
- Results are consequences of the activities carried out to achieve certain changes.
- Results in this definition put an emphasis on the effect of the intervention, not the noble idea to do it per se (which too often is embedded in the concept "objective"). For instance, not "To help the poor in Mali" but "To ensure the population in Mali have increased access to safe drinking water".

3. THE RESULTS CHAIN



In this illustration, the first two boxes refer to the carrying out of the project, while the three last ones refer to different levels of results.

Input

A project's inputs are the financial, organisational, political, administrative, intellectual, human and physical/material resources that are invested in a project.

Within the framework of a Norec exchange programme, the inputs are the sum of the resources provided by Norec and the partners. This includes the grant and courses provided by Norec, the Norec participants hired and the partners' contributions with, for instance, staff time, office space and additional financial resources.

Activities

Within the framework of a Norec exchange programme, the main bulk of the activities are carried out by the Norec participants, who perform activities for their host and home partners. Project activities are also to some extent carried out by other staff at the host and home partners.

Output results

Outputs are the products, capital goods and services that come as direct, short-term results of the project activities.

Within the framework of a Norec exchange programme, activities completed by the Norec participants and partners are equivalent to the immediate outputs of their work. The outputs will be new knowledge, skills and abilities for individuals in the partner institutions and/or their target groups. The outputs can also be, for instance, the establishment of new routines, strategies or new working areas in the institution, or a completed campaign or event.

Project activities and corresponding outputs are planned and reported for each round. The main purpose of these plan and budget documents is to establish the details of the exchange of Norec participants for the given period, describe the activities to be performed and completed (expected outputs) by the Norec participants, and prepare the budget.

The main activities expected to be completed (outputs) by the Norec participants must also be described in the section on "Main activities to be performed" in the overall project description. Here, the partners need to establish that the outputs resulting from the work of the Norec participants will to a sufficient degree contribute to achieve the expected project results at outcome level, both during and after the exchange period.

Outcome results

Outcome results are achieved medium-term effects of an intervention's outputs for the project's target group.

Within the framework of a Norec exchange programme, 1-3- expected results at outcome level shall be defined for each individual partner in the partnership. Expected results may also be defined for the partnership as a whole. These expected results must support the current Norwegian priorities for development cooperation.

Outcomes are to be seen as the wider institutional and/or societal effects of the outputs produced by the Norec participants and Norec partners. Expected project results (outcomes) are usually planned and reported for the three rounds project period. A one or two rounds' perspective may also be relevant.

The expected outcomes are reported in the overall project report after completion of the three rounds.

Impact results

The impact results are the positive and negative, primary and secondary long-term effects produced by development interventions, directly or indirectly, intended or unintended. Norec partners will not set expected results at impact level. Joint evaluations of Norec projects may however be able to find impact results at an aggregated level within Norec's focal sectors.

4. METHODOLOGY

A basic principle in results planning is to start with the intended outcomes and then identify the outputs, activities and inputs required to achieve them.

Key questions are:

- **What is the present situation?**
A baseline Survey shall normally be conducted as part of the preparation of the overall project description. The baseline survey provides information about the status of the problem/situation that is to be targeted in the project, and forms the basis for defining the indicators for the expected results (baseline values).
- **What do we want to achieve from 3 rounds of exchange?**
Each partner will identify 1-3 expected results at outcome level.
- **How do we get from A to B?**
Each partner will plan for the input, activities and outputs needed to achieve the desired outcome results.
- **How will we know when we have arrived?**
For each expected result, the partner will identify 1-3 indicators that can be used for measuring whether the project has achieved its desired results.

5. DEFINING RESULTS AT OUTCOME LEVEL IN Norec PROJECTS

The expected results shall be inserted in the following table (one table for each expected result and 1-3 tables per partner):

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1:					
Summary of main activities					

Results should be SMART:

- **Specific:** Identifies nature of expected changes, target, region, etc.; distinct and clearly stated (not vague), to avoid differing interpretations
- **Measurable:** Involves quantitative and/or qualitative characteristics, to monitor and evaluate progress
- **Appropriate:** Responds to specific and recognised needs or challenges (“relevant”), contributes to overall goal, and within the mandate of your organisation
- **Realistic:** Achievable with the financial and human resources available
- **Time-bound:** With a specific time for achieving them

Tips for formulating good expected results:

- WHO will be reached: Start the phrase with the target group
- WHAT change will be achieved: Describe (only) the new positive situation (the change) that you would like to see for the target group at the end of the project period. Avoid the words "through" and "by"
- WHERE will the change be achieved

Internal and external results:

The outcome results of a Norec project can be either internal or external:

- Internal results (or operational result):
Norec partners will have at least one expected result at institutional level.
- External results (or developmental results):
Norec partners may also have one or more expected result(s) aiming at changes for the betterment of the target group of the institution.

Both internal and external results can be within the “technical” dimension or the dimension of values and relations (as outlined in Norec Theory of Change).

Internal results

Internal results in Norec projects are changes in the capacity of a Norec partner to accomplish its mission more efficiently. The process leading to internal results is called capacity development. Internal results are prerequisites for an institution’s ability to achieve external results.

All Norec partners will have at least one expected internal result.

Internal results in Norec exchange projects may include the following:

- Improved management structures
- Better administrative routines and procedures
- Strengthened networks
- Improved relationship to government and other institutions in the society
- Increased access to relevant information
- Applied policies or accreditations (e.g. within the field of health, safety and environment)
- Changed attitudes and behaviour

EXAMPLES OF INTERNAL RESULTS

BUSINESS PROJECTS:

- Renewable Energy Ltd has been certified to the ISO standard on Environmental Management
- The multinational staff in International IT Ltd has increased its satisfaction with the management of the leadership team
- Agriculture Norway AS and Agriculture India Limited have improved their collaboration on joint projects

ENVIRONMENT PROJECTS:

- Environmental NGO has enhanced its potential to access funding from regional and local donors
- Municipality in country in Africa has established collaboration with relevant research institutions on elaboration of reports on local environmental status
- Ecological NGO has strengthened its advocacy work for production of ecological food

HEALTH PROJECTS:

- Members of Better Health Network have enhanced capacity in project management and human resource development
- Staff at the maternity ward at hospital in Norway are confident in dealing with patients with an immigrant background from South Asian countries

External results

Norec partners may also have one or more expected result(s) aiming at changes for the betterment of the target group of the institution.

The target group can be a group of patients at a hospital, a company's customers or the local population which is benefitting from the work of an NGO (non-governmental organisation).

EXAMPLES OF EXTERNAL RESULTS

BUSINESS PROJECTS:

- Members of the cooperative Fair Trade Coffee Producers have increased surplus from their production
- More inhabitants in Little Town are setting up small scale businesses

ENVIRONMENT PROJECTS:

- The pupils at secondary schools in Little Town implement their knowledge about waste disposal systems in their families
- Municipality in country in Asia implements a climate change adaptation plan

HEALTH PROJECTS:

- Patients with HIV/AIDS at hospital in African country receive services in line with national standards
- Population in local communities in county in Latin-America have access to preventive health services provided by community structures
- Patients with tropical diseases at hospital in Norway receive improved treatment

Remember:

- You must be able to reach your expected result within the time frame of the project (three rounds of exchange, or two rounds for the project with 18 months exchanges).

- There must be a link between the expected results and the activities that can realistically be carried out by the number of Norec participants that you have proposed.
- The expected results must take into account the qualifications you can expect from Norec participants that are within the age limit of 22-35 years (in certain cases the Norec participants in the Esther-projects may exceed the age limit based on application).

6. MEASURING RESULTS AT OUTCOME LEVEL IN Norec PROJECTS

Each expected result shall be accompanied by 1-3 indicators, each with information about the corresponding baseline value, target and how and when to measure the indicator. The information shall be inserted in the results table:

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1:					
Summary of main activities					

Results and process/activity indicators

We use result indicators as a tool to measure a result or provide evidence that a result has been achieved. An indicator is a success criterion that helps evaluate objectively whether a project has achieved what it said it would achieve. An indicator verifies whether an intended change actually occurred. An indicator is not an activity, but a variable that measures one aspect of a project.

In the overall project description, the Norec partners are requested to set 1-3 result indicators for each expected result at outcome level. Norec does not require the partners to set indicators for the expected output results, though the partners might want to do so to facilitate their own monitoring.

It is also possible to set process/activity indicators. These indicators reveal progress towards the desired results at output and/or outcome level, and enable us to measure the state of the project at different points in time. Norec does not require the partners to set process/activity indicators, though the partners might want to do so to facilitate their own monitoring.

Target

The target set for each indicator defines the desired level of improvement over the baseline value for the indicator.

Qualitative and quantitative indicators

- Quantitative indicators: direct or statistical (numerical) indicators.
- Qualitative indicators: indicators that reflect people's judgments, opinions and attitudes towards a given situation or subject. Quality may be measured both through

quantitative indicators as well as surveys of the users' assessments i.e. their perceived quality of the services.

Quantitative: Can be directly counted & expressed as a number	Qualitative: Involve perception, can be analysed quantitatively, as level of...
<ul style="list-style-type: none"> ✓ % of ✓ # of ✓ Frequency of ✓ Ratio of ✓ Amount of ✓ Timeliness of 	<ul style="list-style-type: none"> ✓ Congruence with ✓ Satisfaction with ✓ Knowledge of ✓ Ability to ✓ Appropriateness of ✓ Importance of

A good indicator is SMART:

- **Specific:** Stated in clear and simple terms.
- **Measurable:** Can be measured in qualitative or quantitative terms.
- **Achievable:** Realistic to measure, given the financial and human resources available.
- **Reliable:** Consistently measurable; different observers who measure in the same way will get the same result.
- **Timely:** Is measured at time intervals relevant and appropriate in terms of programme goals and activities.

Situation at start (baseline value):

In order to define the needed changes and plan the project, a baseline survey shall be conducted as part of the preparation of the overall project description (i.e. normally during the feasibility study).

A baseline survey which determines the situation at the start of the project is also crucial for enabling the partner to report on both expected and achieved project results. Without knowing the situation at the starting point of the project it is impossible to measure any changes.

The level or state of each indicator at the start of the project (baseline value) should be stated as precisely as possible. In some cases it is difficult or time consuming to establish the baseline values. Norec may therefore in some instances agree to postpone the collection of the baseline values for the results indicators till the first round of exchange.

How to measure:

How, in practical terms, will the indicator be measured? What sources of information will be used in order to assess change on each indicator.

When to measure:

At what time will each indicator be measured?

Remember:

- Indicators evaluate objectively, subjective observations come in addition
- The indicator shall verify planned results and not describe an activity in the project
- Indicators are not necessarily the concept itself, but a reflection of that concept.

EXAMPLE 1:

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1: Staff at the maternity ward at hospital in Norway are confident in dealing with patients with an immigrant background from South Asian countries	% of staff that experience misunderstandings due to cultural differences when dealing with patients with background from South Asia during a one-year period	66% of staff reported misunderstandings during last year in the baseline questionnaire	25% by the end of the project period	Questionnaire answered by staff at the maternity ward	After each round of exchange
	Number of complaints about misunderstandings due to cultural differences received annually by the hospital management from patients with an immigrant background from South Asian countries	12 complaints received in 2011	Less than 5 complaints received annually by the end of the project period	Hospital statistics	Annually
Summary of main activities					

EXAMPLE 2:

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1: Ecological NGO has strengthened its advocacy work for production of ecological food	Number of farmers that contact Ecological NGO requesting information about ecological farming	15 farmers contacted Ecological NGO in 2011	100 annually by the end of the project period	Internal statistics from Information Department	Annually
	Number of government officials that express a positive attitude towards ecological farming in interviews in national or regional newspapers	No (0) government officials expressed a positive attitude towards ecological farming during 2011	15 during the project period	Newspaper articles collected by Information Department	Bi-annually
Summary of main activities					

EXAMPLE 3:

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1: Fair Trade Coffee Producers in district in Asia have increased surplus from their production	% of the members that sell their coffee directly to the coffee exporter	40% of the members sold their coffee directly to the coffee exporter by mid-2012	80% by the end of the project period	Statistics on trade and export from the District Council	Annually
	Proportion of the income spent on the production	The proportion spent on the production was 5/6 in 2011	Reduced to 2/3 by the end of the project period	Survey among the membership	By the end of each round of exchange
Summary of main activities					

7. REPORTING AND MONITORING RESULTS

Responsibility of partner:

- Report on output level after each round of exchange (according to process indicators for the project if relevant)
- Report on outcome level after three rounds of exchange according to indicators for the project
- Contribute to Norec initiated internal and external evaluations of the project

For more details about recommended procedures for partners' monitoring, please refer to the document Norec guidelines for partners' monitoring.

Responsibility of Norec:

- During the second of three rounds of exchange, monitor progress of results achieved
- Evaluate results achieved at output level according to partners' reports (after each round of exchange)
- Evaluate results at outcome level through internal and external evaluations
- Include the project in joint evaluation(s) of Norec projects if relevant.