

Results-Based Management Tip Sheet 2.1 - Global Affairs Canada's Results Chain and Definitions

Change in state, conditions or wellbeing of ultimate *beneficiaries* (not of surrounding circumstances):

Ultimate Outcome	Gender Equality (GE) Health	Enjoyment of Human Rights Quality of Life	Prosperity Living Conditions	Well-being Human Dignity	Security (Environmental, Economic, Personal, Community, Food, etc.)
-------------------------	--------------------------------	--	---------------------------------	-----------------------------	--

Change in behaviour, practice or performance of intermediaries or beneficiaries:

Intermediate Outcome	Decision-making Services	Participation Protection of Human Rights	Policy-making	Social Norms Prevention of Sexual, Gender-based Violence
-----------------------------	-----------------------------	---	---------------	---

Change in capacities of intermediaries or beneficiaries:

Immediate Outcome	Knowledge Opinions	Skills Awareness	Attitudes Ability	Willingness Motivation
--------------------------	-----------------------	---------------------	----------------------	---------------------------

Products and services delivered by project or program implementer(s):

Outputs	Workshop facilitated Training provided	Policy advice provided Research undertaken	Assessments conducted Report submitted	Clinics built or refurbished
----------------	---	---	---	------------------------------

Planned activities undertaken by project or program implementer(s):

Activities	Draft report Hire a GE Specialist	Procure material Conduct environmental assessment	Monitor implementation Provide technical assistance	Analyze documentation Develop training curriculum
-------------------	--------------------------------------	--	--	--

Resources invested by implementer(s) & donor(s):

Inputs	Money Staff	Time Materials	Equipment Technology
---------------	----------------	-------------------	-------------------------

Considerations

- ❖ WHY are we doing this?
 - ❖ WHAT changes in state, conditions or wellbeing (not surrounding circumstances) will the ultimate beneficiaries experience?
 - ❖ Dependant on the achievement of the intermediate outcomes.
 - ❖ Can occur during/end or after closing of the project or program/portfolio and should be measured accordingly.
-
- ❖ WHAT changes in behaviour, practice or performance, will intermediaries or beneficiaries experience?
 - ❖ Dependant on the achievement of one or more immediate outcomes.
 - ❖ Achieved by the end of the project or program/portfolio and must be measured.
-
- ❖ WHAT changes in capacity will intermediaries or beneficiaries experience?
 - ❖ Dependant on the completion of outputs.
 - ❖ Achieved during implementation of the project or program/portfolio and must be measured.
-
- ❖ HOW will implementers work to achieve the above changes/outcomes?
 - ❖ Outputs depend on the completion of activities.
 - ❖ Outputs must be measured.
 - ❖ Completed during implementation according to work-plan schedule.
 - ❖ The **activity and input levels** in the results chain are **not included** in the Global Affairs Canada's **logic model**.
 - ❖ At the **project level**, activities are reflected in an *Outputs and Activities Matrix* and financial inputs are reflected in a budget.

¹ **Purpose:** This tip sheet is a companion to the [Results-Based Management for International Assistance Programming at Global Affairs Canada: A How-to Guide](#) and other Managing for Results / Results-Based Management resources available on the Global Affairs Canada website. This tip sheet provides you with a quick reference tool to help you in your day-to-day work.

Outcomes and Output Definitions¹ and Examples

INTERNATIONAL ASSISTANCE RESULTS	Results Chain	Formal Definition	Examples of Expected Outcome and Output Statements ²
	Ultimate Outcome	The highest-level change to which an organization, policy, program, or project contributes through the achievement of one or more intermediate outcomes. The ultimate outcome usually represents the raison d'être of an organization, policy, program, or project, and it takes the form of a sustainable change in state, conditions or wellbeing among (ultimate) beneficiaries (not of surrounding conditions)	<ul style="list-style-type: none">Enhanced³ enjoyment of human rights by women and girls in country XImproved health of young and elderly women in selected rural districts of country YEnhanced equal learning outcomes for refugee girls and boys in county ZReduced suffering in communities experiencing acute food insecurity in country X
	Intermediate Outcomes	A change that is expected to logically occur once one or more immediate outcomes have been achieved. In terms of time frame and level, these are medium-term outcomes that are usually achieved by the end of a project/program, and are usually changes in behaviour, practice or performance among intermediaries and/or beneficiaries.	<ul style="list-style-type: none">Increased protection of the rights of marginalized women and girls by government in country XStrengthened participation in local decision making by marginalized women in country ZImproved equitable provision of gender-responsive formal education for children and youth from pre-primary to the end of secondary in country YReduced stockpiles of weapons of mass destruction in country X
	Immediate Outcomes	A change that is expected to occur once one or more outputs have been provided or delivered by the implementer. In terms of time frame and level, these are short-term outcomes, and are usually changes in capacity, such as an increase in knowledge, awareness, skills or abilities, or <u>access</u>** to... among intermediaries and/or beneficiaries.	<ul style="list-style-type: none">Improved equal trade-negotiation skills of indigenous people in province Y of country XEnhanced ability of traditional attendants to deliver case-appropriate pre-, peri-, and post-natal care to women in selected rural villages of country ZIncreased knowledge of civil-society organizations on promoting human rights for marginalised women versus men, and girls versus boys in country Y
	Outputs	Direct products or services stemming from the activities of an organization implementing a program or project.	<ul style="list-style-type: none">Training in pregnancy risk-management, pre-, peri-, and post-natal care provided to traditional-birth attendants according to XYZ certification requirements in country XTechnical assistance provided to civil-society organizations on how to promote equal human rights, especially those of marginalized women, men, girls and boys in country Y
	Activities	Actions taken or work performed through which inputs are mobilized to produce outputs.	<ul style="list-style-type: none">Conduct needs assessment, including consultations with women's rights organizations and women health care staff in country YDesign gender-sensitive coaching material in country X
	Inputs	The financial, human, material and information resources used to produce outputs through activities and accomplish outcomes.	

****Note:** **Changes in access** can fall at either immediate or intermediate outcome level, depending on the projects theory of change. If it is reasonable that a change in access can result directly from the delivery of one or more **outputs**, then “access” can be at the **immediate** outcome level. If a change in capacity (**immediate** outcome level change) is needed in order for a change in access to take place, then “access” would be at the **intermediate** outcome level. For example, if only building wells was needed to create access to drinking water, then the **immediate** outcome would be: *increased access to clean water in the community*. But if a project would need to build the capacity of the community on: building wells, how to raise awareness on drinking clean water, etc., then *increased access to clean water ...* would be at the **intermediate** outcome level.

Result / Outcome: Results are the same as outcomes. An outcome is a describable or measurable change that is derived from an initiative's outputs or lower-level outcomes. Outcomes are qualified as immediate, intermediate, or ultimate; outputs contribute to immediate outcomes; immediate outcomes contribute to intermediate outcomes; and intermediate outcomes contribute to ultimate outcomes. Outcomes are not entirely within the control of a single organization, policy, program or project; instead they are within the area of the organization's influence⁴. In the context of development, these are also referred to as **development results**.

Beneficiary (Rights Holder): The set of individuals that experience the change of state, condition or well-being at the ultimate outcome level of a logic model. In its international assistance programming, Global Affairs Canada-funded implementers usually work through intermediaries to help achieve changes for beneficiaries. Global Affairs Canada implementers may also work directly with beneficiaries. In this case, beneficiaries may, like intermediaries, also experience changes in capacity (immediate outcome), and changes in behaviour, practices or performance (intermediate outcome).

Intermediary (Duty Bearer / Responsibility Holder): Individual, group, institution or government, that is not the ultimate beneficiary of the project, but that will experience a change in capacity (immediate outcome) and a change in behaviour, practices or performance (intermediate outcome) which will enable them to contribute to the achievement of a sustainable change of state (ultimate outcome) of the beneficiaries. Intermediaries are often mandate holders or duty bearers that are responsible for providing services to the ultimate beneficiaries. They are the entities that implementers work with directly.

¹ Global Affairs Canada, [Results-Based Management for International Assistance Programming at Global Affairs Canada: A How-to Guide](#).
² On the syntax (how to formulate) expected outcomes and output statements, see GAC's *RBM Tip Sheet 2.2 Syntax Structure of Outcome, Output and Activity Statements*.
³ “**Enhanced**” includes ‘increased’ and ‘improved’ change. Source: *Results-Based Management for International Assistance Programming at Global Affairs Canada: A How to Guide*, page 16.
⁴ For explanation on **attribution and contribution**, see Global Affairs Canada, [Results-Based Management for International Assistance Programming at Global Affairs Canada: A How-to Guide](#).