

MASTER RESULTS CHAIN

Service-specific key performance indicators

	INPUTS ACTIVITIES	OUTPUTS IMMEDIATE RESULTS	OUT-TAKES INTERIM OUTCOMES	OUTCOMES DIRECT INFLUENCE	IMPACT ¹ INDIRECT INFLUENCE
DEFINITION	The activities performed and resources used to generate results	The immediate results or deliverables	An emerging change	A lasting change directly attributable to the outputs and flowing from the out-takes	The long-term lasting change
QUESTIONS	<ul style="list-style-type: none"> • What was done? • Which activities were carried out? 	<ul style="list-style-type: none"> • Who do you expect to reach with the activity? • Did the activity reach the target audience? 	<ul style="list-style-type: none"> • Was the message received? • Did the activity meet the expectations of the target audience? • What is the instantaneous effect on the target? 	<ul style="list-style-type: none"> • Were the general objective(s) achieved? • Did the activity lead to the expected results? • Did the activity change the perception/behaviour of the audience? 	<ul style="list-style-type: none"> • How did the activity positively impact the society in the long term?
MEASURE Key Performance Indicators (KPI)	Count of activities implemented	Outreach indicators measuring (qualitatively and quantitatively) the extent to which the activity reached the right target audience	Recall indicators measuring the extent to which the activity satisfied, captured the attention of target audience, or raised knowledge and awareness	Performance improvement indicators measuring the extent to which the activity led to either an increased awareness, an evident action taken or a desired change in the target audience perception/behaviour/attitude	Define the long term changes which the service helped achieve for the promotion of decent work and social justice
TRAINING	Count of components/modules of training activity	Count and breakdown of training participants²	<ul style="list-style-type: none"> • Participants satisfaction with the overall quality of training activities • Percentage of participants who acquire new knowledge during training 	New knowledge application post training	Increased functional and technical skills, resulting in improved individual performance
COMMUNICATION	Count of activities performed and resources created as work packages³ within the campaign	Outreach expressed in number of people actively engaging⁴ with the campaign	Sustained engagement⁵ as a proxy for emerging behaviour change	Lasting behavior change⁶	Shifts in value systems and perceptions in society, that contribute to decent work and social justice
EVENTS	Count of event components	Count and breakdown of events participants	<ul style="list-style-type: none"> • Participants satisfaction with the overall quality of the event • Increased knowledge of the main topic of the event • Number of connections established as a result of the event • An emerging consensus on a discussed strategy 	Lasting behavior change⁷	Lasting change in society that contributes to decent work and social justice
ADVISORY SERVICES	Count of activities along the advisory service cycle	Count of institutional clients served	<ul style="list-style-type: none"> • Satisfaction with the overall quality of the advisory service • Increased knowledge of the addressed topics • An emerging consensus 	Improved institutional capacity to operate in a sustainable manner measured against technical, financial, and governance parameters	Stronger institutional structures to support decent work and social justice

1 No KPIs are currently defined.

2 Including breakdown by training modality, gender, geographical distribution, and professional context. In addition to average course completion rate, number of certificates issued, and percentage of returning participants.

3 Count of webpages created, social media pages set-up to promote the activity and its outcomes, Number of web news published, Number of e-newsletters sent, Number of articles in the press, Number of publications disseminated.

4 Engagement is assumed to take place if a recipient of a communication & advocacy message has responded by variably posting, sharing, following, commenting, or mailing a written answer. The minimum threshold for engagement is at least one such reaction but projects might choose to raise the bar and emphasize on more sustained interaction including by way of multi-level engagement.

5 Sustained engagement is assumed in cases where participants go one step further and actively commit to change. In the context of communication and advocacy projects, this is captured by tracking the share of participants who accept campaign challenges, commit, and make campaign pledges, or reach out for establishing partnerships or alliances.

6 Behavior change is defined as performance improvement after treatment. Behavior change is typically qualitative, like shifts in societal value systems, qualified by way of surveys and tracer studies. Ex. Call to action, Adoption, endorsement, ratification, etc.

7 Ex. Adoption of an idea presented at the event, new projects/ideas/innovations, an agreement on the implementation of a new strategy, an initiative has gained more traction and a bigger audience, a start-up has attracted funding and support, a new community of practice has been created, policy makers have been shown new evidence that they adopt to address solutions.