



MEASURING FOR RESULTS

WHAT IS RESULTS-BASED MANAGEMENT?

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THE STORY OF RBM

THE PARIS DECLARATION ON AID EFFECTIVENESS (2005)

OVER 100 DONORS AND DEVELOPING COUNTRIES COMMITTED TO MAKE AID MORE EFFECTIVE IN ACHIEVING DEVELOPMENT RESULTS

THE 5 PRINCIPLES AGREED WERE:

1. OWNERSHIP: DEVELOPING COUNTRIES SET THEIR OWN STRATEGIES FOR POVERTY REDUCTION, IMPROVE THEIR INSTITUTIONS AND TACKLE CORRUPTION

2. ALIGNMENT: DONOR COUNTRIES ALIGN BEHIND THESE OBJECTIVES AND USE LOCAL SYSTEMS

3. HARMONISATION: DONOR COUNTRIES COORDINATE, SIMPLIFY PROCEDURES AND SHARE INFORMATION TO AVOID DUPLICATION

4. RESULTS: DEVELOPING COUNTRIES AND DONORS SHIFT FOCUS TO DEVELOPMENT RESULTS AND RESULTS GET MEASURED

5. MUTUAL ACCOUNTABILITY: DONORS AND PARTNERS ARE ACCOUNTABLE FOR DEVELOPMENT RESULTS

THE ACCRA AGENDA FOR ACTION (2008)

3RD HIGH LEVEL FORUM ON AID EFFECTIVENESS, ACCRA, GHANA, 2008

1. OWNERSHIP: COUNTRIES HAVE MORE SAY OVER THEIR OWN DEVELOPMENT PROCESSES – MORE PARTICIPATION IN FORMING DEVELOPMENT STRATEGY, STRONGER LEADERSHIP ON AID COORDINATION AND MORE USE OF COUNTRY SYSTEMS

2. INCLUSIVE PARTNERSHIPS: ALL PARTNERS PARTICIPATE FULLY

3. DELIVERING RESULTS: AID IS FOCUSED ON REAL AND MEASURABLE IMPACT ON DEVELOPMENT

4. CAPACITY DEVELOPMENT – TO BUILD THE ABILITY OF COUNTRIES TO MANAGE THEIR OWN FUTURE

WHAT ARE RESULTS?

RESULTS ARE CHANGES IN A STATE OR CONDITION THAT DERIVE FROM A CAUSE-EFFECT RELATIONSHIP

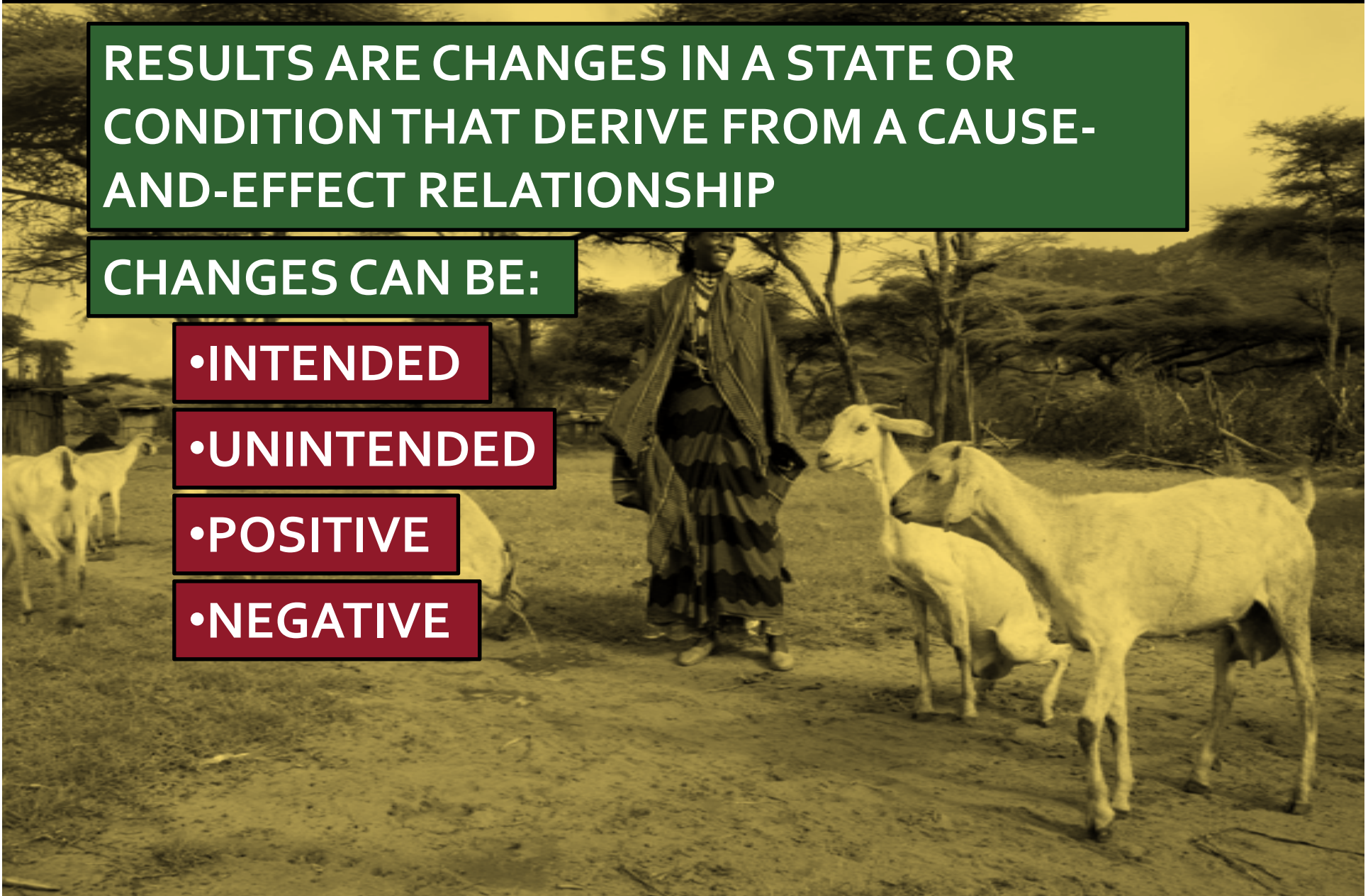
CHANGES CAN BE:

- INTENDED

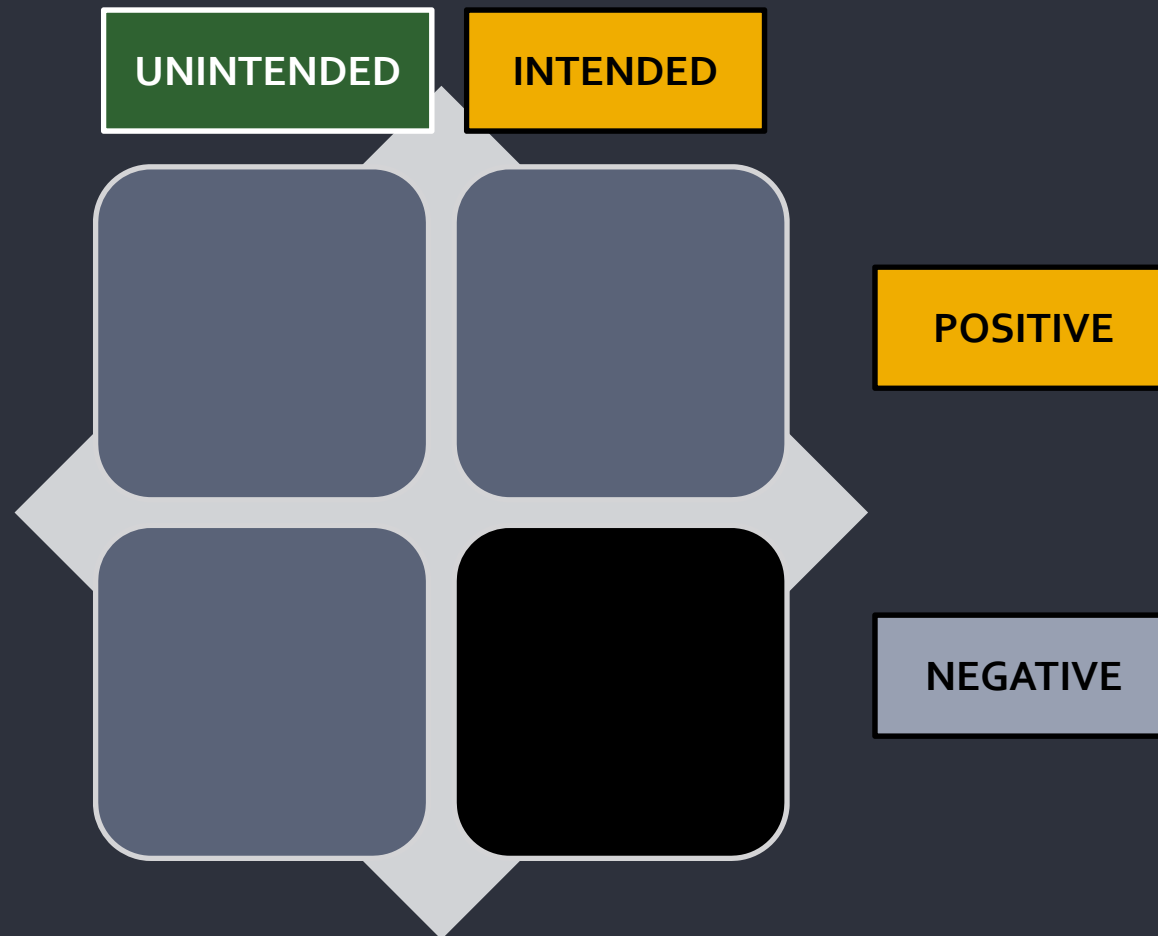
- UNINTENDED

- POSITIVE

- NEGATIVE



WHAT ARE RESULTS?



WHAT ARE RESULTS?

THERE ARE THREE LEVELS OF CHANGE:

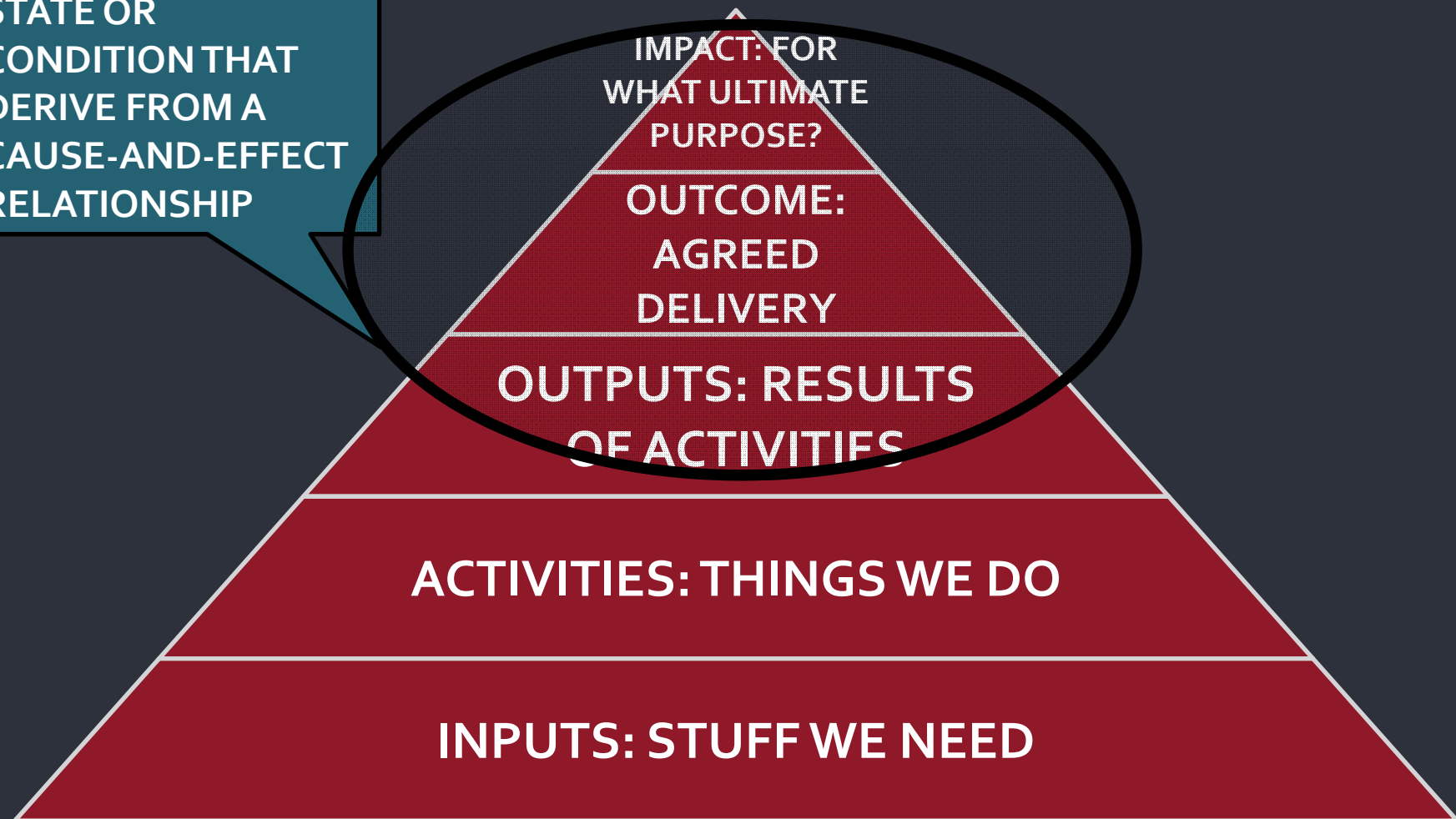
- OUTPUTS

- OUTCOME

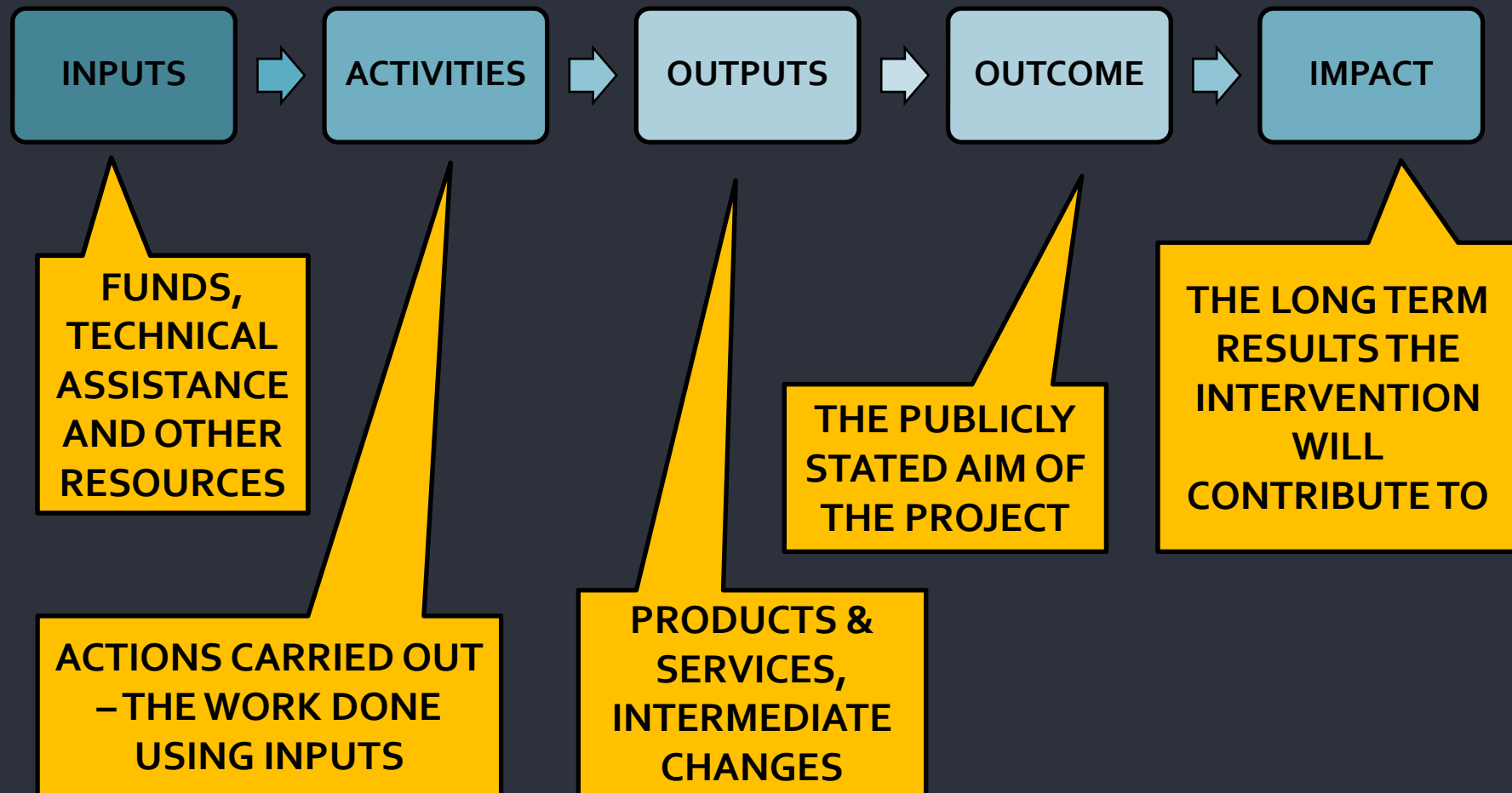
- IMPACT

THE RESULTS CHAIN

RESULTS
ARE CHANGES IN A
STATE OR
CONDITION THAT
DERIVE FROM A
CAUSE-AND-EFFECT
RELATIONSHIP



THE RESULTS CHAIN EXPLAINED



THE RESULTS CHAIN EXPLAINED

IMPACT	CAN STUDY BETTER FOR EXAM
OUTCOME	MORE ALERT
OUTPUTS	CUP OF STRONG COFFEE
ACTIVITIES	<ol style="list-style-type: none">1. FILL KETTLE2. BOIL WATER3. POUR IN CUP4. ADD COFFEE, MILK & SUGAR5. STIR
INPUTS	WATER, COFFEE, SUGAR, MILK KETTLE, CUP, SPOON HEAT SOURCE

WHAT IS RESULTS-BASED MANAGEMENT?

A MANAGEMENT APPROACH THROUGH WHICH ALL ACTORS ENSURE THAT THEIR:

- PROCESSES

- PRODUCTS

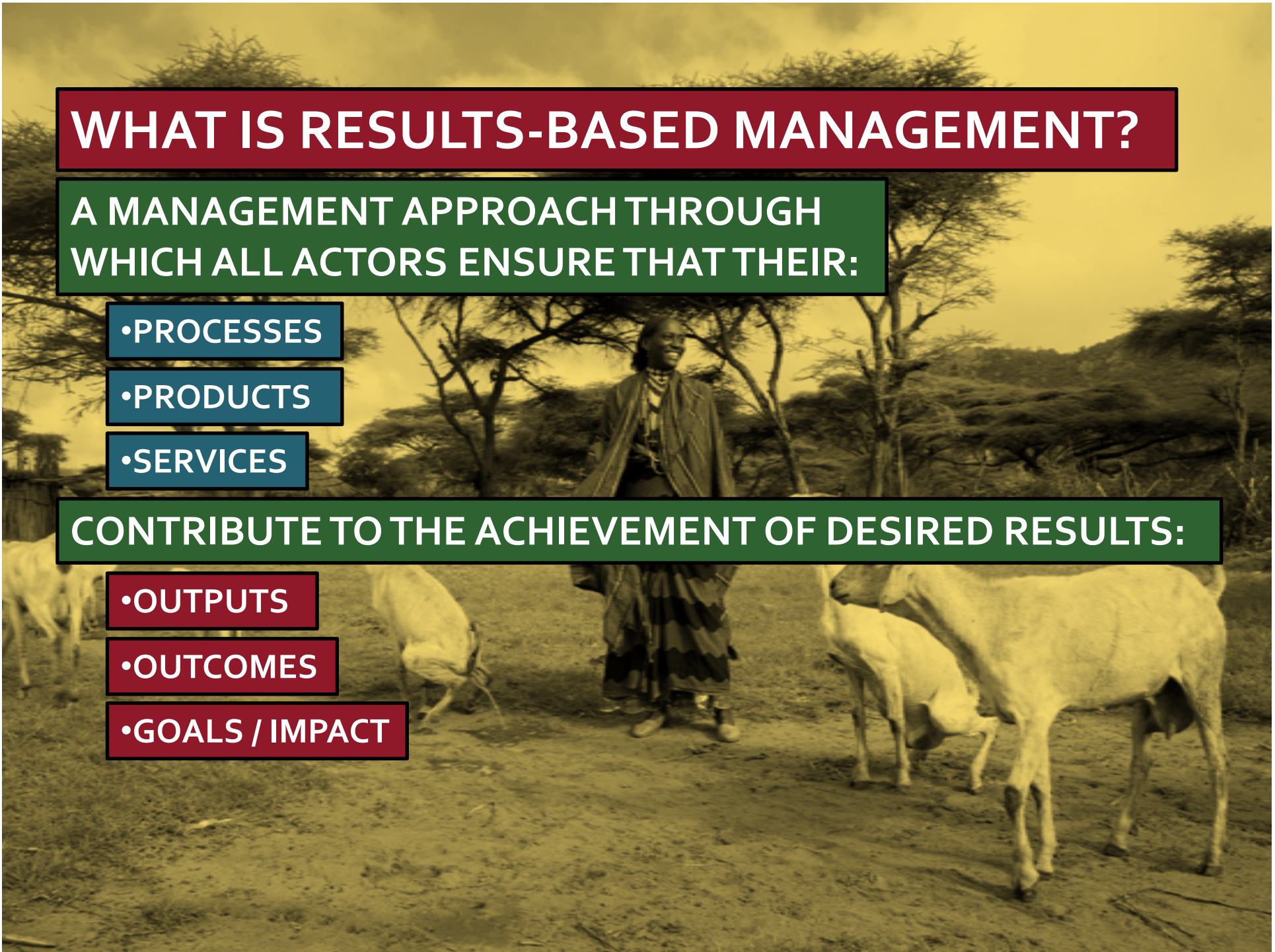
- SERVICES

CONTRIBUTE TO THE ACHIEVEMENT OF DESIRED RESULTS:

- OUTPUTS

- OUTCOMES

- GOALS / IMPACT



WHAT IS RESULTS-BASED MANAGEMENT?

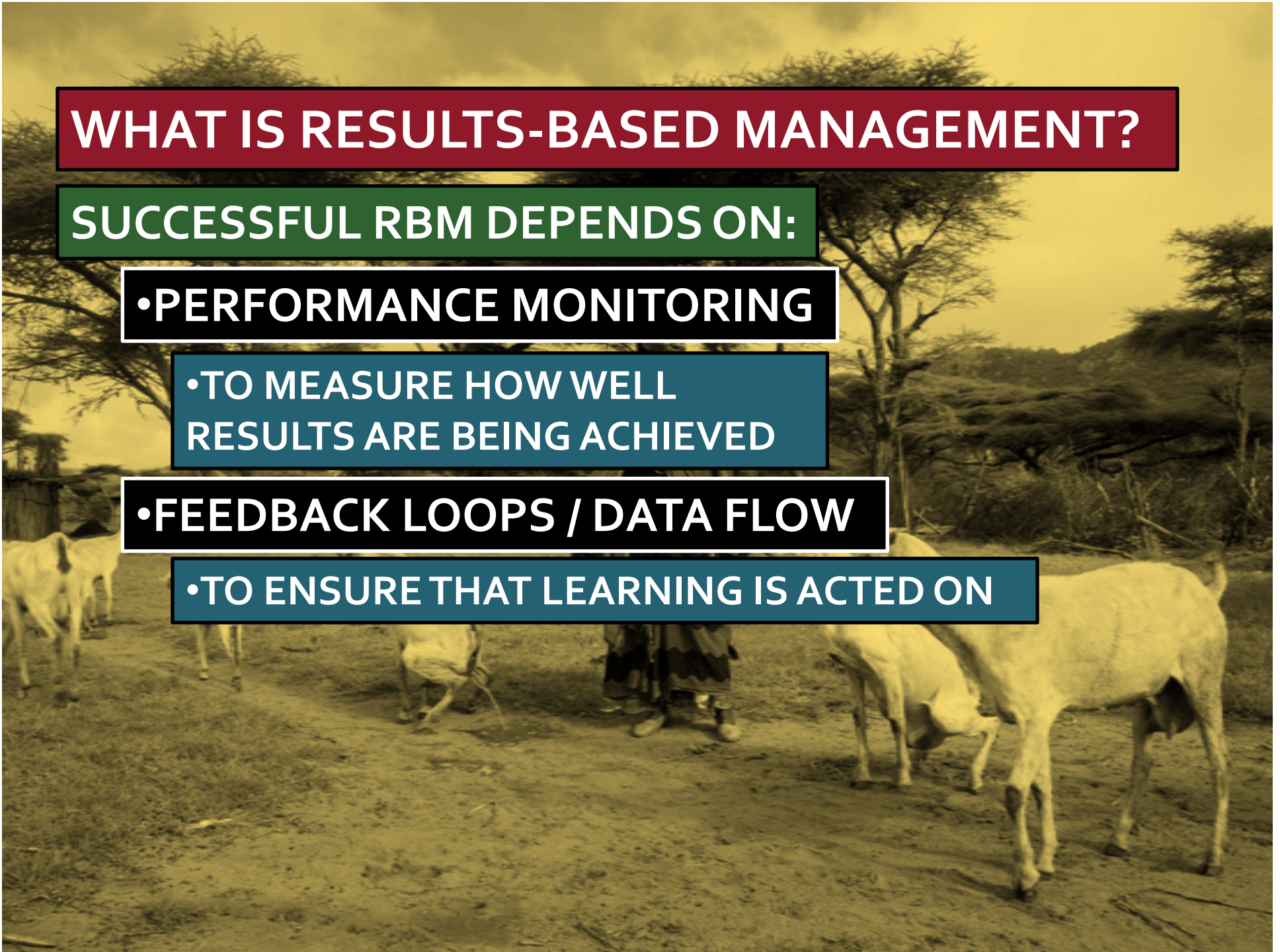
SUCCESSFUL RBM DEPENDS ON:

- PERFORMANCE MONITORING

- TO MEASURE HOW WELL RESULTS ARE BEING ACHIEVED

- FEEDBACK LOOPS / DATA FLOW

- TO ENSURE THAT LEARNING IS ACTED ON



WHY RESULTS-BASED MANAGEMENT?

SHIFTS THE TEAM'S FOCUS TOWARDS
RESULTS INSTEAD OF ACTIVITIES

MORE TRANSPARENCY, ACCOUNTABILITY AND VALUE

BETTER OUTCOMES FOR END USERS / COMMUNITIES

MEASURES PERFORMANCE AND NOT JUST COMPLIANCE

ENCOURAGES STRATEGIC THINKING
AND CONSTANT IMPROVEMENT



The background of the slide is a sepia-toned photograph showing a group of people, likely women, wearing traditional patterned headscarves. They are looking down, possibly at a document or a task, creating a sense of focus and collaboration.

THE RBM PROCESS

1. ASSESS AND ANALYSE THE SITUATION

**2. SET DEVELOPMENT OBJECTIVES
AND DEFINE A STRATEGY**

**3. IMPLEMENTATION PLANNING
AND PLANNING FOR M&E**

4. IMPLEMENT, MONITOR AND RESPOND

5. EVALUATE, LEARN AND SHARE

RBM AND THE PROJECT CYCLE

EVALUATE

ANALYSE

1. ASSESS
AND
ANALYSE

2. SET
OBJECTIVES
AND DEFINE
THE
STRATEGY

PLAN

3. PLAN FOR
MONITORING
AND
EVALUATION

4.
IMPLEMENT,
MONITOR
AND
RESPOND

MONITOR

5. APPLY
LEARNING
FROM
EVALUATION



COMMON ELEMENTS OF RBM

PROBLEM ANALYSIS

STAKEHOLDER ANALYSIS

BUILDING PROJECTS AROUND A RESULTS CHAIN

INDICATORS TO MEASURE PROGRESS TOWARDS
RESULTS AS WELL AS ACHIEVEMENT

REGULAR AND INTEGRATED MONITORING

FEEDBACK LOOPS TO APPLY LEARNING

BENEFITS OF RBM

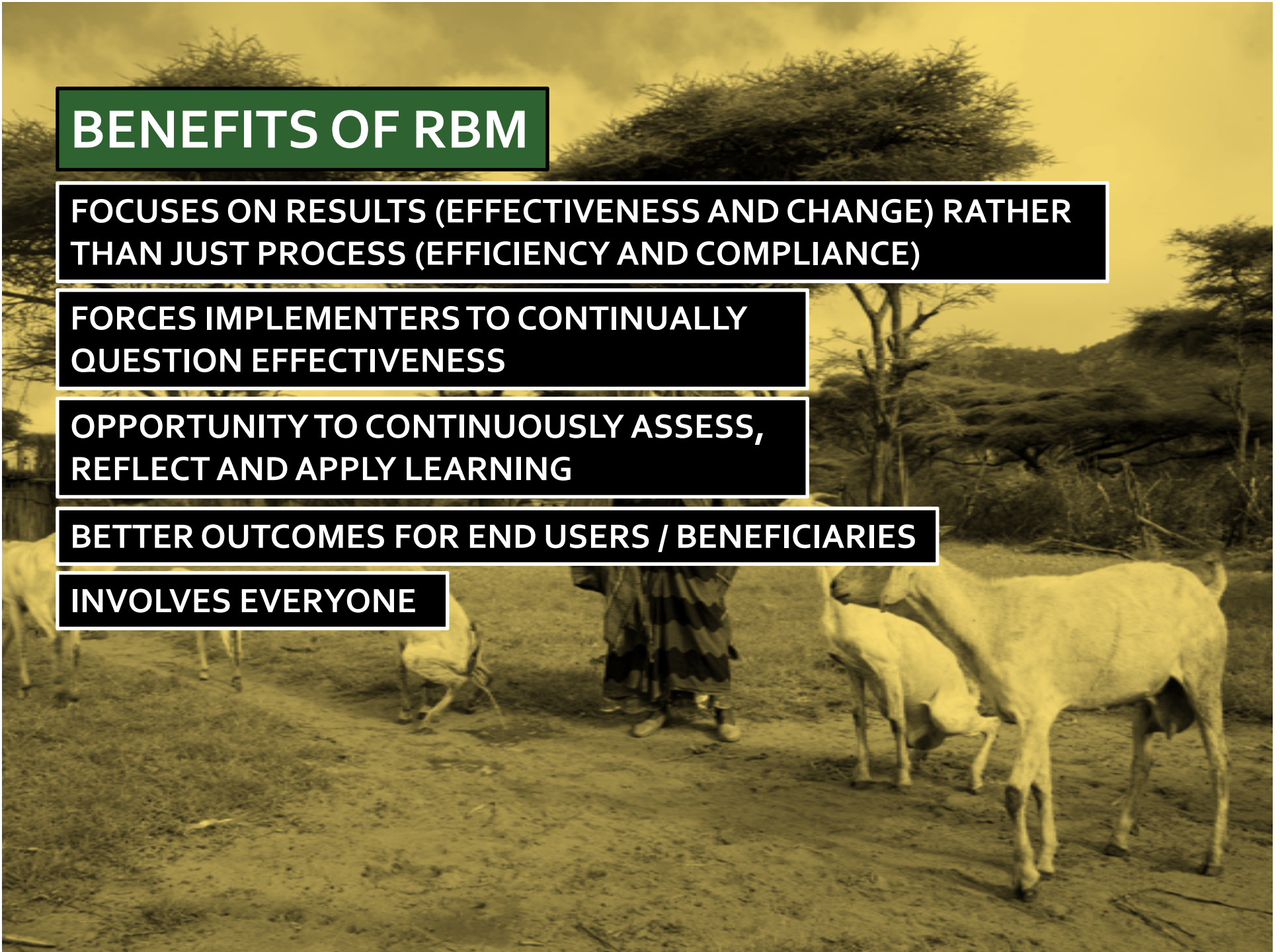
FOCUSES ON RESULTS (EFFECTIVENESS AND CHANGE) RATHER THAN JUST PROCESS (EFFICIENCY AND COMPLIANCE)

FORCES IMPLEMENTERS TO CONTINUALLY QUESTION EFFECTIVENESS

OPPORTUNITY TO CONTINUOUSLY ASSESS, REFLECT AND APPLY LEARNING

BETTER OUTCOMES FOR END USERS / BENEFICIARIES

INVOLVES EVERYONE



CHALLENGES OF RBM

MEANS APPROACHING THINGS DIFFERENTLY AND CHANGING HABITS

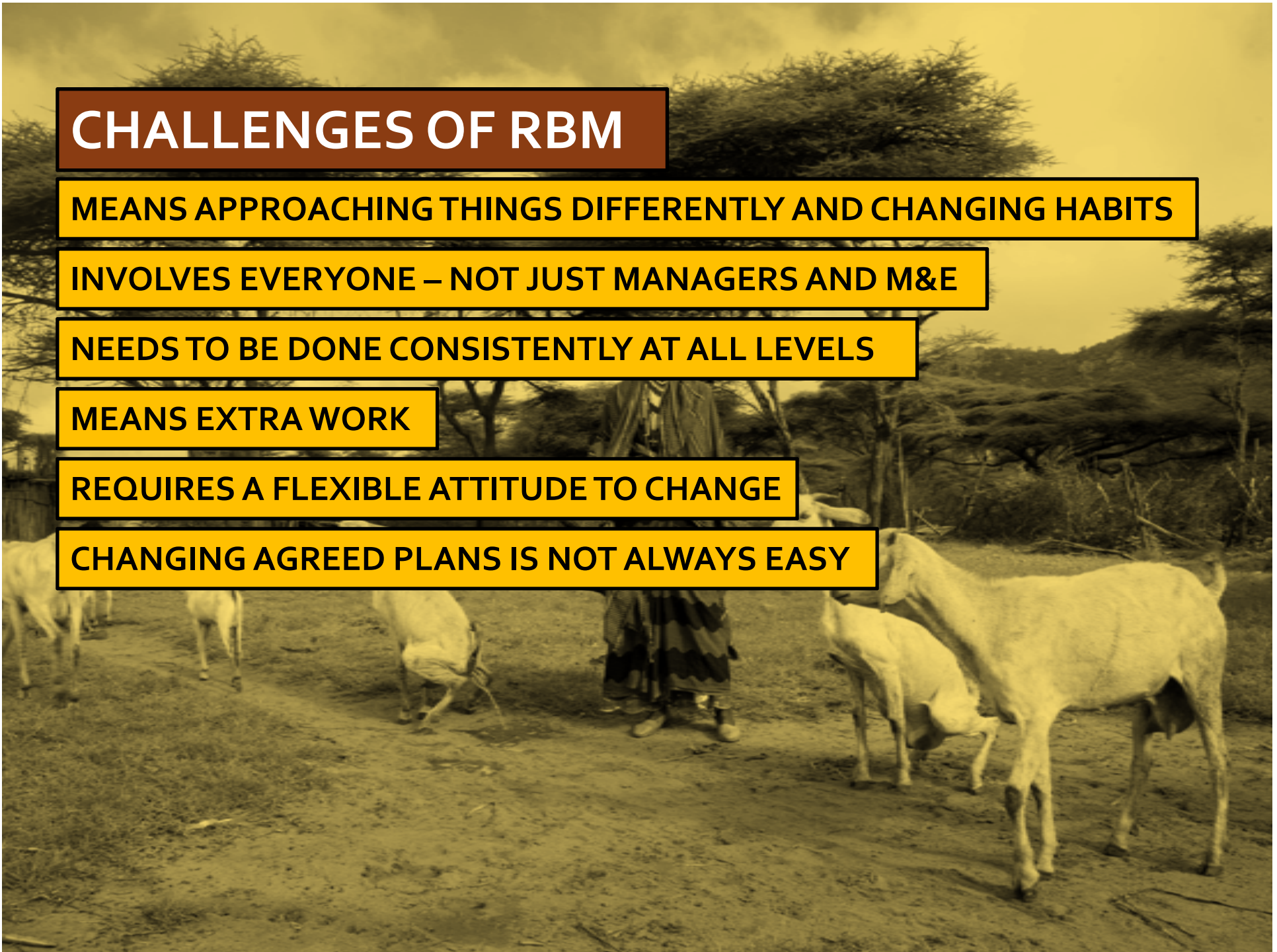
INVOLVES EVERYONE – NOT JUST MANAGERS AND M&E

NEEDS TO BE DONE CONSISTENTLY AT ALL LEVELS

MEANS EXTRA WORK

REQUIRES A FLEXIBLE ATTITUDE TO CHANGE

CHANGING AGREED PLANS IS NOT ALWAYS EASY



	NARRATIVE SUMMARY	OVI	MOV	ASSUMPTIONS
GOAL	IMPROVED HEALTH STATUS OF IDPS IN CAMP A	NUMBER OF CASES OF WATERBORNE DISEASE REDUCED BY 50%	CAMP HEALTH POST RECORDS	
OUTCOMES	IMMEDIATE IMPROVEMENT OF LIVING CONDITIONS FOR CAMP POPULATION	WITHIN 3 WEEKS ALL IDPS HAVE ACCESS TO SAFE DRINKING WATER, HYGIENIC LATRINES AND SAFE ACCOMMODATION	OBSERVATION CORRELATIONALLY MPI LINE	NO UNANTICIPATED OUTBREAKS / EPIDEMICS
OUTPUTS	<p>1. INCREASED AVAILABILITY / ACCESSIBILITY TO SAFE AND LATRINES</p> <p>2. OCCUPANCY OF SHELTERS DOES NOT EXCEED 40 PEOPLE PER UNIT</p> <p>3. IDPS AWARE OF HOW TO REDUCE RISK FROM HYGIENE RELATED DISEASE</p>	<ol style="list-style-type: none"> FACILITY HAS ACCESS TO 3L OF SAFE WATER PER PERSON 2 COMMUNITARY WASH STATIONS AVAILABLE WITHIN 10 MINUTE WALKING DISTANCE HYGIENIC TOILETS ARE OPERATIONAL WITHIN 50 METERS SHACKS ARE SPACED TO PREVENT OVERCROWDING MAXIMUM OCCUPANCY OF SHACKS IS 40 PERSONS 90% OF IDPS KNOW HOW TO REDUCE RISK OF DISEASE FROM WATERBORNE DISEASES, POOR SANITARY PRACTICES AND OVERCROWDING 	<p>DISTRIBUTION REPORTS</p> <p>DATA ANALYSIS</p> <p>PROGRAMME REPORTS / OBSERVATION</p> <p>COMMUNITY MEETING</p>	<p>NUMBER OF IDPS IDPS NOT SIGNIFICANTLY INCREASE</p> <p>IDPS MAINTAIN HYGIENIC STANDARDS OF LATRINES</p>
ACTIVITIES	<ol style="list-style-type: none"> TRUCKING WATER / DRILLING WELLSHOLLS / BRICKET DISTRIBUTION LATRINE CONSTRUCTION DISTRIBUTING TENTS CONDUCTING HYGIENE AWARENESS PROGRAMME 	<p>INPUTS</p> <p>TOTAL COST GBP 25,000</p> <p>LABOUR COST GBP 10,000</p> <p>DRILLING COST GBP 5,000</p> <p>PURCHASE MATERIALS FOR LATRINE CONSTRUCTION GBP 8,000</p> <p>PURCHASE TENT MATERIALS GBP 7,000</p> <p>FOOD COSTS FOR DISTRIBUTION GBP 3,000</p> <p>TRANSPORTATION COSTS GBP 2,000</p> <p>PROVIDE LABS DISTRIBUTION TESTS GBP 1,000</p> <p>RENTAL COSTS GBP 1,000</p> <p>TELEPHONE, UTILITIES, INDIRECT OPERATIONAL COSTS</p>		PRECONDITIONS LOCAL GOVERNMENT GIVES FULL ACCESS TO THE CAMP