



Mongolia:  
Enhancing Resource  
Management through  
Institutional Transformation

Introduction to the Results Based Management (RBM) Approach

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# RBM Workshop Goal

To provide an interactive **forum** for learning and discussion on building a greater awareness and knowledge base as an introduction to **results based management** approach for partner ministries, agencies, and research centers.

# Expected Workshop Results

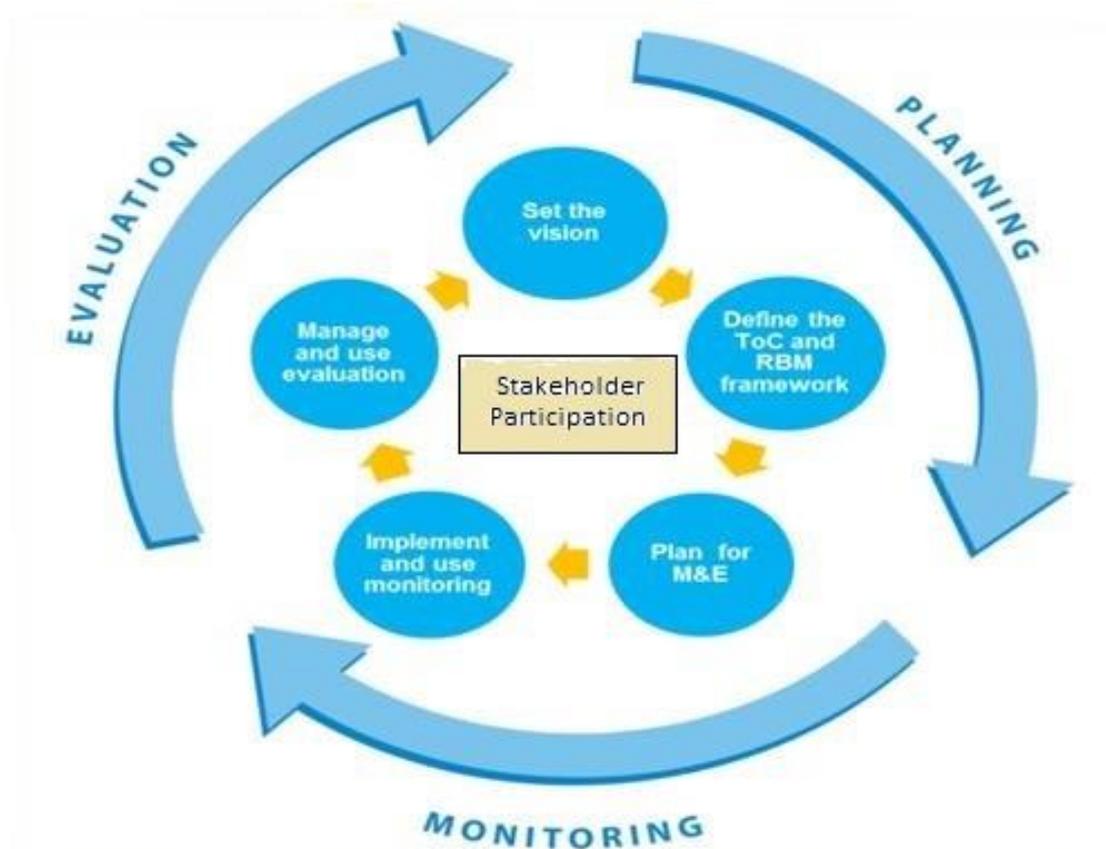
*At the end of the session, participants will be able to:*

- better understand and describe the relevance of the **results based** approach in the Project Management Cycle and links to their sectors of practice.
- demonstrate **increased knowledge** and strengthened capability to integrate universal RBM concepts and practical tools into the Partner's systems
- identify key next steps needed to enhance the **partner's systems** using a more results based management (RBM) approach.

# Results Based Management (RBM)

- What is it?
- Why use it?
- What are the key elements of RBM ?

# Planning Cycle



# 1.0 What is RBM?

Results-based management (RBM)

*“is an **approach** to program or project management that integrates strategy, resources, processes and measurements to improve decision making, transparency and accountability.”*

*(Global Affairs Canada)*

# RBM Focuses On

- defining and achieving **realistic results** (outcomes)
- implementing **measurement systems** to monitor progress using effective indicators and report on achievement of expected results
- identifying and managing **risks** to achieving the desired results
- integrating **lessons learned** to improve organizational decision making, efficiency and effectiveness

# *“At the heart of RBM is performance measurement”*

- A **continuous process of collecting and analyzing** information on key indicators and comparing actual results with expected results in order to measure how well a project, program or policy is being implemented
- Performance measurement presents a valuable opportunity to **learn and adjust** so that the desired results can be achieved

# Why use the RBM approach?

Historically,

program/project management has been focused more on:

- **inputs** (what was spent)
- **activities/actions** (what was done)
- **outputs** (what was produced)

Outputs were considered as final **results** of a project or program.

# Why RBM? (Cont'd)

A Key Question?

*“Are we making progress towards addressing the issue that we originally set out to resolve?”*

RBM is used to look beyond activities and outputs to focus during the planning and implementation stages on **actual longer term results.**

## 2.0 What is a result in RBM?

*A result (or outcome) is*

---a describable or measurable *change* resulting from a *cause-and-effect* relationship

“If..., then...”

# Results/ Outcomes should be ...SMART

**S** -specific

**M** -measurable

**A** -achievable (at an acceptable cost)

**R** -relevant (to the objective concerned)

**T** -time bound

Results use word such as *improved, increased, enhanced, greater*

# What is a results or outcome statement?

*A results or outcome statement outlines what a policy, program, or initiative is **expected** to achieve or contribute to.*

Activities are ACTIONS

--Results are CHANGES

# Creating SMART Result Statements

Focus on

- **WHAT?** *Describe the type of change expected (e.g. increased, improved, strengthened, reduced, enhanced)*
- **WHO?** *Specify the target population or beneficiary of the intervention, and the unit of change (e.g. individual, organization, group)*
- **WHERE?** *Identify the location or site where the result will occur*

# Exercise 1: Stating the Outcome

With all the information you receive on the RBM approach up to now, each team will determine and state:

- What problem they wish to address?
- Why it is important to address it?
- State the outcome the team is expecting to achieve.

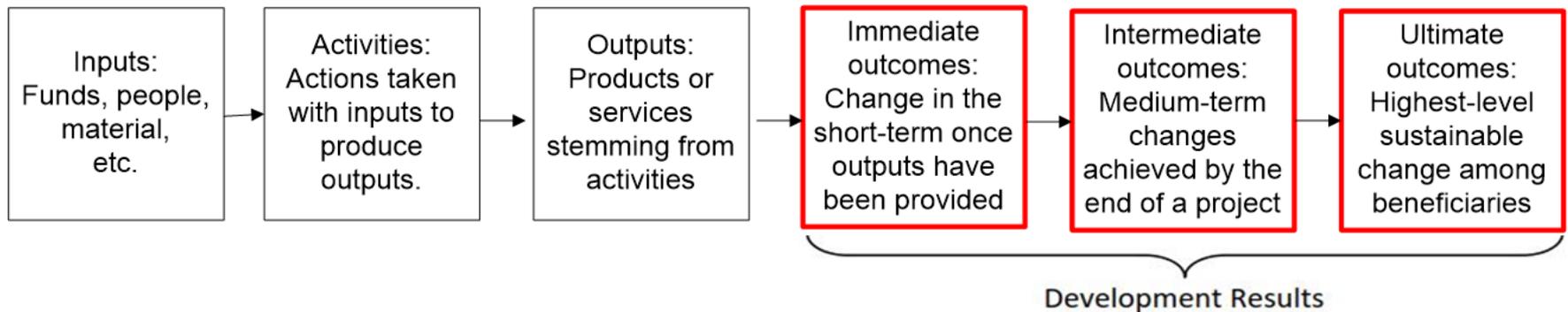
## 3.0 Key RBM Tools

- Logic Model (LM) “results chain”
- Stakeholder analysis
- SMART and Cross Cutting Performance Indicators
- Performance Measurement Framework (PMF)

# 3.1 What is a Results Chain? (or “ Logic Model” )

It is ---A visual or “logical” representation of cause and effect i.e. the relationship flow between *inputs*, *activities*, *outputs*, and the *outcomes* of a given policy, program or initiative

## Simple linear results chain



# Levels of the Results Chain

The *Global Affairs Canada* 's LM is divided into six levels (Go back to diagram).

Each of these represents a distinct step in the causal logic of a policy, program or organizational investment.

➤ **Inputs**

➤ **Activities**

➤ **Outputs**

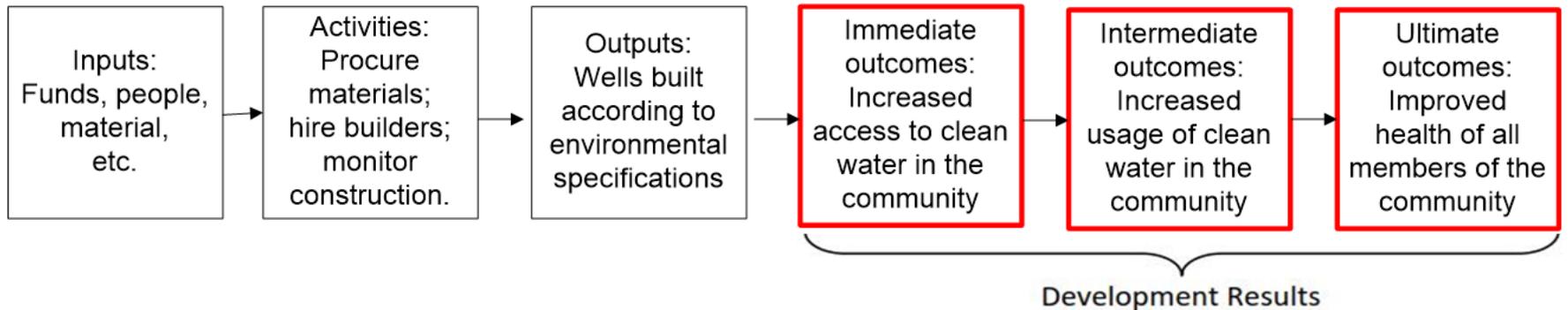
The above three levels (inputs, activities, and outputs) address the “*how*”  
(*organizational product and services achieved*)

- ❖ **immediate outcomes** (short term)
- ❖ **intermediate outcomes** (medium term)
- ❖ **ultimate outcome** (long term impact)

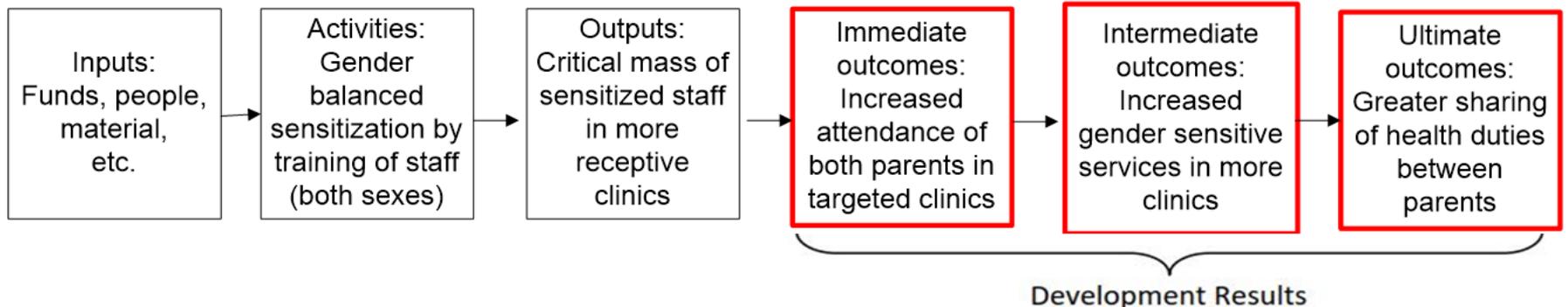
The bottom three levels (outcomes) constitute the actual *changes* that occur  
(or the *development or investment in others results.*)

# Focused Results Chains

Environment focused: Water wells and health

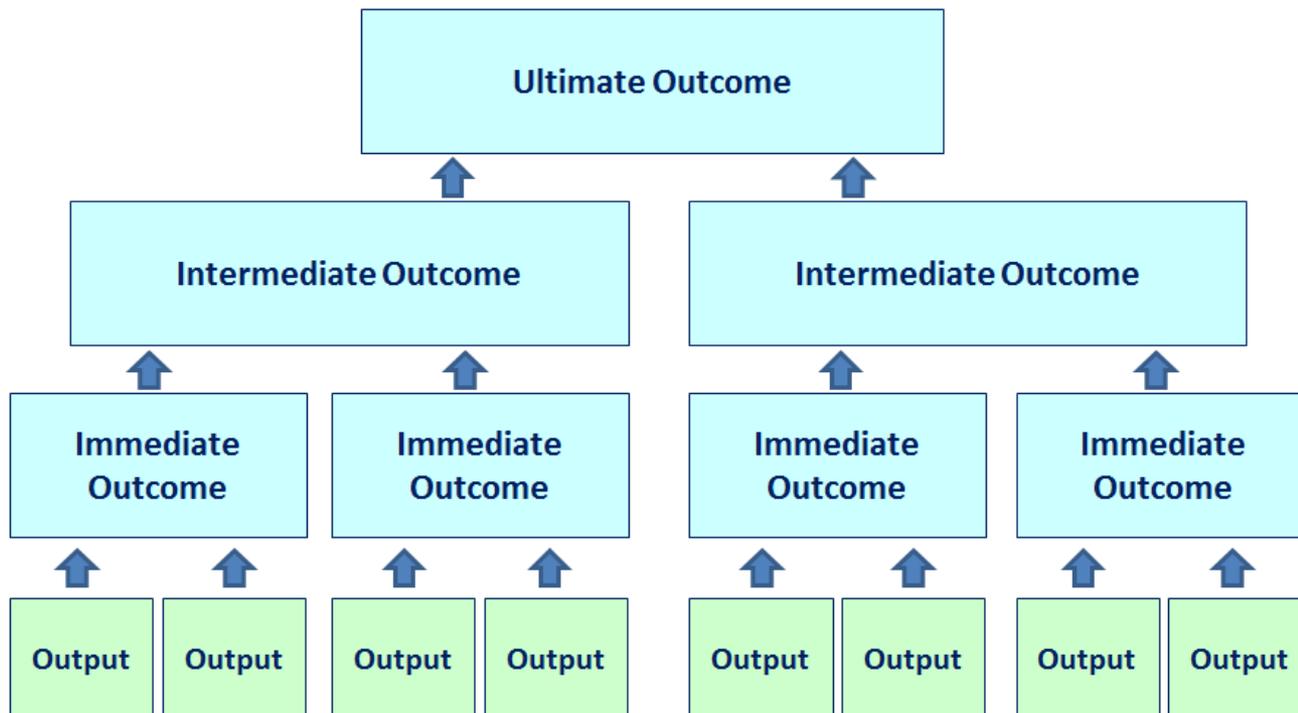


Gender focused: Gender sensitization of community clinics



# Global Affairs Canada (GAC)

## *“Complex Results Chain”*



# Creating a Results Chain

Begins with Ultimate Outcome (*WHY*) and ends with Activities (*HOW*)

- *Step one* is the Ultimate Outcome (Long Term Impact)

*For example:*

- **The Problem:** States a relevant problem

**\*\*Ultimate outcome:**

- *Ultimate outcome statement for the problem.*

# Creating a Results Chain Model –cont’d

Next, Immediate and Intermediate Outcomes that would logically contribute to the achievement of the **Ultimate Outcome or Impact**

➤ Immediate “short term” outcomes (a change in access, ability, or skills):

example-

➤ Intermediate “mid term” outcomes (a change in behavior or practice):

example-

## 3.2 Identifying stakeholders

### ➤ What is a stakeholder?

A person, group, partner organization inside or outside the organization which could **benefit** or otherwise **be affected** by the project/program.

### ➤ Why do stakeholders matter?

In RBM you develop desired outcomes and other aspects considering all stakeholders and ideally in dialogue with stakeholders in order to **develop meaningful plans** and design effective processes

# Ways of Identifying them

Stakeholder analysis	<p><b>Participatory</b></p> <p>Name</p> <p>Status: primary, secondary, etc.</p> <p>Interests in project</p> <p>Potential impact of project</p>
Social mapping	<p><b>Internally produced</b></p> <p>Links to the implementer</p> <p>Intensity of potential collaboration</p> <p>Risks associated with collaboration</p>

## 3.3 Defining the Indicator

An indicator, also known as a performance indicator, is a **means of measuring or assessing** actual outcomes and outputs. It can be qualitative or quantitative, and is composed of a unit of measure, a unit of analysis and a context. Indicators are **neutral**; they neither indicate a direction of change, nor embed a target.

# Performance Indicators

## *Quantitative* performance indicators

are units of measurement e.g. #,%,ratio, etc. (that are both verifiable and measureable)

## *Qualitative* performance indicators

are measures of an individual or team's judgment and/or perception of comparison with established standards, the presence or absence of specific conditions, the quality of something, or the opinion about something (only verifiable)

## ❖ *Cross cutting indicators*

(e.g. environmental/gender sensitive)

# Monitoring & Evaluation (M&E)

Why do we need indicators? To feed the M&E system

➤ *Monitoring*

- an ongoing process or system to collect and report on a **regular** basis to determine the **progress to achieving results**

➤ *Evaluation*

- a periodic evaluation to assess the **actual achievement** of results usually at the mid term or end of a project

## 4.0 Performance Measurement Framework (PMF)

*a **plan to systematically collect relevant data** over the lifetime of a program or project to assess and demonstrate progress made in achieving expected results.*

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# Value of a PMF

A *Performance Measurement Framework (PMF)* is a RBM tool to conceptualize programs /projects by asking fundamental questions of stakeholders.

- *Why are we doing this program /project?*
- *What results do we expect to achieve for the resources being invested?*
- *Who will the program/project reach out to in terms of beneficiaries?*
- *Who is responsible for data collection?*

# PMF Components

\*Expected Results (from Logic Model)

Performance Indicators

➤ Baseline Data (where we start)

➤ Targets (where we finish)

➤ Data Sources

➤ Data Collection Methods

➤ Frequency

➤ Responsibility

# PMF Example

## PERFORMANCE MEASUREMENT FRAMEWORK (PMF)

Version: 3 \_\_\_\_\_ Date: 26/03/2013 \_\_\_\_\_

Title	CAN-MNCH	No.	S065804	Team Leader	_____
Country/Region/ Institution	In 60+ developing countries spanning Africa, Asia and Latin America and the Caribbean	Budget	1.8 million	Duration	2012-2015

Expected Results <sup>1</sup>	Indicators <sup>2</sup>	Baseline Data	Targets <sup>3</sup>	Data Sources	Data Collection Methods	Frequency	Responsibility
<b>Ultimate Outcome (Long term)</b>  1000 Increased effectiveness and accountability of Network Partners' programmatic activities aimed at improving MNCH in developing countries.	% of partners sharing information on MNCH project results with key project and external stakeholders	% of partners sharing information on MNCH project results with key project and external stakeholders	80% of Partners	1. Baseline Results from structured focus group interviews with a representative sample of Partners about Partners' use of evidence-based practice  2. Follow Up Google Analytics Follow up interviews	Document Review	Beginning and End of Project	CAN-MNCH Project Director and Program Officer
<b>Intermediate Outcomes (Medium term)</b>  1100 Enhanced knowledge sharing of best practices in MNCH among Network Partners	% of partners reporting satisfaction with knowledge sharing activities  % of partners utilizing Rapid Response Forum <sup>1</sup>	0  0	80% Satisfaction  80% using RRF	CAN-MNCH Network Partners	Structured focus group interviews with a representative sample of Partners Google Analytics	Annually	CAN-MNCH Project Director and Program Officer

<sup>1</sup> The CAN-MNCH Rapid Response Forum would serve as a platform where partners could share questions or problems related to MNCH programming in real time with peers for discussion and problem solving.

## 4.1 Definitions: Baseline Data and Targets

**Baseline data** is the starting or reference point against which performance will be measured

**Targets** specify a particular value for a performance indicator to be accomplished by a specific date in the future.

## 4.2 Reporting and Tracking Progress

The final stage involves *reporting on results* through the provision of integrated financial and non-financial information

Provides management and stakeholders the opportunity to reflect on what *has worked* and what *has not*

---the process of *lessons learned* and adapting that feeds into the next planning or program management review cycle

## Exercise 2: How?

With the results of the first exercise, each team will identify and determine:

- A small list of outputs required to address the problem;
- Set these outputs in a “complex” results chains;
- Identify two RBM style performance indicators, one qualitative and one quantitative.

# Where we want to go next?

## How do we get there?

- What are the Key Priority areas that need to be addressed?
  
- What Obstacles need to be overcome?
  
- What Actions (or next steps) are needed to proceed?

## Workshop Goal *-Revisited*

To provide an interactive forum for learning and discussion on building a greater awareness and knowledge base to implement enhanced results based management monitoring, evaluation systems for partner ministries and agencies .

## Expected Results –revisited

*At the end of the session, participants will be able to:*

- better understand and describe the relevance of the results based M&E approach in the Project Management Cycle and links to government M&E Regulations
- demonstrate increased knowledge and strengthened capability to integrate universal RBM concepts and practical tools (e.g. result or outcome statements, the Results Chain, SMART and cross cutting Performance Indicators, Performance Measurement Framework, data collection and progress reporting methods)
- identify key next steps needed to enhance the partner ministry's monitoring and evaluating systems using a more results based management (RBM) approach

“ BAYARIAA ”