



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

Monitoring and Evaluation using the
Results Based Management (RBM)
Approach –An overview

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RBM Session

Goal

To enhance MET's senior management's awareness and understanding of the principles, tools and benefits of using the international approach of results based management (RBM) in MET's current Monitoring and Evaluation (M&E) process

Session agenda

An Overview of the Result Based Management (RBM) approach to Monitoring and Evaluation (M&E)

- What is it? How does it fit into the M&E process ?
- What is the added value of using RBM ?
- Highlights of the Key RBM principles and tools
- Next steps

From your perspective,
what are the key elements of an effective and
efficient monitoring and evaluation system?

The M&E Context

➤ Monitoring and Evaluation (M&E) as a key part of the *Management Cycle*

☐ *Monitoring is*

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

progress to achieving results

☐ *Evaluation is*

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

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 performance indicators and comparing actual results with expected results* in order to measure how well a project, program or policy is being implemented
- Presents a valuable opportunity to learn and adjust so that the desired results can be achieved

Historically,

M&E focused more on:

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

“The activity trap”

Some value added features of RBM

- Focuses M&E system on changes and actual long term resultsnot activities
- Contributes to greater overall government transparency and accountability
- Able to make more evidence based decisions and manage unexpected risks
- Increases operational effectiveness and efficiency
- Enables leadership to better manage change in their organization
- Lessons learned allow management to make needed adjustments or improvements

- Valuable time saved with more concise and results focused M&E reports



International RBM Practitioners and Resources

[Global Affairs Canada \(GAC\)](#)- Results-Based Management for International Assistance Programming –“A How-to Guide” 2016

[UNESCO](#) -Results-Based Programming, Management, Monitoring and Reporting (RBM) approach Guiding Principles -2015

[SIDA \(Sweden\)](#)–Handbook on Results-Based Management- 2015

Other development agencies– [World Bank](#), [UNDP](#), [USAID](#), etc.

****MERIT Project**

2.0 What is a result ?

A result (or outcome/objective) is

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

“If..., then...”

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

A Results Statement

Focuses 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*

Example: To strengthen the capacity of MET 's Monitoring and Evaluation staff to implement a results based approach to M&E within the Ministry .

3.0 Key RBM Tools

- Logic Model (LM) “the results chain”
- “SMART” Performance Indicators
- Performance Measurement Framework (PMF)

3.1 What is a Results Chain?

(or “Logic Model”)

A visual or “logical” representation of cause and effect
---- describes the relationship flow

between *inputs, activities, outputs* and
the outcomes of a given policy, program or initiative

Cause and Effect Relationship-example

ACTIVITY: To ensure the key stakeholders are in compliance with the Mongolian government's environmental policies and regulations

Completed ACTIVITY: (Outputs)

- * Policy /compliance awareness training sessions organized and delivered
- * Environmental compliance audits conducted annually

Immediate RESULT (Outcome)

Increased level of knowledge and compliance with the government's environmental policies and regulations

Levels of the Results Chain

The *Global Affairs Canada 's Chain* is divided into six levels .

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

(HOW)

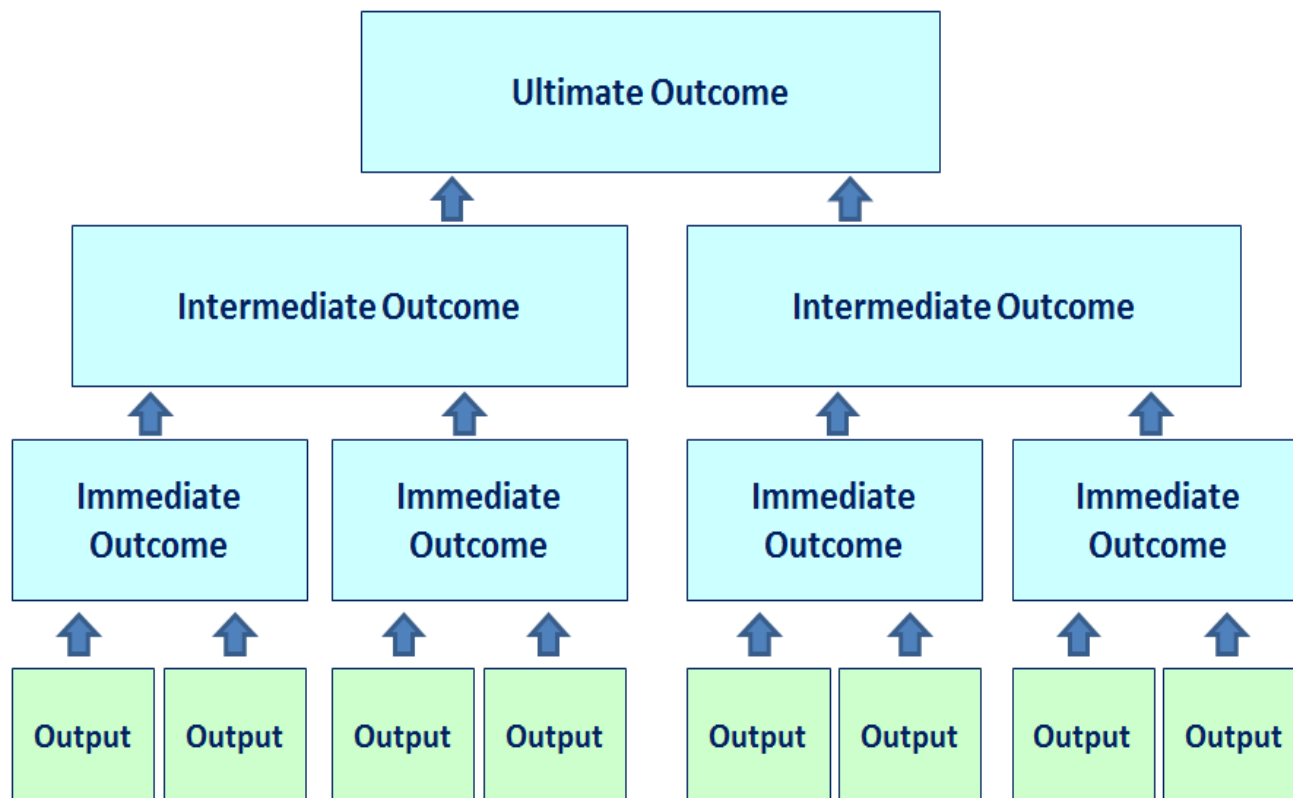
- Activities
- Inputs
- Outputs

(WHY)

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

Global Affairs Canada (GAC)

“Results Chain”



Creating a Results Chain

Begins with Ultimate Outcome/ impact/ goal *(the WHY)*

****Ultimate Goal (or Outcome)**

Effective environmental laws and regulations improve and promote a healthy and safe environmental balance and sustainable use of natural resources through inter agency cooperation and stakeholder collaboration.

Creating a Results Chain Model —cont'd

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

e.g. Increased level of knowledge of environmental policy requirements and degree of compliance by the public, private and non-governmental sectors

- Intermediate “mid term” outcomes
(a change in behavior or practices):
e.g. Annual environmental audits regularly report increased levels of policy compliance

3.2 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)

Performance Indicators

the SMART

S -specific

M -measurable

A -achievable (at an acceptable cost)

R -relevant (to the objective concerned)

T -time bound

Performance Indicator -examples

A Results statement on Communication services

"Increased level of satisfaction by MET partner agencies on the development and implementation of communication strategies ."

(quantitative)– numerical

- # of satisfaction surveys conducted

(qualitative) –perception

- Quality and level of MET communication services and outputs has improved

Performance Indicators—more examples

On Policy Development

at the Outcome level:

- # of new policies / amendments recommended by MET that are enacted by the Government
- # of budget allocation changes due to policy recommendations
- (Perception) increased consultations with the private sector and NGOs mining interests has improved the environmental policy development process

4.0 *Another important RBM tool*

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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PMF Levels



*Expected Results (from Logic Model)

*Performance Indicators

➤ Baseline Data (where we start)

➤ Targets (where we finish)

➤ Data Sources

➤ Data Collection Methods

➤ Frequency

➤ Responsibility

4.1 Baseline Data –Targets- Lessons Learned

- ❑ *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.
- ❑ *Lessons Learned* reflects on what has worked and what has not to feed into the next planning or program management review cycle.

Lessons Learned from RBM experience

“RBM and the UNDP”

- ❑ The organization needs to set clear objectives for RBM itself
- ❑ Any RBM system must fit specific organizational needs, its culture, policies and operational practices and terminology be taken into account on its application.
- ❑ Implementing RBM is a learning experience in itself.. Needs to incorporate flexibility to make changes and adapt
- ❑ It is essential to keep the approach simple. RBM should not lead to increased workload. The number of tools must be limited and easy to understand

Next steps

☐ Outputs for the current advisory assignment with MET's and MRPAM's M&E Units

--Senior Management RBM overview sessions MRPAM and MET

-M&E staff RBM awareness and capacity building workshop with follow up coaching and mentoring with MRPAM

-**Outcome** of long term advisory support from MERIT Project

an enhanced M&E system using the results based management approach that strengthens MET's operational efficiency and effectiveness

*****Key Success Factor-**

MET senior management's commitment to change and support of improvements to the current M&E system

“ BAYARLALAA ”