



AfriK4R

AFRICA FOR RESULTS

Putting
results first
in **Africa**

TRAINING KIT

MODULE 2

**Overall Results-Based
Management (RBM) Concepts**



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Favorable conditions for implementing MfDR

- Emphasis on continuous improvement at the institutional level and the programme/project level.
- Gradual delegation of management powers/responsibilities to directors of public programmes.
- Public sector and organisations giving importance to “service delivery” and “service quality”.
- Participation of stakeholders and potential actors (including the final beneficiaries) in defining desired results.
- Reform budget processes and financial management systems in order to increase transparency and accountability.
- Consistent application of modern public management techniques, such as Results-Based Management (RBM).

Thus, the link between RBM and MfDR is similar to the gas which powers an engine!!!



Linkages between RBM and MfDR

- Since the 1990s, RBM has become a very systematic approach to all aspects of programme/project management.
- RBM is an approach which seeks to change the operations of organisations by focusing on performance improvements and the attainment of results.
- RBM aims primarily to improve organisational learning capacity and to enable an organisation to fulfil its obligation of being accountable through the production of performance reports.
- RBM calls for an evolution in thinking among specialists, focusing on desired results and impacts prior to designing activities and inputs which contribute to achieving those results.
- RBM is based on the important concept of causality, sharing in the principle that inputs and activities logically lead to high level results (outputs, results and impacts).
- Often embedded in a "results chain" or a "results framework", causality clearly describes the cause-and-effect linkages between resources and results.



RBM: How is it defined?

RBM is a management strategy which allows an organisation to track how its operations contribute to the attainment of clearly defined "results".

Consequently it is a resource management approach geared at attaining previously set objectives (*as needed*) through the achievement of desired results (changes) within a set strategy. The attainment of results is systematically and continuously monitored and evaluated (*performance measurement system*) in order to meet set objectives and manage risks. Finally, the information procured through monitoring and evaluation is communicated to relevant decision-makers for future decision-making (*corrective measures and planning*).



Project Management: Between tradition and MfDR

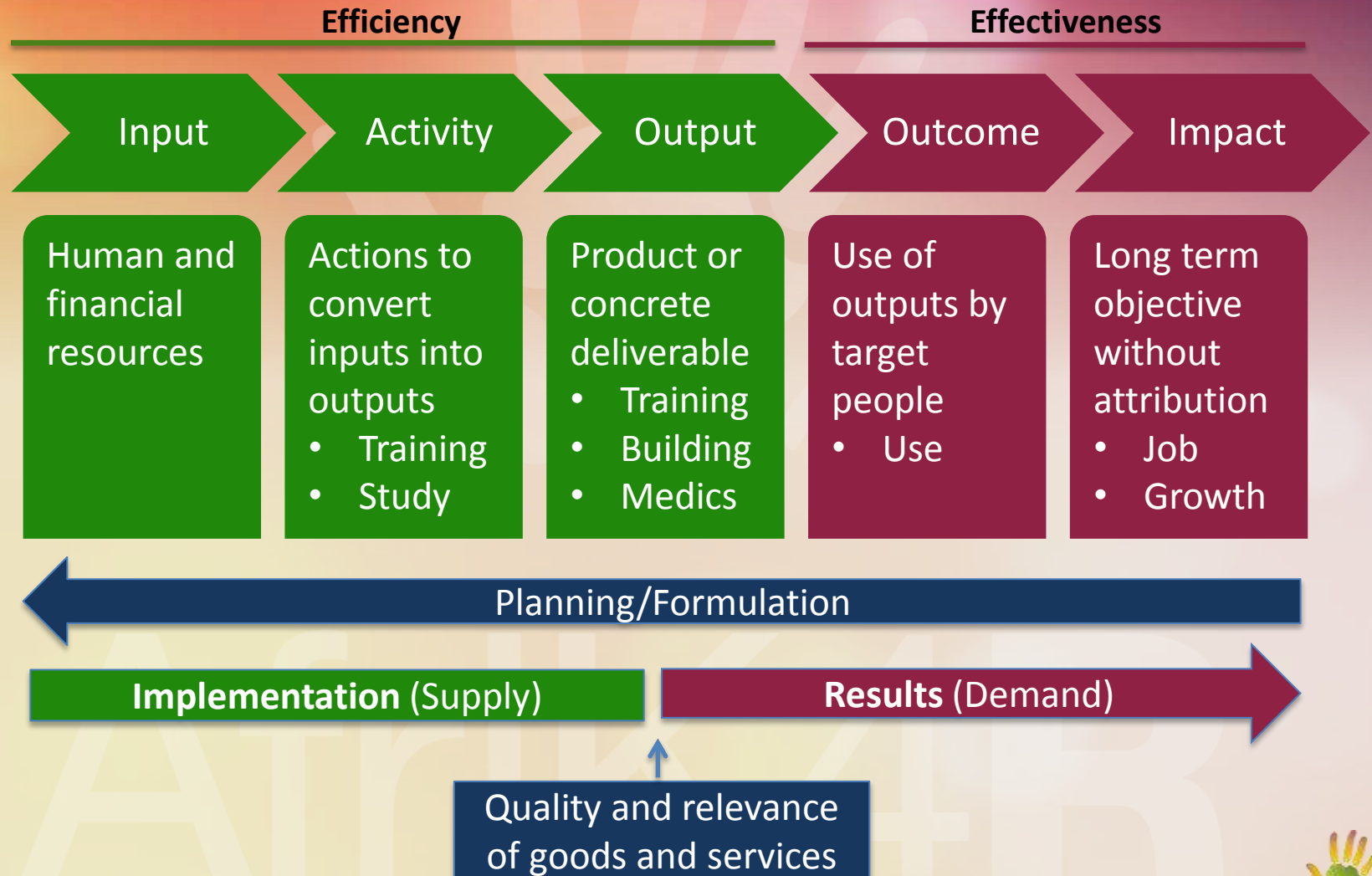
Traditional Approach	MfDR Approach
Focus on resources and activities	Focus on obtaining results
Identify a need or a problem	Identify a need or a problem
Find a means of improving the situation	Find a means of improving the situation
Design the project based on specific objectives for the short, medium and long terms	Design the project based on anticipated results in the short, medium and long term and with performance indicators
Implement the project with a general idea of what the outcome should be	Implement the project with a specific idea of what the outcome should be
Evaluate success at the end of the project ,	Monitor success during the project cycle
Ineffective performance management	More objective performance management
Management closed to flexibility , adaption and unforseens	More flexible management and best adapted to reality
Management closed to learning	Management based on learning



Results-Based Management (RBM)



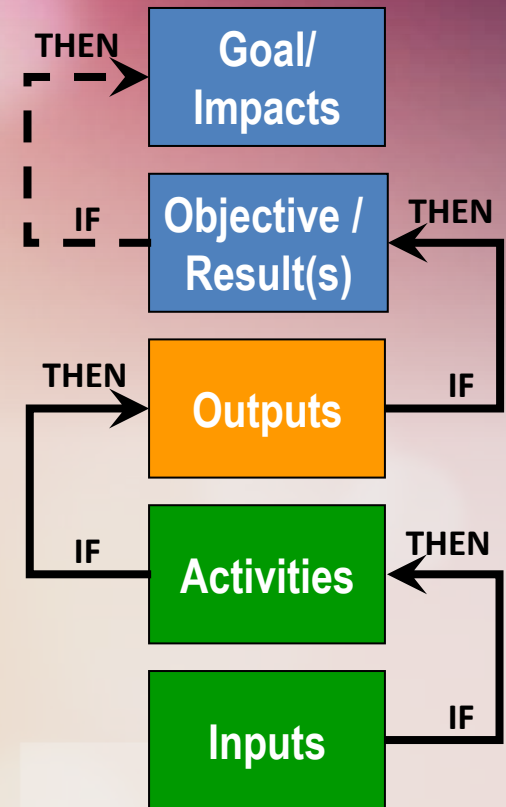
RBM and the "results chain" (1/3)



RBM and the "results chain" (2/3)

Logical Framework Matrix

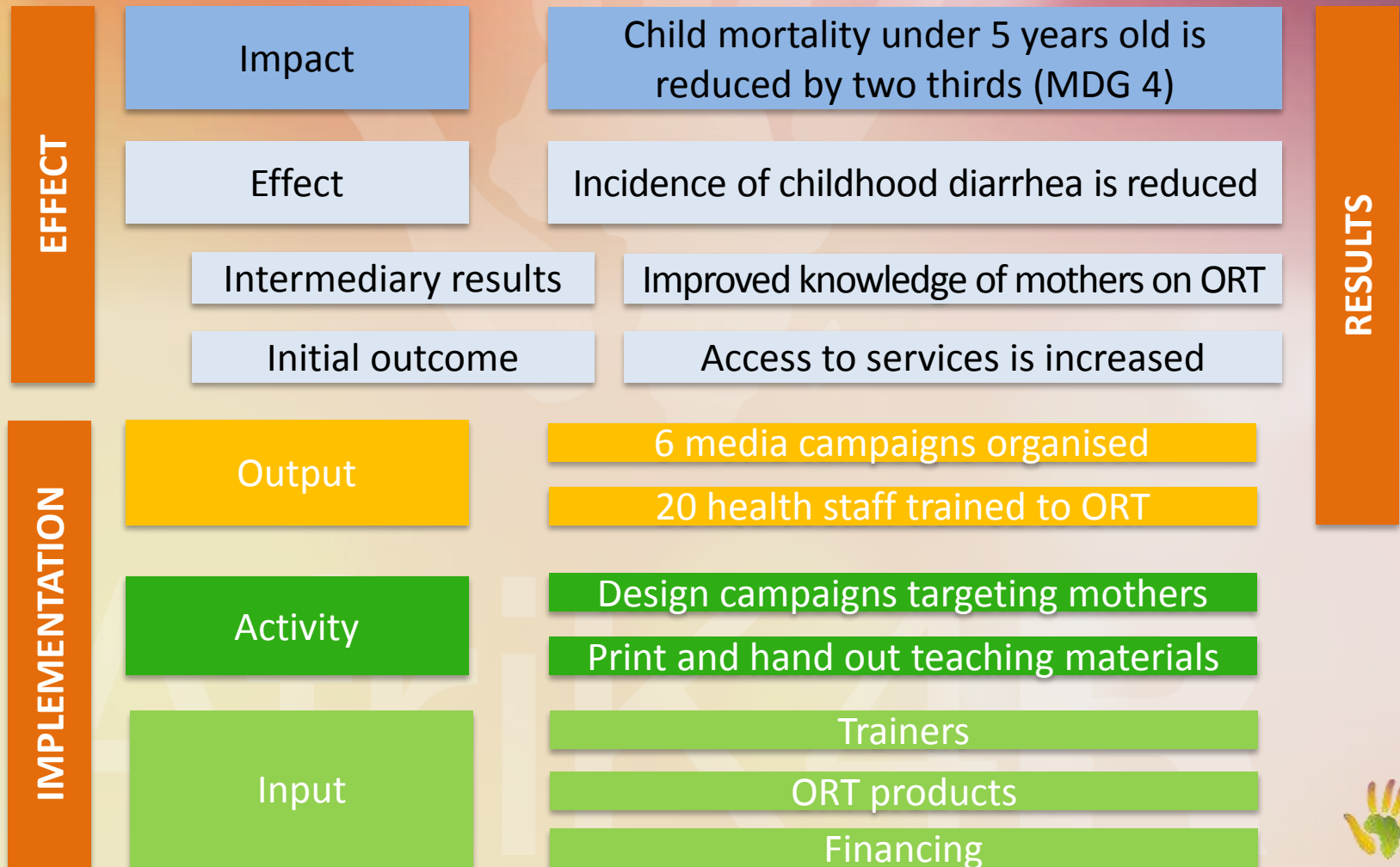
Rationale for intervention	Indicators	Verification sources	Major assumptions
Goal/impact			
Objective/Outcome			
Outputs			
Activity	Inputs		



Logical Framework = Management tool aimed at improving the design of interventions. This involves identifying strategic elements (resources, outputs, achievements, impacts) and their causal relationships, indicators, as well as external factors (risks) which can influence the success or failure of action.

REM and the "results chain" (3/3)

Example of a results chain

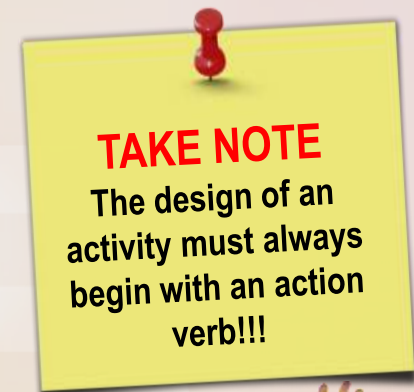


Results Chain: Some definitions (1/2)

Results Chain: Monitors cause and effect relationships which lead to the attainment of objectives in development interventions. The results chain begins with resource allocation, followed by activities and their outputs (or products). It leads to achievements (or results) and impacts, and leads to feedback.

Inputs: Financial, human and material resources used for development intervention.

Activities: Actions, enterprises or work undertaken with the aim of producing specific outcomes (products/outputs). The activity mobilises resources such as funds, technical assistance and other means.



Results Chain: Some definitions (2/2)

Outputs: Goods, equipment or services resulting from development intervention. The term can be applied to changes resulting from an intervention that can lead to direct results. They are generated by the inputs and the activities of development intervention.

Outcome: They indicate the direct outcome or expected behavioral changes from the standardisation and use of programme outcomes/outputs. They are dependant on the use of outputs generated through interventions by targeted beneficiaries.

Impacts: Long term, positive and negative, primary and secondary effects, intentionally or non-intentionally generated by a development intervention. It is largely accepted that a development intervention is not accountable for achieved impacts as it doesn't contribute to its occurrence (attribution vs. contribution).

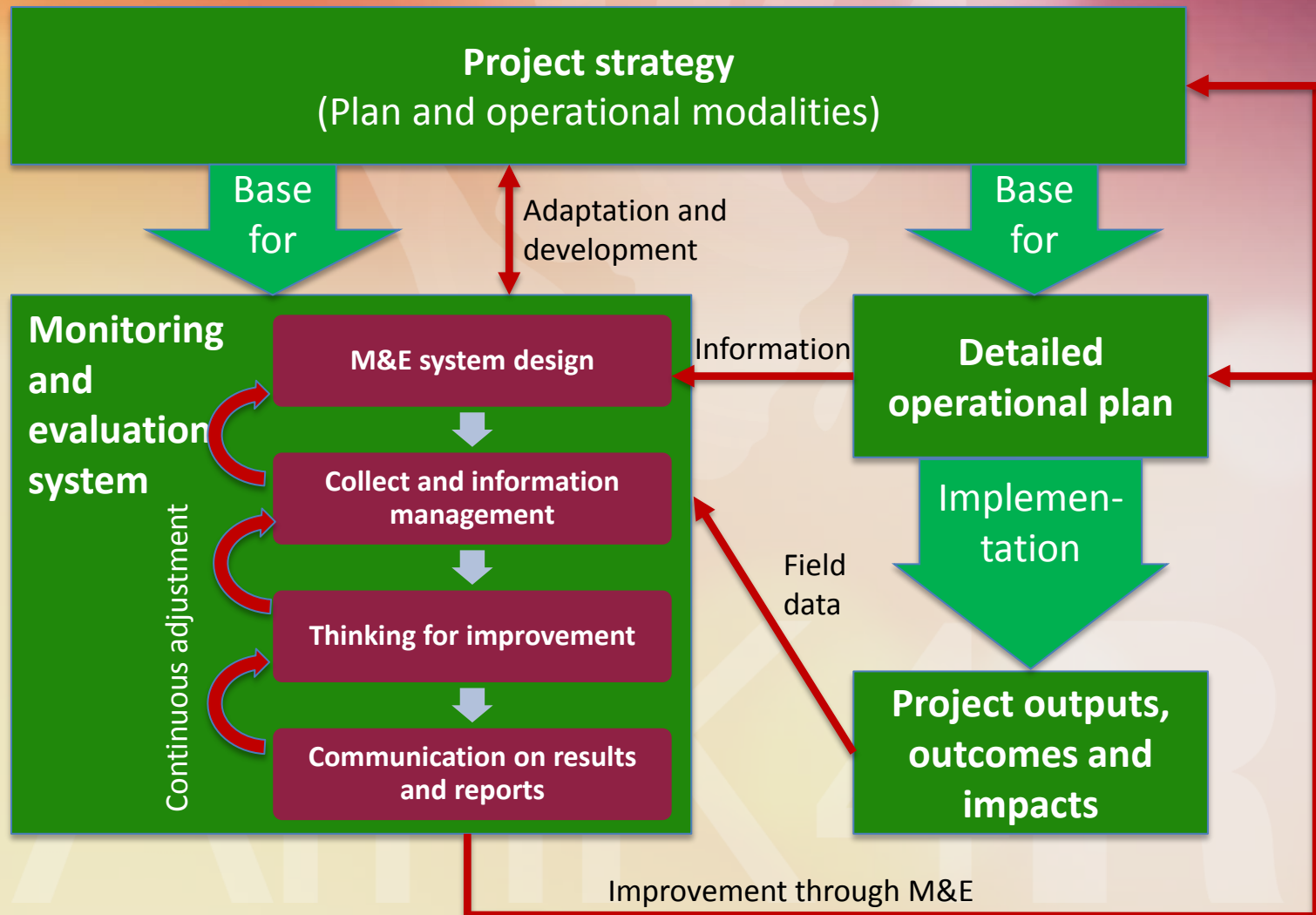


TAKE NOTE

Results are objectives to achieve. They must be formulated as action completed in the future (i.e. was achieved, was improved, was increased)

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RBM: Planning link, implementation and M&E



Source: IFAD 2001

Thanks for your attention.

AfCoP Web Site: <http://copmfdrafrica.ning.com>



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