TRAINING KIT

MODULE 2

Overall Results-Based Management (RBM) Concepts

Putting results first in Africa
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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

<table>
<thead>
<tr>
<th>Traditional Approach</th>
<th>MfDR Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on resources and activities</td>
<td>Focus on obtaining results</td>
</tr>
<tr>
<td>Identify a need or a problem</td>
<td>Identify a need or a problem</td>
</tr>
<tr>
<td>Find a means of improving the situation</td>
<td>Find a means of improving the situation</td>
</tr>
<tr>
<td>Design the project based on specific objectives for the short, medium and long terms</td>
<td>Design the project based on anticipated results in the short, medium and long term and with performance indicators</td>
</tr>
<tr>
<td>Implement the project with a general idea of what the outcome should be</td>
<td>Implement the project with a specific idea of what the outcome should be</td>
</tr>
<tr>
<td>Evaluate success at the end of the project,</td>
<td>Monitor success during the project cycle</td>
</tr>
<tr>
<td>Ineffective performance management</td>
<td>More objective performance management</td>
</tr>
<tr>
<td>Management closed to flexibility, adaption and unforeseens</td>
<td>More flexible management and best adapted to reality</td>
</tr>
<tr>
<td>Management closed to learning</td>
<td>Management based on learning</td>
</tr>
</tbody>
</table>
Results-Based Management (RBM)

- Operational planning and budgeting
- Program implementation and management
- Monitoring & evaluation
- Capacity Building
- Information System
- Managing for Results
RBM and the "results chain" (1/3)

**Efficiency**
- **Input**: Human and financial resources
- **Activity**: Actions to convert inputs into outputs • Training • Study
- **Output**: Product or concrete deliverable • Training • Building • Medics

**Effectiveness**
- **Outcome**: Use of outputs by target people • Use
- **Impact**: Long term objective without attribution • Job • Growth

Planning/Formulation

Implementation (Supply)

Results (Demand)

Quality and relevance of goods and services
RBM and the "results chain" (2/3)

**Logical Framework Matrix**

<table>
<thead>
<tr>
<th>Rationale for intervention</th>
<th>Indicators</th>
<th>Verification sources</th>
<th>Major assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal/impact</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective/Outcome</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outputs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Inputs</td>
<td></td>
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</tr>
</tbody>
</table>

**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

**Impact**
- Child mortality under 5 years old is reduced by two thirds (MDG 4)

**Effect**
- Incidence of childhood diarrhea is reduced

**Intermediary results**
- Improved knowledge of mothers on ORT

**Initial outcome**
- Access to services is increased

**Output**
- 6 media campaigns organised
- 20 health staff trained to ORT

**Activity**
- Design campaigns targeting mothers
- Print and hand out teaching materials

**Input**
- Trainers
- ORT products
- Financing
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.

**TAKE NOTE**
The design of an activity must always begin with an action verb!!!
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).
RBM: Planning link, implementation and M&E

Project strategy
(Plan and operational modalities)

Monitoring and evaluation system

Base for

M&E system design

Collect and information management

Thinking for improvement

Communication on results and reports

Base for

Detailed operational plan

Implementation

Project outputs, outcomes and impacts

Improvement through M&E

Source: IFAD 2001

Adaptation and development

Information

Field data
Thanks for your attention.

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