INTRODUCTION TO RESULTS BASED M&E

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Overview of Managing for results

- What is it?

- Why managing for results?

- What is meant by Results Based Management?

- What are the principles of RBM?

- Key elements of RBM

- Planning for results

- Designing and building a results- based M&E system

What is meant by managing for results?

- Managing for results is an approach to public policy and programme management that focuses on improving programmes or policies and how they are implemented.

- It's a way to recast planning, budgeting, management and reporting in direct relation to what the implementing agency is expected to achieve.

What is MfR? Cont'd

Managing for results involves:

- ☐ Identifying the needs to be addressed
- ☐ Developing a plan (goals, objectives and strategies) to address those needs
- ☐ Coming up with programmes and projects to meet those needs
- ☐ Put in place budgeting, accounting and management systems to support implementation.
- ☐ Develop a monitoring and evaluation system to track performance and also measure the outcomes and impact of the programme or projects

Why managing for results?

- ☐ To navigate- are we on course?

- ☐ To see how we are performing against expectations

- ☐ To report on the return on investment

- ☐ To learn, act and improve performance

- ☐ For proper resource allocation based on desired outcomes

- ☐ To determine the degree to which programmes and policies are aligned to the desired outcomes

Why MfR? Cont'd

- ☐ To enable management to modify policies or programmes based in performance data and results

- ☐ To make comparisons in performance periodically

- ☐ For accountability to various stakeholders in terms of accomplishments, efficiency and effectiveness in programme implementation

- ☐ To answer questions from stakeholders on efficiency, effectiveness, scaling up and sustainability e.t.c.

Reporting on the return on investment

- ☐ Often implementing agencies sign grant agreements with donors and these are binding

- ☐ The donor agrees to provide funding for a fixed period based on a projected performance commitment or level of performance.

- ☐ This means that the project is expected to deliver predetermined results commensurate with the level of funding provided by the donor.

- ☐ Therefore managing for results would enable the implementing agency to report accurately on the agreed level of performance in relation to the level of funding given.

Learn, act and improve performance

☐ As we implement programmes, we need to know whether our activities are achieving the results we have a greed to deliver

☐ There are no "bad results"

☐ We have only 'results'

☐ A level of performance below expectation means we find out why, make changes and move on.

☐ A level of performance meeting or exceeding expectation means that we maintain or increase our level of effort and keep going.

☐ To understand and account for the effect of the external environment on our project activities and results achievement

what is Results Based Management?

- UNDP defines RBM as a broad management strategy aimed at achieving improved performance and demonstrable results.

- It is also called managing for development results (MfDR)

- It is an effort to be accountable to the stakeholders on how resources are used, what results are achieved, and how these results are bringing desired changes in society.

Result Based Management

RBM focuses on 4 critical areas ;

- ☐ Planning and programme/project definition i.e. ensuring that the objectives and scope of programmes/ projects are properly defined and clarified.

- ☐ Stakeholder involvement i.e. engaging beneficiaries, clients and other individuals and institutions in programmes and projects.

- ☐ Effective communication i.e. communicating results to stakeholders but also clarity on expectations, roles and responsibilities as well as disseminating information on progress and performance

- ☐ Monitoring and evaluation i.e. keeping the programmes and projects on track, detecting problems early and taking corrective actions

Areas of concern for RBM

- RBM is concerned with the following areas;

- Focusing on achieving results

- Risk management

- Learning from what ever we do and

- Promoting accountability in our programmes or projects.

This helps to;

- ☐ Be accountable and responsible

- ☐ Make corrective actions for improvement

- ☐ Learn from experience

- ☐ Make informed decisions

- ☐ Better manage risk

- ☐ Exploring opportunities available

- ☐ Enhance organizational and individual learning

The RBM Process

1. Planning for results i.e. developing goals and objectives based on clear understanding of needs to be addressed

2. Programme planning i.e. identifying the key strategies to produce desired outputs necessary for achieving the set goals and objectives.

3. Developing meaningful performance indicators including the required data as well as a system of collecting it.

4. Budgeting for results i.e. making resources available for monitoring and evaluating programmes

RBM process Cont'd

5. Implementing the routine monitoring activities for the programme i.e. baseline studies, routine data collection, analysis and interpretation.

6. Evaluating results i.e. conducting various evaluations (mid terms, summative and impact evaluations) for the programme to measure outcome and impact.

7. Reporting and using the results i.e. documenting and communicating the findings on the progress of achieving results or the outcome/impact made by the programme.

Principles of RBM

- Results Based Management has the following principles;
- **Ownership** i.e. in formulating and implementing programs and projects, we need to ensure that all the stakeholders take ownership of the programme.
- **Engagement of stakeholders** i.e. all relevant stakeholders need to be engaged through all stages of planning, monitoring, evaluation, learning and improving programmes
- **Focusing on results** i.e. all processes are geared towards ensuring that results are achieved.
- **Focus on programme effectiveness** i.e. focus on sustainability, gender and community ownership of the programme.

Elements of RBM

□ There are six (6) key features or elements of a Results Based Management (RBM) system and these include;

1. **It clarifies customers and Mandate of organization** i.e. it ensures that the client focus remains the key guiding force of operations. Questions such as ;

□ Why does the organisation exist?

□ What would be lost if it didn't exist?

□ Who does it serve?

□ What is it supposed to deliver for them?

Elements Cont'd

2. **Specifies results and performance expectations of clients** i.e. indicators which include;

☐ Output- outcome indicators

☐ Efficiency – effectiveness indicators

☐ Client satisfaction indicators

3. **It links budget allocation to output delivery** i.e. the agency budgets are assessed and allocated based on the cost of delivering outputs (out-based budgeting).

Elements Cont'd

4. **Performance reporting system** i.e. reporting of performance against the indicators which represent outputs delivered by the organisation and outcomes/ impacts achieved

5. **Promotes performance analysis and continuous improvement** i.e. identifying performance problems (negative variance) and exploring performance improvement opportunities (potentially positive variance.

6. **Assumes meritocracy in managing HR** i.e. staff selection, compensation and career management are professionally managed and based on merit.

Planning for results

- The planning process includes the following steps;

- Initiating the planning process

- Stakeholder analysis as well as orientation and training of stakeholders involved

- Problem analysis and creating the draft results map

- Finalizing the results framework

- Communicating and reinforcing the plan i.e. preparing to operationalize the plan

Initiating the planning process

- ☐ The implementing agency needs to initiate the planning process by consulting relevant policies and the strategic plan. The planning process will yield an issue note (concept note) as well as the draft planning work plan.

- ☐ The issue note should highlight the background information on managing results, the nature of the planning process to be started, and the stakeholders to be involved in the planning for results.

- ☐ It can also highlight the priority issues like the challenges identified, groups affected and capacity constraints. Then a work plan for the planning exercise can be clearly designed.

Stakeholder engagement

□ Stakeholder analysis needs to be undertaken in order to help identify;

□ Potential risks, conflicts and constraints that could affect programmes

□ Opportunities and partnerships that could be explored and developed

□ The vulnerable or marginalized groups that might be left our in the planning process.

Stakeholder analysis tools

Stakeholders	Interest in programme	Nature of interest (+ve or -ve)

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Importance and influence matrix

Stakeholders	Importance (scale of 1-5, 5 =highest)	Influence (scale of 1-5, 5 =highest)

Stakeholder engagement Cont'd

- ☐ This stage will yield a stake holder and influence matrix, which will later lead to the selection of the main stakeholders that are to be oriented and trained on the planning process.

Problem analysis and drafting the results map

- This stage involves identifying the main problems and the need for setting up a results based management system.

- The tools like problem tree analysis could be utilized in a participatory way involving all stakeholders.

- This lays a foundation for developing the draft results map.

- Creating a draft map is done using what is referred to as the 'results mapping technique'

Problem analysis cont'd

☐ The results map comes from the problem tree where the major problem is reworded as the immediate positive result with longer-term positive results or effects.

☐ Example, the problem 'low public confidence and involvement in governance' will be reworded ' greater public confidence and involvement in governance'

Finalizing the results framework

- At this stage, the results map is converted into a results framework

- The framework could look as follows;

A template for a Results Framework

Results	Indicators	Baseline	Target	Means of Verification	Risks and Assumptions
Impact statement					
Outcome statement					
Outputs (products and services to be delivered)					
Activities	Mile stones or key targets for production of outputs				

Communicating and reinforcing the plan

☐ Stakeholders need to brainstorm on the method and the strategy that will be used to effectively communicate the objectives as well as vital information about the results based management system.

☐ This is to raise awareness about the system and generate support from all concerned for it.

Deliverables from the planning process

☐ Issue note/ concept note and draft planning work plan

☐ Stakeholder analysis and importance/influence matrix

☐ List of identified problems

☐ Prioritized problems

☐ Problem tree model

☐ Vision statement

☐ Draft results map

☐ Finalized result framework.

Designing and developing a Results Based M&E system

- The following steps should be followed in designing and developing a results based M&E system in any organisation;

- Conducting a readiness assessment

- Agreement on performance outcomes to monitor and evaluate

- Selecting key indicators

- Gathering baseline data on selected indicators

- Setting realistic targets

- Building a monitoring system

- Conducting evaluations

- Reporting findings

- Using findings

- Sustaining the M&E system within the organization

Conclusion

- □ It doesn't make sense to have a very effective results based M&E system generating thick documents packed with data when the information is not utilized.

- □ The ultimate goal of managing for results or RBM is to provide a systematic process of improving performance and achieving results.

- □ Therefore the system should promote learning, acting to improve as well as measuring results.