

Results Based Management (& Theory of Change)

Module 1

What is RBM?

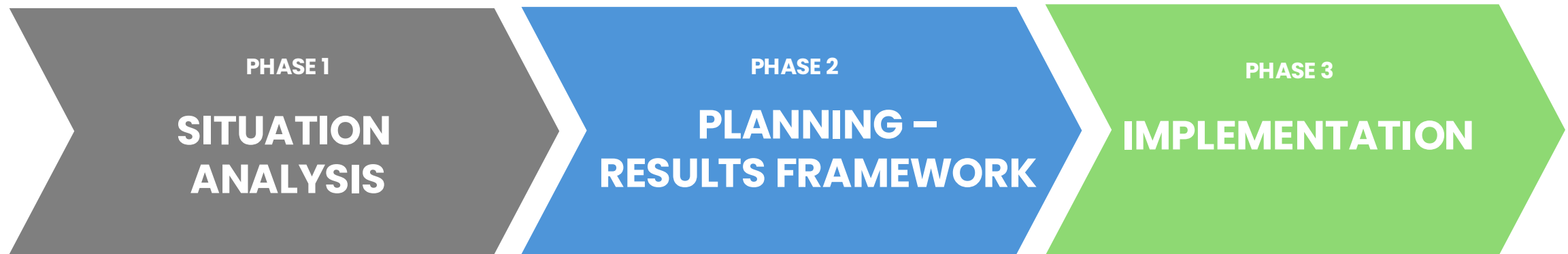
Focusses on achieving results, implementing performance measurement, learning, adapting and reporting on performance

Means:

- Define realistic, clear results (outputs, outcomes, impact)
- Identifying beneficiaries and meeting their needs
- Monitoring & evaluating results & performance
- Reporting on results & performance
- Learning for improvement

RBM – a management strategy by which all actors contribute to achieving a set of results and ensuring that their processes, products and services contribute to achieving outputs, outcomes and impact.
(UNDG definition)

What is RBM?



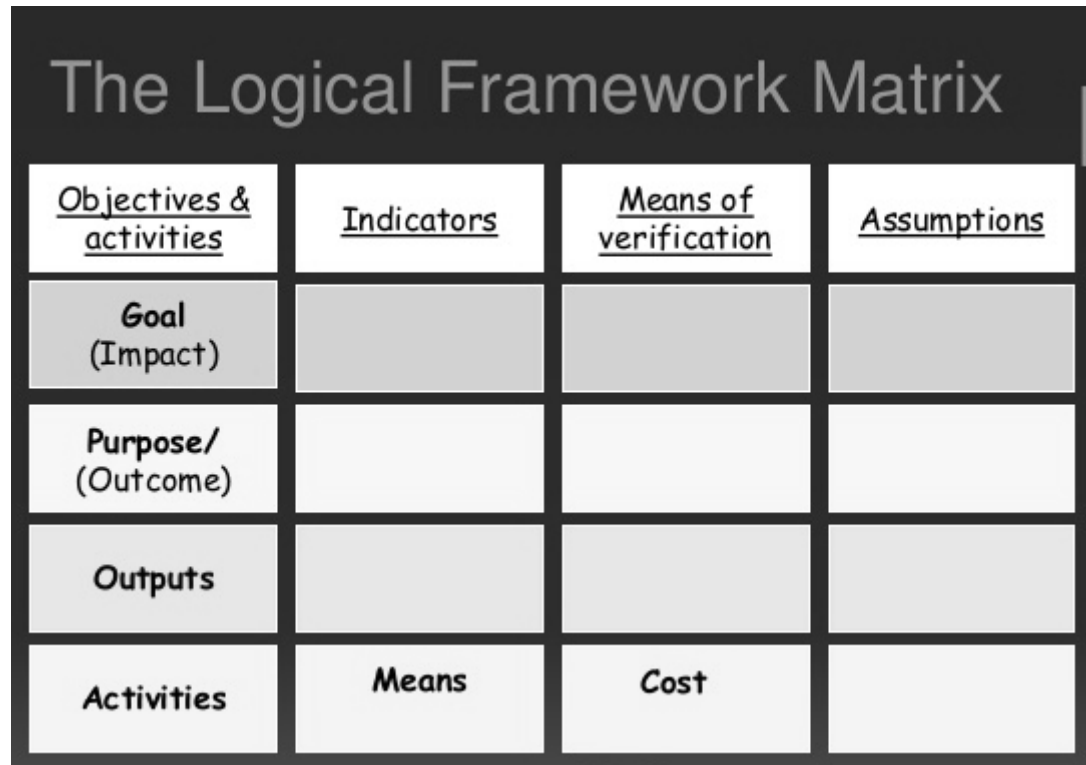
- Problem analysis (problem tree)
- Stakeholder analysis
- Theory of Change

- Logframe (Impact, Outcomes, Outputs, Activities)
- Performance indicators
- Monitoring mechanism
- Risk assessment

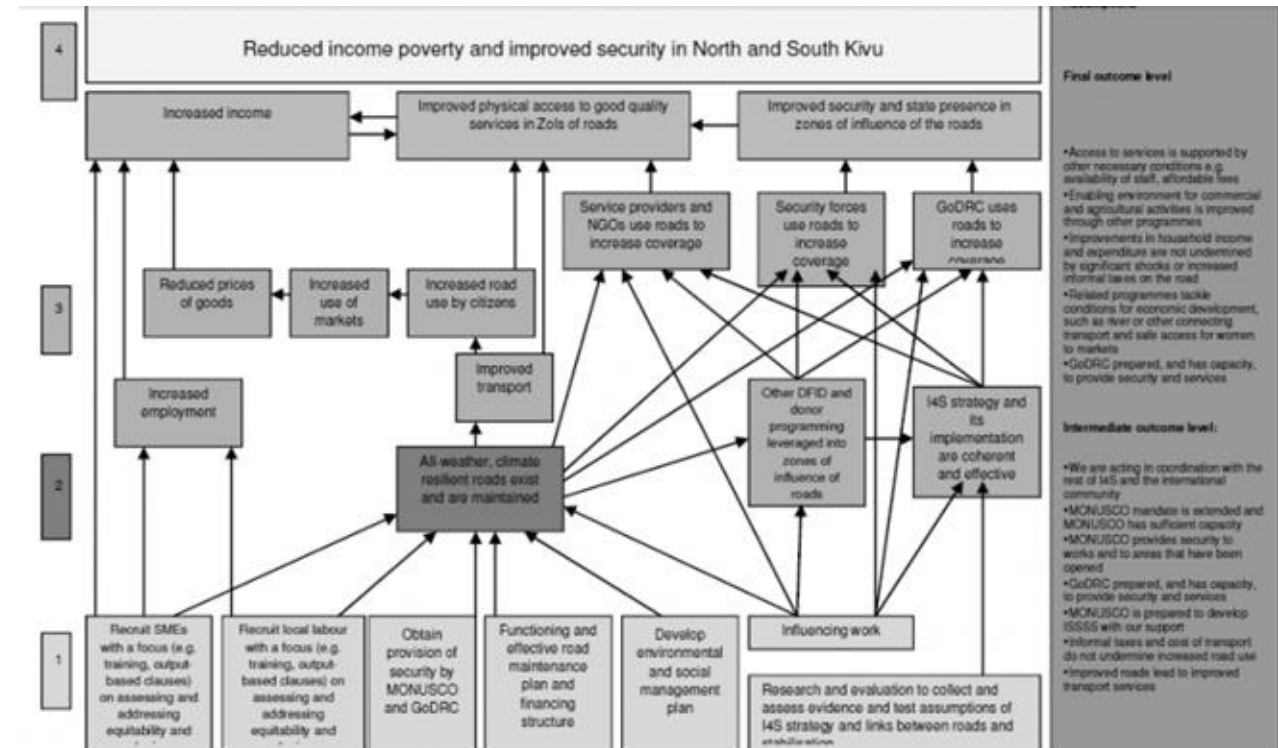
- Work and monitoring plan
- Reporting
- Evaluation

RBM tools

Logical framework



Theory of Change (ToC)



If apply properly, RBM results in

- Clarifying what results we want to achieve
- Strengthening the link between activities and real change
- Measuring progress using clear indicators
- Improving projects through continuous learning & adjustment
- Enhancing accountability to donors & stakeholders

Why RBM matters for Emerging Development Partners?

- EDP's evolving role as a development partner
- RBM has been used in EDP for greater accountability
- However, RBM practices show many challenges:
 - Strong outputs focus, weak outcomes and impact
 - Missing or disconnected indicators (especially outcome)
 - No baseline, no data to compare before and after
 - Illogical results chain
 - Incorrect results formulation
 - Unrealistic results (too ambitious)
 - Results are too broad and vague

Logframe - definitions

Results	Definition	Significance	Influence	Timeframe
Impact	Benefits to the beneficiaries	What the beneficiaries achieve	TICA project contributes	Longer term
Outcome	Changes in behaviors of the beneficiaries	What the beneficiaries do	TICA project influences	After the project (medium term)
Output	Knowledge, skills, products, services delivered by project	What the project achieve	TICA project attributes	At project end
Activity	Specific actions (training, etc.)	What the project do	TICA project Controls	During project duration

Logframe – TICA example

Results	Example 1 Solar drying project	Example 2 Agricultural training	Timeframe Public health system
Impact	Increased income, reduced food waste	Increased agricultural productivity	Improved performance of public health system
Outcome	Beneficiaries use dryer effectively	Beneficiaries apply modern irrigation techniques	Health workers apply new health services procedures
Output	Solar dryer installed Beneficiaries can operate the dryer	Beneficiaries can apply modern irrigation techniques	Health workers are able to follow new health services procedures
Activity	Training, installation, technical support	Training in modern irrigation practices	Training, develop guidelines

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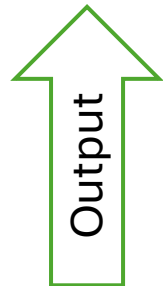
Level of ambition

Alternative outcome statements, more generic, passive & vague



• Farmers <u>consistently use</u> drying techniques
• Farmers <u>use</u> solar dryers
• Farmers <u>adopt</u> solar drying technology

• Enhanced post-harvest processing
• Improved update of solar drying technology
• Increased use of solar drying technology



• Farmers <u>demonstrated</u> the ability to correctly operate solar dryers
• Farmers <u>are trained</u> on solar drying and <u>provided</u> with guidelines and tools
• Farmers <u>completed</u> the training on solar

• Enhanced skills in operating solar dryers
• Strengthened capacity of farmers
• Increased knowledge of participants

Examples of RBM in Everyday Life

Example 1: Fitness & Health

Impact: Improved long-term health & wellbeing
Outcome: Regular exercise & healthier habits
Output: Completed workouts, fitness plan followed
Activities: Going to the gym, meal planning

Example 3: Finance

Impact: Financial security
Outcome: Consistent saving & smart spending behavior
Output: Budget plan created
Activities: Tracking expenses

Example 2: Education

Impact: Improved career opportunities
Outcome: Students apply skills in real situations
Output: Students complete courses and pass exams
Activities: Attending lectures, doing assignments