

(Insert BEACON Logo)

## RESULTS BASED MANAGEMENT SYSTEM TRAINING

Held at the Desmond Tutu Ecumenical Centre, AACC

Nairobi (Kenya)

27-29 JUNE 2006

WORKSHOP REPORT

## EXECUTIVE SUMMARY

At a time of rapid global changes, the development organisations need to adapt because of the new and increased demands being placed on them by stakeholders. This focus prompts them to act proactively and not reactively.

The notion of Results-Based Management (RBM) and “managing for results” is not new to in the development arena. For many years, development organisations have been working to get things done and produce results, but its emphasis was mostly on managing inputs and activities. Unfortunately, they have not always been able to demonstrate these results effectively to the full satisfaction of donors and stakeholders. The RBM system has been developed in response to this concern by setting out clear programme and management goals for the organisation and establishing indicators to monitor and assess progress in meeting them.

More generally, by introducing Results-Based Management, organisations try to answer more fully the basic questions surrounding development programmes and their effectiveness. Whether these organisations are community-based or national, the concerns of stakeholders are straightforward: they want to know whether development programmes are making changes to the lives of target/beneficiary populations – a difficult but necessary question that requires appropriate responses from the organisation.

BEACON acknowledges that the RBM Training is an opportunity to deepen its internal capacity building process that began with the Policy Advocacy Training of Trainers Workshop held mid last year in Nairobi, and crystallised with the Country Advocacy Plans. The opportunity presented by the RBM system is the integration of evaluation information with management and accountability. The system allows for a strategic, more relevant use of evaluation. Monitoring and evaluation become priority concerns of organisational management.

The challenge is for BEACON Network Country Chapters and members to fashion an approach to RBM that stresses results and greater focus, without sacrificing their commitment to serve the people and responsiveness to their needs and priorities.

## INTRODUCTION

The BEACON Regional Secretariat organised a Results-Based Management Systems Training Workshop which was held from 27<sup>th</sup> to 29<sup>th</sup> June 2006, at the Desmond Tutu Ecumenical Centre, All Africa Conference of Churches (AACC) Building, in Nairobi, Kenya.

The workshop participants constituted representatives of a cross section of the BEACON Network National Chapter Organisations from Eritrea, Ethiopia, Sudan, Uganda, Kenya and Tanzania. The twenty-nine (29) participants were drawn from Non-Governmental Organisations, Faith-Based Organisations, and Churches. The workshop was designed to be inclusive of all BEACON's Economic, Social and Cultural Rights sectors, all participants were invited as representatives of their respective organisations and institutions, and in their capacities as programme/project managers.

### *Workshop Objectives*

The objectives of the RBM Training Workshop were:

- To introduce participants to RBM policies, systems and implementation
- To examine the use of RBM in NGOs and CSOs
- To understand development of RBM and how to monitor performances
- To understand how to establish benchmarks and undertake data collection for RBM systems
- To share experiences and exchange lessons learnt by other NGOs in use of RBM

### *Participants' Expectations*

The participants' expectations fell into three general categories: the acquisition of new knowledge and skills in Results-Based Management System; Understanding of Programme Management; and, gaining insight into how programme management might be most effectively improved. Of more than passing interest was the participant emphasis on the importance of relationships; the participants spoke of their desire to get to know each other better, to better understand others' points of view, to share experiences, to attain better understanding of the RBM and to develop a common vision.

The following are some of the expectations offered by the participants:

- Learn the right approach for management
- Know how to use RBM in development projects
- Enhance capacity to manage projects and achieve desired results
- To learn more about management and its application in our organisations
- To be better positioned improve organisational management

- Learn new methods of improving work and productivity in the organisation
- Understand globalisation and its effect on development
- To learn more about RBM and how to interpret it in development work
- Learn how RBM can be integrated into programme design, planning, monitoring and evaluation
- Meet people from different countries and learn from their experiences

## INTRODUCTION TO RESULTS-BASED MANAGEMENT

The introductory session began with participants distinguishing between leadership, management and results. The participants noted that managers work by inspiring others to work and achieve results. It was explained that managers are in charge of achieving results but not implementers. These results are achieved through the existing workforce.

What is Results Based Management (RBM)?

The participants were informed that RBM is sometimes referred to as 'Managing for Results' and that RBM improves management effectiveness and accountability by:

- Involving stakeholders in defining realistic expected results. The stakeholders include the target groups, donors or resource providers,
- Assessing the risks (that the results may not be achieved);
- Monitoring progress towards achievement of expected results; and,
- Integrating lessons learnt in management decisions.

The facilitator indicated that Results Based Management (RBM) could mean different things to different people. In simple terms, RBM is the way an organisation is motivated and applies processes and resources to achieve targeted results. Results refer to outcomes that convey benefits to the target beneficiaries or community. Results also encompass the outputs that make those outcomes possible. The key issue in RBM is that results differ from activities or functions. The expected results (goals or objectives) are clearly articulated, and that data are regularly collected and reported to address questions of whether results have been achieved. Designing and implementing an RBM Framework creates both challenges and opportunities.

RBM can be developed and used at different levels: policy, programme, or community. The level of the goals dictates responsibility for achievement of results. RBM encompasses four dimensions, namely:

- specified results that are measurable, monitorable and relevant;
- resources that are adequate for achieving the targeted results;
- organisational arrangements that ensure authority and responsibilities are aligned with results and resources; and,
- processes for planning, monitoring, communicating and resource release that enable the organisation to convert resources into the desired results.

Reporting on performance, whether related to a policy, programme or initiative, an RBM Framework is intended to help managers:

- To describe clear roles and responsibilities for the main stakeholders involved in delivering the policy, programme or initiative – a sound

- governance structure (accountability steps and must be done in the beginning to help managers achieve set desired results);
- To ensure clear and logical design that ties resources to expected outcomes – a results-based logic model that shows a logical sequence of activities, outputs and chain of outcomes for policy, programme or initiative;
  - To determine appropriate performance measures and a a sound performance measurement strategy that allows managers to track progress, measure outcomes, support subsequent evaluation work, learn and make adjustments to improve on an ongoing basis;
  - To set out any evaluation work that is expected to be done over a lifecycle of a policy, programme or initiative; and,
  - To ensure adequate reporting on outcomes.

The Results-Based Management Framework is intended to help managers focus on measuring and reporting on outcomes throughout the lifecycle of a policy, programme or initiative. RBM establishes a mechanism to support a strong commitment to results. Managers are expected to define strategic outcomes, continually focus attention on results achievement, measure performance regularly and objectively, learn from this information and adjust their activities to improve efficiency and effectiveness.

A Results-Based Management Framework helps managers to:

- describe clear roles and responsibilities for the key stakeholders involved in delivering the policy, programme or initiative. In this regard, RBM establishes a sound governance structure;
- ensure clear and logical design that ties resources to expected outcomes. RBM uses a results-based logic model that shows a logical sequence of activities, outputs and a chain of outcomes for the policy, programme or initiative;
- determine appropriate performance measures. RBM establishes a performance measurement strategy that allows managers to track progress, measure outcomes, support subsequent evaluation work, learn and, make adjustments to improve on an ongoing basis;
- set undertake an evaluation that is expected to be done over the lifecycle of a policy, programme or initiative; and
- ensure adequate reporting on outcomes.

## Why Do We Need RBM?

Due to the increasing complexity of development issues and competition for limited resources, a shift in the donor focus from the South (Africa) to the East (Asia), and the dwindling western resources and donor fatigue, there is a growing demand that organisations think and report in terms of contributing to a larger development goal as a result of their programmes. However, satisfying donors should not be the focus of organisations, as they struggle for funding.

The participants indicated that the role of management includes:

- Co-ordination, Guidance, Leadership and Direction
- Allocation of Resources
- Assignment of Responsibilities
- Planning, Control and Supervision
- Follow-up Implementation
- Capacity/Team Building and Conflict Resolution
- Monitoring, Evaluation and Reporting
- Public relations, Information and Communication

A Results-Based Management Framework outlines the policy, programme or initiative expectations that managers will focus on, and thus sets up a definite structure for measuring progress toward the attainment of the results of their policies, programmes and initiatives such that ongoing improvements can be made. RBM not only helps in measuring and reporting on results, but also in establishing clear standards against which actual performance will be reported.

RBM serves two critical functions: (1) to clearly identify milestones that managers and other workers should work towards achieving (Milestone is: target – step – landmark – stage in a process in achieving stated goals - indicator). A Milestone says what the managers and the stakeholders should work towards achieving; and, (2) to improve transparency and accountability to stakeholders. The responsibility rests with the managers. RBM identifies who is responsibility to ensure that there is transparency and accountability to stakeholders.

The RBM framework establishes a system for tracking progress, identifying challenges and opportunity for taking corrective action accordingly. It helps to identify steps towards results; clarifies what needs to be done.

RBM should be prepared at the outset of a policy, programme or initiative, ideally at the time when decisions are being made about design and delivery approaches. In order to improve accountability and transparency managers should consult and involve key stakeholders in the development of RBM. Thinking from the design about what we have at hand helps the managers to start focussing on the whole process from the design stage to the impact stage.

## Who Should Be Involved in the Development of the RBM System?

There should be at least three parties involved in the development and implementation of a Results Based Management Framework: the Managers and key implementing staff; Evaluation Specialists; and, the Governing Body.

1. Managers hold the primary responsibility for the development of the RBM. Managers are: responsible for ensuring that the content of the framework is accurate and that it reflects the design and operation of the policy, programme or initiative, as well as all reporting requirements; and for implementing the RBM, that is, ensuring that data are collected and reported on accordingly.
2. Evaluation Specialists can be an effective support to managers in this process: working with managers, evaluators can provide important guidance and technical expertise throughout the development and implementation of the RBM; and assisting in the development of the logic model, facilitating development of an appropriate set of performance measures and advising on key methodologies and measurement issues implicit in the performance measurement and evaluation strategies.
3. The Governing Body is the ultimate decision making organ in the organisation, and is responsible for allocation of resources and other major decisions regarding the policy, programme or initiative.

## GUIDING PRINCIPLES FOR DEVELOPMENT OF RBM

The development and implementation of a Results-based Management Framework should be conducted under the following guiding principles:

1. Utility - to ensure that managers can use the framework to explain their policies, programs and initiatives to Canadians and to institute sound performance measurement approaches and manage for results.
2. Shared Ownership - to meet the needs of all stakeholders and with the active involvement of managers, to ensure that information needs of managers, as well as formal accountability requirements are met;
3. Transparency - to ensure that all stakeholders understand what outcomes are expected as well as how and when they will be measured;
4. Decision and Action-Oriented - to ensure that information needed by managers and other stakeholders is available when it is required for key decisions;
5. Credibility - to ensure that professional standards are adhered to and that the framework establishes realistic commitments for measurement and reporting; and
6. Flexibility - to respond to the ever-changing context within which policies, programs and initiatives operate, the framework needs to be regularly revisited and adapted as necessary.

It should be noted that there is not a specific required length for an RBM Framework; an appropriate RBM document should consist of a concise presentation of each of the necessary components of a RBM. Managers should use their judgement in making decisions about the level of detail required. The main challenge is often related to availability of adequate resources.

The RBM framework should be revisited and reviewed regularly to ensure relevance.

## COMPONENTS OF AN RBM FRAMEWORK OR SYSTEM

The Results-Based Management Framework addresses the requirement for both ongoing performance measurement as well as the need for longer-term evaluation planning. Ultimately, the RBM incorporates the principles of performance measurement and evaluation into all stages of policy, programme or initiative management.

The Results-Based Management Framework contains several components:

### Profile

A Profile is a concise description of the policy, programme or initiative, including a discussion of the background, need, target population, delivery approach, resources, governance structure and planned results.

The Profile describes the policy, programme or initiative. The profile should be a concise description of the policy, programme or initiative which gives an independent reader a clear understanding of what it intends to achieve, why, with what resources and what target population it intends to reach. It should also clearly describe the delivery strategy and the governance structure for the policy, programme or initiative. A necessary part of this is to clearly set the context. Thus, the profile should include brief descriptions of the:

1. Origin of the policy, programme or initiative and a demonstration of the identified need to which the policy, programme or initiative responds;
2. Delivery Approach, including a clear statement of the roles and responsibilities of the main partners and how the policy, programme, or initiative is intended to reach its beneficiaries;
3. Resources allocated to the organisation over the funding period and how the funds will be used to implement the policy, program or initiative over this period;
4. Primary Beneficiaries (the clients or target population);
5. Planned Results (the benefits that the organisation is committed to over the programme period);
6. Final Outcomes (which could also be strategic outcomes) to be achieved, or benefits intended to be provided to citizens through a policy, programme or initiative; and
7. Governance Structure, from the perspective of accountability and particularly in the context of policies, programs or initiatives which involve multiple partners. Who are the key stakeholders and what are their roles and responsibilities?

The development of the profile is often consists of the review of existing documentation, including Business Plans or Strategic Plans, etc. Some of the necessary information however, will not have been developed for these other purposes and will have to be prepared as part of the profile.

Managers, partners and staff, and other stakeholders should be consulted through interviews or other forms of discussion. These consultations provide a perspective on whether the "document-based" profile matches the "reality-based" profile of the policy, programme or initiative, according to those who know it best. As such, the consultations help to clarify whether there have been any adjustments to the design of the policy, programme or initiative or to the target client group during implementation, as well as whether there is agreement among all partners as to strategic outcomes. Further, these consultations can help to fill in gaps in the necessary profile information.

### Logic Model

The Logic Model is an illustration of the results chain or how the activities of a policy, program or initiative are expected to lead to the achievement of the final outcomes.

The logic model is a key tool used to develop the set of indicators during the development of the RBM. The logic model ensures that the performance measurement strategy is based on a sound, logical foundation and will allow the testing of the theory behind how policy, programme or initiative outcomes are expected to be realised. The process to identify potential performance indicators involves going through each row of the logic model, except the activities row, and determining what specific piece of information or particular data would be required to assess whether each output has been produced or outcome achieved.

A logic model identifies the linkages between the activities of a policy, programme or initiative and the achievement of its outcomes. It clarifies the set of activities that make up a policy, programme or initiative and the sequence of outcomes that are expected to flow from these activities. As such, a logic model serves as a "roadmap", showing the chain of results connecting activities to the final outcomes and, thus, identifying the steps that would demonstrate progress toward their achievement.

The logic model serves as a tool with multiple uses:

- to clarify for managers and staff the linkages between activities, outputs and the expected outcomes of the policy, program or initiative. In so doing, it will serve to clarify and distinguish the expected immediate, intermediate and ultimate outcomes;
- to communicate externally about the rationale, activities and expected results of the policy, programme or initiative;
- to test whether the policy, programme or initiative "makes sense" from a logical perspective; and
- to provide the fundamental backdrop on which the performance measurement and evaluation strategies are based (i.e., determining what would constitute success).

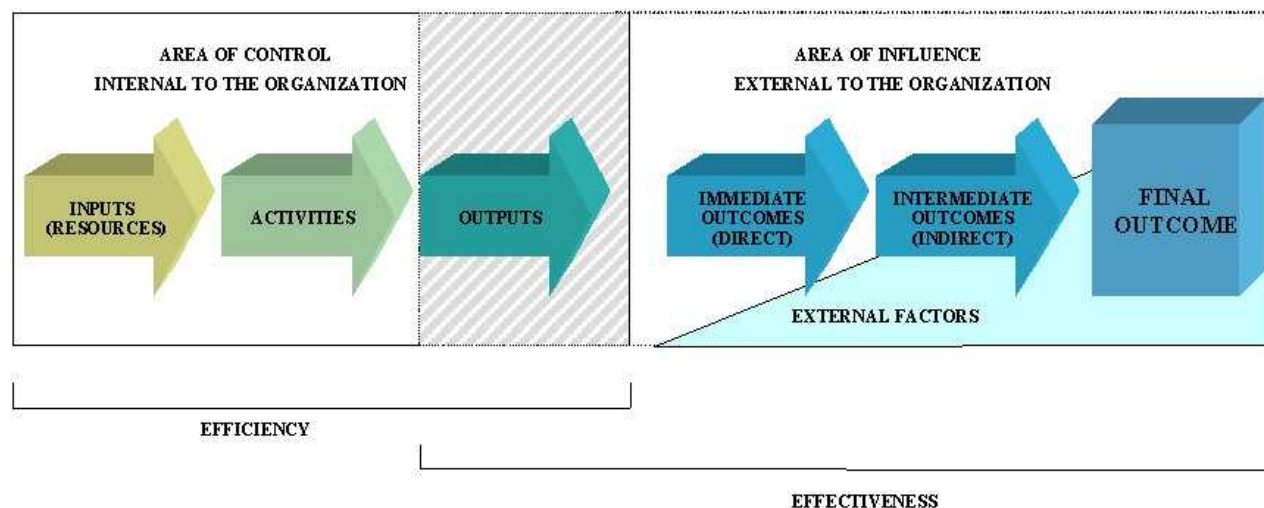
To develop a logic model, it is necessary to identify each of the following:

1. **Activities:** What are the key activities that staff are engaged in under the policy, program or initiative? That is, what are the key activities intended to contribute to the achievement of the outcomes (as opposed to the administrative activities necessarily undertaken to provide the infrastructure for the policy, programme or initiative).
2. **Outputs:** What are the outputs of the key activities? That is, what demonstrates that the activities have been undertaken? Outputs are the products or services generated by the activities and they provide evidence that the activity did occur.
3. **Immediate Outcomes:** What are the short-term outcomes that stem from the activities and outputs? Outcomes in a logic model typically have an action word associated with them (e.g., "increased", "improved") and represent the consequences of the activities and outputs.
4. **Intermediate Outcomes:** What are the next links in the chain of outcomes that occur, flowing from the activities and outputs and occurring after the immediate outcomes have been achieved? These outcomes could be considered to be medium-term.
5. **Final Outcomes:** What are the final outcomes of the policy, program or initiative, or, why are these activities being engaged in? These are generally outcomes that take a longer time period to be realized, are subject to influences beyond the policy, programme or initiative itself, and can also be at a more strategic level.

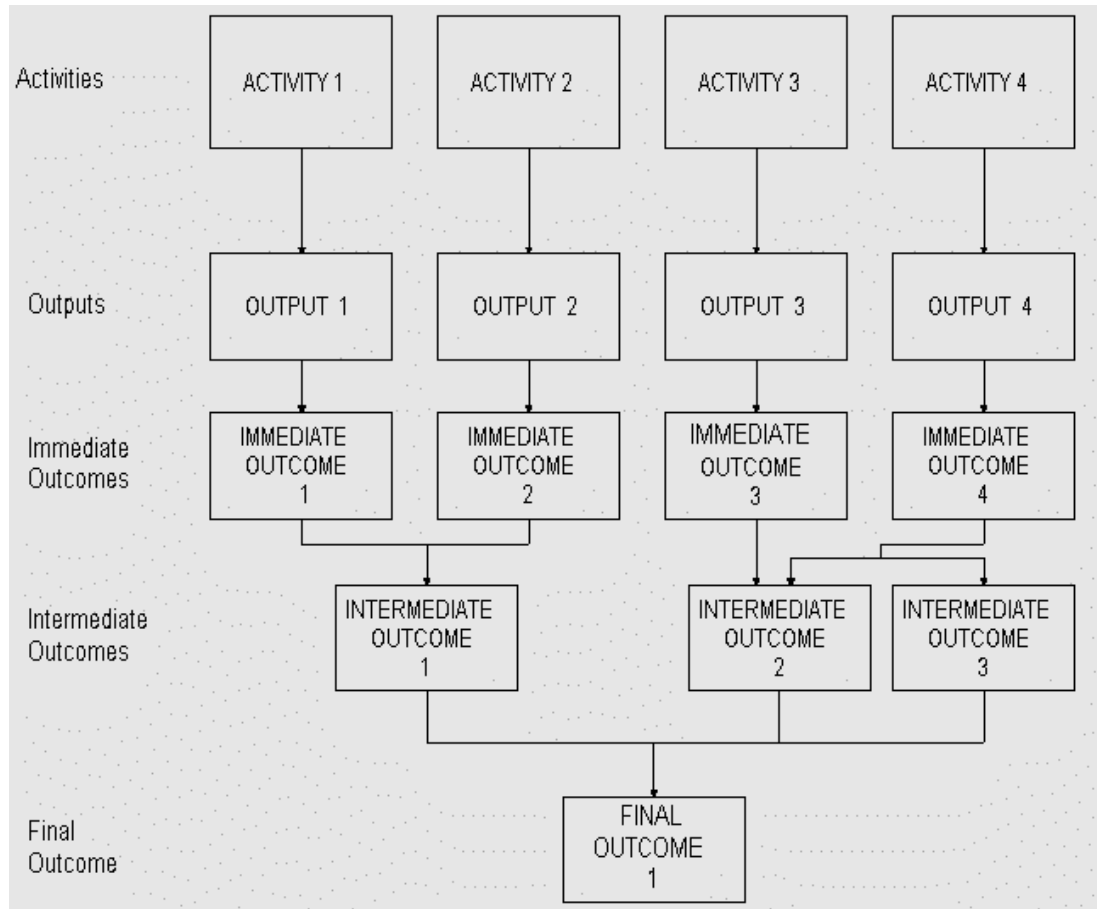
There are several different styles of logic model presentation, and each organisation should use the format most appropriate for their internal audience. Flexibility is paramount, as long as the core elements of the logic model are presented (i.e., activities, outputs and outcomes).

Two possible versions of logic models are presented below.

#### "Results Chain" Logic Model



## "Flow Chart" Logic Model



## Ongoing Performance Measurement Strategy

Ongoing Performance Measurement Strategy is a plan for the ongoing measurement of performance, including the identification of indicators for the outputs and outcomes in the logic model and a measurement strategy describing how these indicators will be collected, how often and at what cost.

Ongoing performance measurement is the regular collection of information for monitoring how a policy, programme or initiative is doing at any point in time. It can be used to report on the level of attainment of planned results and on performance trends over time. To develop an ongoing performance measurement strategy, the first step is to clearly identify the key pieces of information that need to be collected (i.e., the performance indicators) in order to determine the progress of the policy, programme or initiative toward the achievement of its final outcomes as described in the logic model.

More specifically, performance indicators need to be identified which will show whether an output was produced or a specific outcome was achieved.

Ongoing performance measurement provides regular snapshots of the performance of a policy, programme or initiative. Through this monitoring, it serves as a descriptive tool about how the policy, program or initiative is doing. It is important to realise that ongoing performance measurement does not address the issues of how an outcome was achieved or why a strategic outcome was or was not realised. Explanations of how or why not outcomes were achieved come from the evaluation.

Performance measurement information provides managers with knowledge they require in order to manage their policy, programme or initiative on an ongoing basis. It can provide reassurance that outcomes are unfolding as expected, or can serve as an early warning that the planned results are not occurring (which could lead to a decision for additional research, such as through evaluation, to determine why). Performance measurement and evaluation are also inextricably connected - ongoing performance measurement could be considered to be part of evaluation. The ongoing performance monitoring information is regularly collected is utilised in periodic evaluations (which focus more in-depth on explaining the outcomes achieved) of a policy, programme or initiative.

Performance indicators can be quantitative (i.e., based on numbers or objective information) or qualitative (i.e., narrative or subjective information). The focus is on identifying the particular pieces of information necessary to answer the questions of whether an output was produced or outcome achieved. Table 1, below is an example of a table that can be used to organise and present the indicators.

Sample Summary Table: Ongoing Performance Measurement Strategy

Element		Performance Indicator	Data Source/ Collection Method	Responsibility for Collection	Timing/Frequency of Measurement		
					Ongoing Measurement	Formative Evaluation	Summative Evaluation
Outputs	Output 1						
	Output 2						
	Output 3						
	Output x						
Outcomes	Immediate Outcome 1						
	Immediate Outcome 2						
	Immediate Outcome x						
	Intermediate Outcome 1						
	Intermediate Outcome 2						
	Intermediate Outcome x						
	Final Outcome 1						
	Final Outcome 2						
	Final Outcome x						

## Evaluation Strategy

An Evaluation Strategy is a plan for the evaluation of the policy, programme or initiative, including the identification of formative and summative evaluation issues and questions, the identification of associated data requirements, and a data collection strategy which will serve as the foundation for subsequent evaluation activities.

A key component of RBM is the elaboration of an evaluation strategy for the policy, programme or initiative. Evaluation provides a periodic opportunity to take an in-depth look at how a policy, programme or initiative is doing. The primary focus is usually on being able to bring about improvements to facilitate the achievement of outcomes or to determine the degree to which the policy, programme or initiative led to the achievement of desired outcomes.

Evaluations typically occur at two points in the lifecycle of a policy, programme or initiative. The first is relatively early on in the life of a policy, programme or initiative, where the focus is on the examination of the management issues of how the policy, programme or initiative are being implemented, whether adjustments are necessary and whether progress toward the achievement of the outcomes is occurring (often called Formative or Mid-Term Evaluations). The second is after a policy, programme or initiative has been in place long enough to realistically expect that some outcomes may have been achieved (e.g., normally within five years of policy, program or initiative start-up), and the focus at this stage is to determine the degree to which these outcomes have been achieved as well as to determine the contribution of the policy, programme or initiative to these achieved outcomes (often called Summative Evaluations).

The first step in developing an evaluation strategy involves identifying the issues and associated questions that need to be addressed during the periodic evaluations. The identification of the evaluation issues and questions provides a guide for the development of the strategy that ensures all essential issues will be addressed during later evaluation. A key benefit to the identification of issues at this stage is that these are then used to elaborate a set of data requirements and data collection strategies, which, on implementation, helps to ensure that information necessary for evaluation is available when it is needed. As such, the evaluation strategy needs to be linked to the ongoing performance measurement strategy as some evaluation data requirements will be met through ongoing performance measurement activities.

Evaluation issues are the broad areas which need to be explored within an evaluation while evaluation questions are the more specific research questions that need to be answered in order to be able to address each evaluation issue. Some issues and questions might only be relevant during a formative evaluation, others only in the context of a summative evaluation and yet some might be relevant during both. Every policy, programme or initiative will have its own

unique set of evaluation issues as well as intended schedule for evaluation. For example, initiatives of a limited timeframe may require a formative evaluation after being in place for only a year, whereas longer-term policies, programmes or initiatives may require a formative evaluation after two or three years of operation.

For every policy, programme or initiative, there are three primary issue areas for evaluation that need to be considered:

1. **Relevance:** Does the policy, programme or initiative continue to be consistent with departmental and government-wide priorities, and does it realistically address an actual need? Relevance issues might include whether the policy, programme or initiative is the most appropriate response to an identified need. There may also be issues regarding whether the identified need which led to the implementation of the policy, programme or initiative has changed.
2. **Success:** Is the policy, programme or initiative effective in meeting its intended outcomes, within budget and without unwanted negative outcomes? Is the policy, programme or initiative making progress toward the achievement of the final outcomes? Issues related to success involve measuring the results achieved throughout the sequence of outcomes as presented in the logic model, or the degree of progress toward the attainment of the final outcome. In addition, questions should also be raised to explore the degree to which unintended positive or negative outcomes have resulted from the policy, programme or initiative.
3. **Cost-Effectiveness:** Are the most appropriate and efficient means being used to achieve outcomes, relative to alternative design and delivery approaches? Cost-effectiveness is tied to relating resources expended to performance in terms of outputs and outcomes.

Also, issues related to the implementation or delivery of a policy, programme or initiative should be considered within the set of evaluation issues. Here, questions address how the policy, programme or initiative is actually being implemented compared to how it was intended to be implemented. Aspects of delivery also come into question here, including assessment of the outputs and the reach (i.e., the degree to which the intended beneficiaries are being reached). The adequacy of the performance measurement strategy should also be the focus of an evaluation question.

There are several methods that can be used to identify the set of appropriate evaluation issues and associated questions. Certainly, a careful review of documents associated with the policy, programme or initiative is an excellent place to start as this may uncover aspects that should receive attention in an evaluation. In addition, interviews with managers, designers, staff and key

stakeholders will clarify what the key evaluation interests are for those people most closely associated with the policy, programme or initiative.

It should be noted that no evaluation endeavour could successfully address all possible issues and questions. In prioritising the evaluation issues, managers need to take into account their risk management considerations and determine the most important areas for attention. The process of developing an inventory of possible evaluation questions and then determining those of highest priority helps to ensure that the final set of evaluation questions both addresses key information requirements of managers, and is practical to implement in terms of timing and resourcing. It also allows for the documentation of all evaluation issues which were considered so that there is a record of those issues contemplated but determined to be of lower priority for an evaluation of the policy, program or initiative.

The RBM Framework helps managers to determine a set of issues and questions which, when answered, will allow for a thorough assessment to be made of the relevance, success and cost-effectiveness of a policy, program or initiative, and provide information to managers to guide their decision-making.

#### Data Collection/Measurement Strategy

The Data Collection/Measurement Strategy establishes a realistic plan for the collection of necessary data for ongoing performance measurement. The measurement strategy outlines parameters for the measurement of the key performance indicators. For each indicator, the measurement strategy should clearly indicate through what method the information will be collected, by whom, and how often. Consideration should also be given to whether there is a need for baseline information to be collected for any indicators at the outset. Estimated costs for data collection and analysis should also be identified in this strategy.

Implementation of the strategy ensures that information on outcomes is available when it is required. As such, it is critical that this work be carried out in the context of the information needs of managers as well as accountability and reporting commitments.

The set of performance indicators previously identified serves as the starting point for this stage of the RBM Framework development. For each indicator, several things need to be identified: the data source and collection method; the timing and frequency of the data collection; and the responsibility for measurement. To the degree possible, the cost of measurement should also be articulated, usually by methodology rather than indicator, as one methodology might be used to collect information on several indicators.

With respect to method, performance indicators tend to come from one of three primary sources:

1. Administrative Data: this is information that has already been collected in policy, programme or initiative files or databases, or could be collected with adjustments to regular processes;
2. Primary Data – this is information that to be collected through specialised data collection exercises such as focus groups, expert panels or surveys; and,
3. Secondary Data: this data already collected for other purposes, but which could also be used in this context, such as national statistics on health or economic status, for example.

In determining the method to be utilised, other considerations include the type of data needed (i.e., qualitative or quantitative) and the specific source of the data (i.e., clients, general public, specific files, policy, programme or initiative documents, etc.). In terms of identifying the timing of data collection, those indicators that are part of ongoing performance monitoring will be collected regularly, and "regularly" will need to be defined differently for each indicator. For example, some indicators might need to be collected at monthly or quarterly; others may only need to be collected annually. Indicators that need to be collected as part of baseline information should also be determined.

Criteria to consider in determining the set of indicators include:

- reliability, validity and credibility of the indicator;
- cost-effectiveness in terms of cost to collect and process; and
- whether it is directly linked to the output or outcome in question.

It should be noted that the final outcomes of a policy, programme or initiative are usually not part of regular performance measurement as they are typically difficult to measure as well as to attribute to particular activities. Evaluation specialists can be of particular assistance in the identification of performance indicators as well as in the selection of the "best" final set of indicators.

The ongoing performance measurement strategy should be linked to the actual implementation of the policy, program or initiative. The development of the measurement strategy should also be guided by acknowledgement of what is practical and reasonable to implement. The most rigorous data collection strategy will fail if it is too labour-intensive or expensive to be implemented.

A detailed and realistic performance measurement strategy indicates what data will be collected, how (including by whom) and when, as well as providing the linkages between the data collection and the outputs and outcomes in the logic model. It also identifies the estimated cost for this data collection.

## Reporting Strategy

A Reporting Strategy is a plan to ensure the systematic reporting on the results of ongoing performance measurement as well as evaluation, to ensure that all reporting requirements are met. Reports are useful for management decision-making, accountability, communication and information sharing.

This component of the Results-Based Management Framework ensures that plans are in place to systematically report on the results of ongoing performance measurement and evaluation, and that reporting commitments are met. Potential users of performance information might include: policy, programme or initiative management, funding partners, target beneficiaries, and other stakeholders (both internal and external), whose needs must be considered.

In presenting the reporting strategy, two key elements need to be identified and described:

- the management authority (or authorities, when multiple partners are involved) responsible for reporting the performance information and the evaluation results; and
- the mechanism (e.g., annual progress reports, performance reports, mid-term evaluation, summative evaluation) and the timeframe for reporting performance information to the head department (if applicable).

The reporting strategy could be summarised in a table such as the example presented in the Table below.

Sample Reporting Table

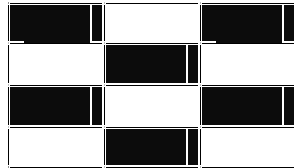
Results Measurement Activity	Product	Date for Reports
Ongoing Performance Measurement	Annual Performance Report	end of Year 1 end of Year 2 end of Year 3 end of Year 4
Formative/Mid-term Evaluation	Formative / Mid-Term Evaluation Report	Year 3
Summative Evaluation	Summative Evaluation Report	Year 5

The Reporting Strategy indicates clearly when ongoing performance measurement reporting and periodic evaluation reporting will occur, by whom and how.

The performance measurement strategy needs to be operationalised and monitored by managers to ensure not only that it is proceeding as intended, but also that it is producing useful information. Adjustments should be made where required to adapt the performance measurement activities such that the utility of the information is maximised. Annual performance reports and formative/mid-term evaluation reports provide an opportunity for managers to take stock of the effectiveness of the performance measurement strategy, including the degree to which the information being collected responds to the identified data requirements. As such, it is advisable to monitor the performance measurement strategy against the unfolding of the strategic/business plan (that is, the implementation of the policy, programme or initiative) and to incorporate the review of these measurement activities as part of the reporting strategy.

### Exercise: How Many Boxes?

The participants were given an exercise to determine how many boxes were contained in the diagram below:



There were varied responses (27, 39, 17, 0, 3, 36, 1, 12, 24, etc)

When the results of the exercise were taken, the participant reactions varied from bemusement to amazement. The facilitator led a discussion of how the assumptions that almost everyone made were erroneous that led to the varied responses. It was noted there is a connection between one's original suppositions or assumptions, and the final result; the assumptions one makes frames one's thought process which, in turn, leads to a series of actions that produce the observed results. Erroneous initial assumptions, therefore, can yield wholly unintended consequences.

The exercise was designed to help the participants deepen their understanding of how perception and understanding the needs of stakeholders are useful in determining goals, objectives, and outcomes.

### Group Exercise

The participants were divided into four groups and asked to undertake an exercise to develop a Programme indicating the Goals, Objectives/Results, Outcomes, Outputs and Activities.

The participants were asked to apply the RBM framework to a simulated or real project of the group's choice. The group presentations were then analysed in terms of the utility of the framework, and the quality of the Goals, Objective/Results, Outcomes, Output and Activities in the light of RBM.

### Group 1 – Nile Basin Poverty Eradication Programme

*Goal: reduction of extreme poverty in the Nile Region;*

Objective:

- To reduce the proportional number of people living below the poverty line by 5% in three years
- Eradicate poverty in the Nile Basin by 2005

Outcome:

- Poverty eradicated in the region by the year 2015

Output:

- A proportional number of people living under the poverty line reduced by 5%

Activities:

- Resource mobilisation
- Awareness and education
- Micro-finance scheme
- Multi-sectoral investment
- Debt cancellation campaigns

Group 2 – Water Supply Project

*Goals: (i) providing clean water to the community;  
(ii) promoting hygiene and sanitation*

Objective:

- To prevent water borne diseases
- To advocate and promote public health

Output:

- Increasing clean water supply by 10%
- Public health awareness by 15%

Activities:

- Boreholes construction
- Spring water protection
- Hand-dug well construction
- Hygiene and sanitation education
- Building dams

Group 3 –

*Goal: to develop suitable and innovative approaches to effectively promote food security programmes and initiative*

Objective:

- To build the capacity of ECC Diocesan Units to effectively apply appropriate food security tools and concepts

Outcome:

- Equip ECC staff with skills and knowledge in effective community based agricultural extension services

Output:

- Increased yield/product

## STEPS IN DEVELOPING THE RBM FRAMEWORK

The preparation of a Results-Based Management Framework is a systematic and methodical process through which various aspects of a policy, programme or initiative and its performance are considered.

The recommended process for developing a logic model is to undertake methodical, interactive and inclusive work with knowledgeable personnel in the area.

Managers should consider partnering with their departmental or agency evaluation specialists in the development of the logic model. The combination of the subject area expertise of policy, programme or initiative personnel with the logic model experience of evaluators affords an effective way of developing such a model in a timely fashion.

To develop a logic model, the team needs to identify, in turn, the key elements in each of these components of the logic model. One effective process is to develop the model in a group working session, facilitated by an evaluation specialist. Individuals with different perspectives from the policy, programme or initiative would then contribute to the development of the model. Depending on the complexity of the policy, programme or initiative, the full model could be elaborated in a one- or two-day session. The final product would represent a shared understanding of the underlying logic of the policy, program or initiative.

Using the logic model development, members of the team would first brainstorm about what they see as the key activities of their policy, programme or initiative. The results of the individual brainstorming are then shared and discussed as a group, and a final set of agreed-upon activities is identified as the first row of the model. The members of the team then return to individual brainstorming to identify the outputs that are associated with each of the already-identified activities of the policy, programme or initiative. An activity might have several different outputs, and there will be one set of outputs for each activity box in the top row of the model. Again, the results of the individual brainstorming are shared and discussed and a final set of agreed-upon outputs added to the model, as the second row.

This process is repeated for each subsequent component: in particular, the immediate and intermediate outcomes. Thus, participants brainstorm about what would be the first outcomes they would expect to see happen because of the activities and outputs. Following discussion and agreement, the group would move to the next level of outcomes in the chain of results. Finally, the logic model should end with the identification of the final outcomes.

Experience has shown that some groups may find it useful to start their logic model work with the identification of final outcomes, that is, to begin with this last row of the model, and then move to the activities and work down, to fill in

the middle of the model. Each organisation or group will need to decide for themselves which starting point works best for them. It can be helpful to refer back to statements of strategic outcomes in planning documents to verify that they are represented in the logic model.

It is important to realise that the development of a logic model is an iterative process. Following the development through the group working session, it is advisable to critically review the product and make any adjustments deemed necessary.

Finally, once developed, it is often helpful to solicit the feedback of: (1) individuals who are familiar with the policy, programme or initiative but who were not part of the working session, to verify that all necessary elements are represented in the model; and (2) evaluation specialists, to ensure the elements of the model are appropriate.

The final product of this process is a logic model, which clearly identifies the linkages from the activities through associated outputs to the sequence of expected outcomes, with detail presented in accompanying text. This succinct description of what a policy, programme or initiative is doing and what it expects to achieve through these activities becomes an important reference for subsequent stages of the RBM development. It is also a useful stand-alone product that departmental managers can use to provide the necessary context and rationale for their programme, policy or initiative.

## RBM AND STRATEGIC PLANNING

A cohesive RBM system includes the following components: a strategic planning process, goals and indicators, benchmarks or targets, and mechanisms for regular public reporting. The process of designing an RBM Framework should include all stakeholders in the articulation of the strategic plans.

The strategic planning process is an essential first step in the development of a RBM system. A successful RBM Framework begins by stepping back and examining core values, then articulating a plan for the future based on these values. The Strategic planning process involves obtaining clarity on the purpose or reason for the existence of an organisation (mission), defining the world it would like to see (vision) towards which its programmes are contributing, an analysis of internal and external factors that may affect or contribute to the realisation of its vision and mission.

A strategic plan includes a vision or conceptual image of the core values of the organisation and goals; and targets to measure progress. Strategic planning process involves the establishment of a vision and mission for the organisation.

The participants comments on the meanings of vision and mission are represented as follows:

### *Vision:*

- Ultimate goal
- Distance
- Expectation/future
- Guiding star
- My dream/horizon/keeps moving
- Destiny
- Something desired at the end/End product
- Not likely to be achieved on our own
- Should be enshrined in the organisation, must be shared and passed on
- Set up systems and structure for hand-over and sustainability

### *Mission:*

- Means to contribute towards achieving desired vision
- Purpose or why you exist
- Reason for existence
- What you want to achieve
- Revisited based on evaluation and redefined accordingly in a strategic manner.

It was noted a vision and mission statement could help to determine whether an organisation was on course or lost. RBM requires that you understand your organisation's vision and mission, based on the needs of the target beneficiaries.

To achieve this there is need to analyse internal and external environment, or SWOT analysis, which allows for concrete analysis in programme planning.

### SWOT Analysis

The situation analysis facilitates the development of objectives that are informed by the particular environment in which the organisation operates. Increasingly, strategic plans go beyond defining objectives to include the development strategies and activities leading to the realisation of the set objectives. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis can be a useful tool in the strategic planning. The SWOT analysis can be applied to RBM strategic planning as follows:

1. Strengths: internal features of within an organisation that have proved effective in programme implementation (e.g. Human Resources, methods and techniques for implementation, monitoring and evaluation techniques, financial resources, assets, etc.);
2. Weaknesses: internal features of within the organisation that have not proved effective in programme implementation (e.g. lack of skilled personnel, poor financial management systems, etc.);
3. Opportunities: external factors that may assist in overcoming the weaknesses and building on the strengths; and
4. Threats: external constraints that restrict the range of opportunities for change.

Although the above operational definitions for opportunities and threats specify a focus on '*external*/factors' and '*external*/constraints', there can exist both internal (to the organisation) and external factors and constraints in practice. This is appropriate for ongoing programmes since both the internal and external factors in opportunities and threats are relevant.

### *Goals, Objectives, and Indicators*

Definition of goals, objectives and measurable indicators is the next step in RBM development. The articulated goals—or expected results—reflect the values identified in the business or strategic plan, and are statements of the desired conditions of well-being. Goals can be expressed within a specific time frame and in quantifiable terms, or without reference to time and without attached quantifiable measures. Objectives, derived from the goals, are statements of the short-term conditions needed to achieve the desired conditions of well-being in the long-term. Like goals, objectives are generally expressed in qualitative or quantitative terms. Indicators are quantifiable measures which enable decision-makers to assess progress towards achievement of intended outputs, outcomes, goals, or objectives. They always specify time frames and are expressed in measurable terms.

## LOGICAL FRAMEWORK ANALYSIS (LFA)

The Logical Framework Analysis is an integral part of the project design. It is relied on extensively as a starting point for mid-term and final project evaluations, conducted either internally or externally. With the advent of Results-Based Management, there is an expressed need to modify the logical framework so as to render it more "results-oriented" and less input-oriented by reducing it to three horizontal rows to correspond to the three levels in the chain of results: Outputs, Outcomes, and Impact.

A results-oriented Logical Framework Approach (Logframe) can be used most effectively in conceptualising projects by asking some fundamental questions of the key stakeholders i.e., managers, staff, beneficiaries, and funding partners: why are we doing this project? What results do we expect to achieve for the resources being invested? Who will the project reach out to in terms of beneficiaries? How will progress toward the achievement of results be measured? The effectiveness of this approach depends on the extent to which it reflects the full range of stakeholder views and the intended outcomes of the project when responding to these questions. The logical framework helps to clearly and logically define the outputs that are expected from the required inputs and also the outcomes and impact that will be realised from the planned outputs.

Stakeholder participation is an essential ingredient when using the LFA methodology for project design and planning because it helps build the necessary level of understanding and, whenever possible, consensus.

The LFA is best used to assist stakeholders:

1. Set strategic objectives.
2. Define a chain of expected results.
3. Identify underlying assumptions and risks.
4. Select appropriate performance indicators to measure progress towards the expected results.

In the context of results-based management, there is a regular flow of information collected from performance indicators that informs the management decision-making process. This performance information is formally appraised, regularly, by the stakeholders and used to make adjustments in the design or implementation of the programme.

A result-oriented logframe describes the logical relationships between a project's strategic components, expected results, performance indicators, assumptions and risks at the conceptual level.

A description of a results-oriented logframe is provided as below.

### A Results-Oriented Logical Framework

Narrative Summary	Expected Results	Performance Measurement	Assumptions/Risk Indicators
<p><b>Project Goal (Programme Objective)</b></p> <p>The programme objective which this project is intended to make a contribution</p>	<p><b>Impact</b></p> <p>A long-term developmental result at the societal level that is the logical consequence of achieving a specified combination of outcomes.</p>	<p><b>Performance Indicators</b></p> <p>Performance indicators that will provide evidence that the project has made a contribution to the achievement of the stated developmental impact.</p>	<p><b>Assumptions - Risk Indicators</b></p> <p><b>Assumptions</b> The necessary conditions that must exist for the cause-effect relationships between outcomes and impact to behave as expected.</p> <p><b>Risk Indicators</b> Risk indicators that will measure the status of the assumptions identified above.</p>
<p><b>Project Purpose</b></p> <p>The project objective which addresses the priority development needs of the identified beneficiaries and is achievable within the scope of project activities.</p>	<p><b>Outcomes</b></p> <p>Medium-term development results benefiting an identified target population that are achievable within the timeframe of the project and are the logical consequence of achieving a specified combination of outputs.</p>	<p><b>Performance Indicators</b></p> <p>Performance indicators that will provide evidence that the project has achieved the stated developmental outcomes.</p>	<p><b>Assumptions - Risk Indicators</b></p> <p><b>Assumptions</b> The necessary conditions that must exist for the cause-effect relationships between outputs and outcomes to behave as expected.</p> <p><b>Risk Indicators</b> Risk indicators that will measure the status for the assumptions identified above.</p>
<p><b>Resource</b></p> <p>Listing by categories of resources (inputs and/or activities) required to achieve the project purpose, planned budget for each type of resource and total project budget.</p>	<p><b>Output</b></p> <p>Short-term developmental results produced by or for the benefit of project delivery partners that are the immediate consequences of project activities and inputs.</p>	<p><b>Performance Indicators</b></p> <p>Performance indicators that will provide evidence that the project has achieved the stated developmental outputs.</p>	<p><b>Assumptions - Risk Indicators</b></p> <p><b>Assumptions</b> The necessary conditions that must exist for the cause-effect relationships between inputs and outputs to behave as expected.</p> <p><b>Risk Indicators</b> Risk indicators that will measure the status of the assumptions identified above.</p>

### The Vertical Logic

The results-oriented logframe has three rows representing different levels of analysis in a project and three columns which describe the vertical logic of the

project: strategic elements (Narrative Summary); the chain of results (Expected Results); and the uncertainties related to their realisation (Assumptions/Risk).

The Narrative Summary contains the following three strategic planning elements: Resources, Purpose and Goal. The first two levels, Resources and Purpose, are specific to the Programme itself. The logic that links them can be illustrated with the following question: "What Resources (inputs and/or activities, usually with the amount of money) will have to be invested in the project in order for the targeted beneficiaries to benefit from the achievement of the project Purpose?" It is important that we not only design projects to achieve meaningful results, but we must also ask ourselves: "For whose benefit and at what cost?" The Purpose statement must identify the intended beneficiaries. The first two levels of the Narrative Summary are essential to the strategic planning process and must be taken into consideration in a results-oriented logical framework.

Although the Purpose is the reason or basic motive why the project is to be undertaken, it should be defined in the context of a broader strategic objective - the Goal. This third level of the Narrative Summary makes the project - program link that is so critical to strategic planning. A results-oriented Logical Framework thus serves programme level management purposes by ensuring that projects are identified, selected, designed and approved within the context of a strategic planning framework of the organisation.

The internal logic of the Expected Results column is based on the principle of causality running from programme and project management through to the different levels of Developmental Results. Developmental results should reflect the actual changes that are attributable to programme and project activities.

The expected results are linked in cause effect relationships, in which a level of result is related to the next higher one by being a means of achievement. It may be helpful to think about the results chain as a means-ends continuum. The cause and effect linkages can be expressed with "If...Then" phrases, representing the internal logic of the project. For example: "if" the outputs are achieved as expected, "then" the project should achieve its outcomes, and; "if" the outcomes are achieved as expected, "then" the project should contribute to the stated impact. However, underlying the results chain are some important assumptions and risks that must be made explicit.

Since projects are not implemented in a controlled environment, external factors can often be the cause of their failure. Accordingly, care should be taken to make explicit the important assumptions upon which the project design is based. Assumptions describe the necessary conditions that must exist if the cause-effect relationships between levels of results are to behave as expected. Identifying these assumptions, and the level of risk associated with them not holding true, is

critical for appropriate project design and risk management. Whether these assumptions hold true or not, could affect a programme's progress or success.

The conditional logic of project design begins with the initial assumptions about the necessary preconditions for project start-up, i.e., available funding, government support, etc. "If" these initial assumptions hold true, "then" the expected programme and project activities can be implemented. "If" the activities are achieved, "and" provided that the assumptions about the factors affecting the activities-outputs relationships hold true, "then" the outputs should be achievable. "If" the outputs are achieved, "and" provided that the assumptions about the factors affecting the outputs-outcomes relationships hold true, "then" the outcomes should be achievable.

"If" the outcomes are achieved, "and" provided that the assumptions about the factors affecting the outcomes-impact relationships hold true, "then" the contribution to the impact should eventually manifest itself.

A risk analysis should be conducted during project design to determine the probability that the underlying assumptions will not hold true and the potential effect this would have on project sustainability. When this risk assessment is completed, each assumption can be rated in terms of its potential risk e.g., high, medium or low. Measures can then be considered and resources allocated if it is feasible and cost-effective to bring the necessary external factors under the manageable control of the management (in which case they are no longer external risks, but are within the manageable interests of the project). However, this is not generally possible when financial resources are limited. In these cases, the best alternative is to monitor the status of those risks and assumptions giving greatest attention to those with the highest risk rating and taking corrective action when required.

### The Horizontal Logic

In Results-Based Management there is an emphasis on continuous performance monitoring (including self-assessment by project managers and stakeholders) requiring new methods, techniques and tools for tracking results. The results-oriented logical framework has only one Performance Measurement column in which performance indicators are identified for all three levels of results.

Developing a performance measurement system begins with the identification of performance indicators. It is important that all stakeholders agree in the initial stages on the indicators that will be used to measure project performance. Performance indicators are qualitative or quantitative measures used to monitor progress made toward the achievement of expected results, i.e., outputs, outcomes and impact.

RBM emphasises measuring the achievement of developmental results, more than the management of process activities. At the outcomes level, for example,

the information collected on performance indicators would be analysed and used in management decision-making to keep the project on track. They could also constitute evidence regarding programme success or failure.

There are six criteria that should be used when selecting performance indicators. Each one is presented below along with an illustrative question in guise of an explanation:

1. Validity: Does it measure the result?
2. Reliability: Is it a consistent measure over time and, if supplied externally, will it continue to be available?
3. Sensitivity: When a change occurs will it be sensitive to those changes?
4. Simplicity: Will it be easy to collect and analyze the information?
5. Utility: Will the information be useful for decision-making and learning?
6. Affordable: Can the project afford to collect the information?

Programme managers, in consultation with other project stakeholders, should begin the process of identifying and selecting performance indicators by preparing a comprehensive list. (Performance indicators at the output level may be very simple.) The next step is to decide how many are needed and apply the above six selection criteria to the list. (The number of indicators per output and outcome should be limited with 3 indicators being the maximum number chosen.) Those that do not meet these criteria should be discarded.

Developing a performance measurement system is a trial and error experience that can be improved after several cycles of data collection, analysis and appraisal. Some performance indicators may, after some use, prove not to meet the above criteria and must then be replaced from the reserve pool. The RBM principle of "learning by doing" clearly applies to performance measurement.

It should be remembered that although a logical framework should be as complete as possible, it should not be too detailed. The logframe should remain a means to facilitate communication and a common understanding of the project among the stakeholders. For the logical framework to remain useful during the life of the project, it should remain a valid summary description of the overall project and, therefore, should be revised as stakeholders agree to changes in the project design.

## MONITORING AND EVALUATION

Results based management requires results based monitoring system. This means that monitoring must go beyond tracking basic inputs and outputs. It must focus on outcomes and performance to measure the extent to which the organisation is contributing to development.

### *Levels of results*

Results based monitoring focuses on four levels of results

- Inputs/Processes
- Outputs
- Outcomes
- Impact

### *Inputs/Processes*

These are simply the resources and methods employed to conduct an activity, project or programme. Inputs produce results immediately e.g. people trained.

### *Outputs*

The results produced by undertaking activities are referred to as outputs. The organisation has direct influence on the achievement of outputs and is held accountable for ensuring their realisation. Outputs reflect results achieved in a short time period, often 0-2 years.

### *Outcomes*

Outputs should result in changes in development conditions. For example, behaviour change (outcome) which is as a result of increased awareness (output). Usually these are achieved in an intermediate period (2-5 years). The outcomes should reflect the mission statement written as outcome level results statement.

### *Impacts*

In a results based management system, interventions are designed with a long term effect in mind. This level of results is referred to as impacts and is achieved over a longer period of time, say 5-10 years. It should be a quality results statement reflecting the organisation's vision. That is, the vision statement written as impact level results statement.

## Monitoring Tools

There are a number of tools that are useful for monitoring. The common ones include:

1. A Benchmark Calendar: a listing of key activities laid out by date over the programme period.
2. Line Item Budget of the Benchmark Calendar: a estimate of the inputs required.
3. A Comparison Chart: a comparing by line item what was planned to what was accomplished.
4. A Deliverables Schedule: a table used for capturing what is required of the organisation to deliver and the date due.

*(The Sample Tools are annexed below)*

## HINTS ON DEVELOPING RBM SYSTEMS

The process of developing and implementing RBM is flexible and involves taking in new learnings. Some useful principles guidelines for this process include the following:

- Build on the business, or strategic plan for the policy, programme or initiative.
- Involve partners and key policy, programme or initiative stakeholders.
- Ensure that senior management is kept aware of the process and are on board.
- Establish a working group of representatives from all areas of the policy, programme or initiative and keep the same membership for all stages of the RBM development.
- Obtain clear commitments to do the work and ensure that resources are available for the development and implementation of the RBM.
- Select indicators based on what will provide the best information, not on what will be easiest to implement.
- Establish a realistic set of indicators and data collection strategies.
- Review data collection regularly to ensure it is producing relevant and useful information.
- Maintain a flexible approach and adapt the RBM as needed.
- Accept that the RBM does not have to be perfect.
- View performance measurement development as an iterative process in which the ability to measure and tell the performance story improves over time.

## SHARING OF EXPERIENCES AND LESSONS LEARNT

The workshop's final session was devoted to deepening the participants understanding of RBM in the context of their organisation's programmes and activities. The participants were invited reflect on what insights and share their experiences and lessons they had obtained through their participation during the workshop.

The following are some of the observations that participants offered:

Governance: (Uganda – Joseph Oneka Uganda Joint Christian Council)

- It is not easy to monitor and assess the changes taking place.
- Qualitative aspects
- Poverty reduction is easy to determine outputs – undertake post-training monitoring (natural disasters e.g. drought can affect implementation)
- Developing appropriate indicators for programmes

Ethiopia

- Strategic planning – evaluation processes
- Recommendation for the church to be separated from the development unit
- The strategy is paying less compared to the other – reduced turnover
- Set result can be capture through the evaluation
- The tools we use should fit into our settings

Christian ... of Tanzania (Maskini Tukomboane)

- Convincing Bishops that the poor have a role in fighting poverty
- Undertake a research to determine peoples understanding of poverty
- Leaders are not committed – civic education (assist in poverty alleviation through forming associations e.g. SACCOs)
- RBM will enhance programme output
- Increased impact
- People are questioning results

This sharing of experiences and lessons was essential to laying the groundwork for the participants to develop an effective RBM strategy for BEACON Networks, and implementation of RBM in their respective organisations.

## WAY FORWARD

After the presentation, the participants were asked to agree on a framework establishing the way forward on the basis of what had been learnt during the workshop and as part of implementing the RBM in their respective organisations and collectively under the BEACON Network.

The following were some of the suggestions and recommendations:

- Review existing plans to make them RBM compliant
- Sensitise the stakeholders on RBM in order to harmonise programme work
- Report/debrief management and core departments within own organisation
- Incorporate knowledge of RBM monitoring tools to on-going programme
- Meet at national level to collaborate and build strengths on RBM
- Hold a National Chapter Workshop for stakeholders to chart out roadmap for RBM
- Co-operate and compare notes/experiences at country levels
- Assess organisation's outcome/impact of RBM
- Develop an RBM compliant regional/chapter strategic plan
- Establish a common forum to voice to concerns and address threats
- Establish benchmark to track progress

It was also noted that some organisations were facing certain challenges, like Government policies are hampering progress (need for a framework to lobby for a better climate at the national/regional level) and operational space was being restricted by the state

In addition to deciding that they would continue to meet in their working groups, the participants decided that they would strive to apply in their work settings one or two of the lessons gleaned from the RBM training, to attempt to convey to others with whom they associated some of what they had experienced in the workshop.

It was suggested that the National Chapters consider organising RBM training for their members in their respective countries.

## CLOSING REMARKS BY DR ABUOM

The outgoing Regional Co-ordinator, Dr Agnes Abuom, was invited to make the closing speech.

In her remarks, Dr Abuom advised the participants to take endeavour to implement what they had learnt at the workshop. She pointed out that in the development world results are difficult to measure. She noted that process indicators were quality changes that may not be quantifiable but disenable in the changes taking place in peoples' lives. She gave the example of availability of food, education, clothes and social justice.

Dr Abuom indicated that the Lord was a God of fairness and that in His eyes all humans were all equal but endowed with different gifts. She reiterated that no human being was better than another even though they lived in different locations.

She called upon the participants to strive to create a balance in the world, as per God's desire. She urged them to work towards making a difference in the lives of the poor and disadvantaged, noting that the rich were not free to enjoy their wealth unless and until the Poor's lives.

In conclusion, she thanked the BEACON Secretariat for their hard work and encouraged them to keep on working for results and appealed to the participants and chapter members to accord them the necessary support and co-operation in their work, and assured them of her availability to lend an helping hand when called upon from time-to-time.

### *Vote of Thanks*

The vote of thanks was given by Mr Kauneka from Tanzania.

Mr Kauneka appreciated the efforts of the Regional Secretariat in organising and inviting participants from all the BEACON Network National Chapters. He noted that it took great planning and effort to make arrangements for people from different countries to converge together in a foreign land and be trained, housed and fed for four days. He accepted the call by Dr Abuom to support the Secretariat and assured them that they would not be let down.

He expressed gratitude to the Facilitator for a job well-done, noting that he and the participants had learned a lot about RBM, even to the extent of being awarded certificates. He called upon the participants to go back to their respective organisations and countries and disseminate the knowledge gained, adding that it would be a waste if they went and sat back, and urged them to write back and report to the Secretariat on the progress they were making in the application and implementation of RBM. He also asked them to go and train others and also 'give them certificates'.

## ANNEX

1. Monitoring and Evaluation Tools/Tables
2. Training Workshop Programme
3. List of Participants
4. Workshop Evaluation