

results based management: are we there yet? ever?



Workshop Report

November 16-18, 2005
Toronto, Canada

This report is a reflection of workshop discussions and papers prepared for the workshop. Much of it is from the 12 panelists whose presentations helped to guide conversations over the three day workshop. However, other workshop participants also offered excellent insights, some of which are captured here.

References in the paper as noted by a [xx] are from panelists (their papers or presentations) as noted in Annex One

The workshop was overseen by a Steering Committee consisting of four institutions:

Canadian Physicians for Aid and Relief (CPAR)	<i>Contact and Steering Committee Member:</i> Anna Miller	
The Centre for International Health – University of Toronto	<i>Contact and Steering Committee Members:</i> Judy Kopelow Donald Nseljani Aaron Yarmoshuk	
The International Development Institute – Humber College	<i>Contact and Steering Committee Member:</i> Rupen Das	
World Vision Canada	<i>Contact and Steering Committee Member:</i> Will Postma	



“If you don’t know where to go, any road will do....”

Amjad Al-Atta, Jordan



As practitioners of RBM and as members of the development sector, we are accountable for securing not just any results but the intended “there,” the results that matter to the communities that we work with.

Maria Victoria Z. Maglana, Philippines



First a word of caution! For all its advantages, when clearly understood and professionally applied, the LFA provides no magic solution to identifying, or designing good projects. It is merely an analytical, design and presentational tool. The principle of ‘if you put garbage in, you get garbage out’ can apply to the logframe if it is used mechanistically

MacKenzie Quto, Malawi



NGO staff members especially in developing countries are usually doing multiple tasks simultaneously while being measly paid. In some cases, they work long hours and are exposed in unfavorable work conditions. Without a clear understanding of its value, RBM means additional burden. It is therefore important that NGO personnel understand how RBM will help them perform better and contribute to organizational growth. In short, they must know “what is RBM for them?” and “how could RBM help the organization move forward?”

Elmer Lighid, Malaysia



Results-Based Management is not a tricky concept for rural communities. In discussions with community members, they are very clear on the results they wish to achieve in all aspects of their livelihoods.

Japhet Emmanuel, Tanzania



No successful project implementation is possible in our environment without an understanding of the culture of the people... We need to refine results tools so as to adopt a bottom – up approach especially when doing project at community levels.

Peter Ujomu, Nigeria



The use and management of the tools, by the community members, created in them a sensation of self-confidence and empowerment. Self-confidence, because the management of the tools implies the ownership of some special knowledge and abilities; and empowerment, because the adequate application of the tools provided them a big value in terms of the opportunity to make their own decisions

Marco Villela, Honduras



Different RBM tools when applied in their original form in the communities of Kyrgyzstan, or other countries, usually do not work. It is with the participation of these communities, reflecting their ways of perceiving and doing things that these tools need to be refined and applied if to be effective.

Anara Choitonbaeva, Kyrgyzstan



Communities that acknowledge the extent to which their own efforts contribute to the achievement of key project's results are very attracted by RBM.

Banda Ndiaye, Senegal



[RBM Tools are] complex at the moment of introduction, but they are very useful and friendly once adopted by the people at the organizational and community level.

Adolfo Pacheco, Honduras



There is a need for building capacities in implementing partners at the start of every project in which the RBM is being employed. It is important to also give them the required and simplified tools to ensure that there is a fair understanding within the RBM framework to enhance the participation of all relevant stakeholders. All applicable staff must be continuously updated with current developments in the framework, while enabling a forum that brings together all staff and possibly other development partners at the country level to share experiences in using the RBM framework.

Evelyn Oicho, Uganda



Workshop Report (Draft)

'Results-based Management: Are we there Yet?' Ever?

Introduction:

From November 16-18th, 2006, a coalition of NGOs and organizations (Canadian Physicians for Aid and Relief – CPAR, the Centre for International Health – University of Toronto, the International Development Institute – Humber College, and World Vision Canada) convened a three-day workshop among development practitioners, to reflect on 10-years of experience working with and applying Results Based Management (RBM). The dialogue was made possible with the support of the Conference Secretariat in CIDA's Canadian Partnership Branch, and involved the presentation of views and experiences on RBM practice from twelve invited international guests; themselves, development practitioners and users of RBM. Each came with experience in reporting, learning and project planning along the lines of RBM or other similar results-based methodologies. In addition, approximately sixty other development practitioners from Canada and elsewhere participated in the workshop, bringing their own experiences of working with RBM tools.



What followed was a dynamic and participatory three days, which challenged all attendees to not only critically reflect on the challenges, opportunities and future path of RBM practice in the field, but to draw out lessons learned in field applications of RBM in order to 'construct the road ahead'. The workshop provided an opportunity for a collection of primarily civil society organizations to collectively look back on 10 years of RBM practice at CIDA and among CIDA partners and put forward their from-the-ground reflections and learnings.

Ten years ago, in April, 1996, CIDA issued a policy statement saying that...

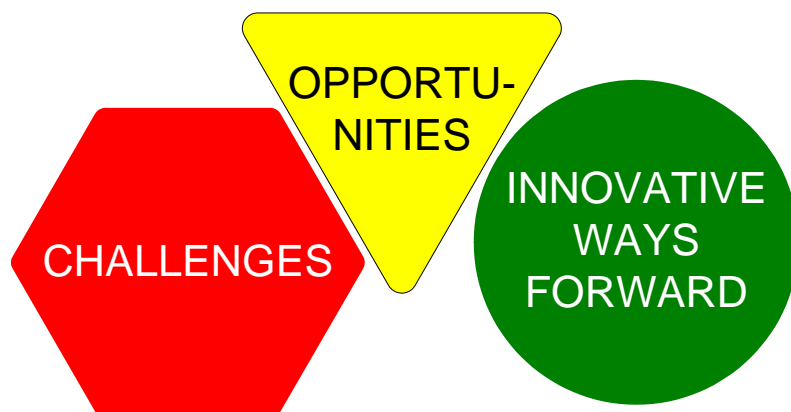
Results-based management is integral to the Agency's management philosophy and practice. CIDA will systematically focus on results to ensure that it employs management practices which optimize value for money and the prudent use of its human and financial resources.... Best efforts will be made to ensure that this results-based management policy and its principles will be applied to all Agency programs and operations. RBM will guide all managers and staff, bearing in mind the changing circumstances facing CIDA in the developing world and the role played by CIDA's partners in achieving results.

What have been the learnings over the past ten years of practice in using RBM, in working with communities, in reporting, in designing interventions, in managing resources.... in using RBM to achieve more and better results? What is the feedback or perspective of civil society



– or, rather perspectives from different civil society organizations and others who have worked with, trained in and reported using RBM tools?

The Steering Committee felt that a good way of surfacing these perspectives and reflections was to frame the workshop and the inputs of participants around the following sub themes:



1. What are the most important challenges and struggles you have experienced in working with RBM?
2. What opportunities have you experienced or what “turning points” have you encountered in working with RBM?
3. What are some possible innovative ways forward in terms of using RBM?

With these sub-themes in mind, the twelve invited international guests each prepared substantive case-based issue-papers as backgrounders to the dialogue. Presentations were made in the workshop itself, with the international panelists leading the discussions of various aspects of the Agenda.

This report is a compilation of workshop reflections, a summary of discussions, case studies, group discussions and regular ‘taking-stock’ evaluations from the three-day workshop. The presentation here follows the three sub themes and briefly summarizes what was shared from participant background papers, workshop presentations and plenary and small group discussions. This report concludes with a number of summary observations.



Challenges

Day One of the Conference looked carefully at the challenges in working with RBM – struggle points, roadblocks, diversions....

Five key sets of challenges emerged:

1. RBM: Lost in Translation?

There is a disconnect between the principles underlying RBM and the tools used. Although the rationale for RBM includes effectiveness, efficiency and accountability and although it is promoted to give full importance to community participation, learning and flexible iteration – the rhetoric is not often matched by field reality. The tools of RBM come across as being daunting and it is really difficult to be able to even to begin to demystify the tools and techniques of RBM. There are variations of donor requirements, terminology and language. Reporting logically and sequentially is not how many communities would wish to report on progress. One could almost say there is terminology paralysis that communities suffer as they try to understand the semantics and nuances of objectives, activities, results, indicators and then the different levels of results.

Participants are concerned that training in RBM Tools happens without a sufficient grounding in the principles underlying RBM. The trainings are one-off events and do not take the time to wrestle with key principles underlying results

methodologies, not just of CIDA but of other donors, including international NGOs. RBM continues to be seen as Top Down, Bottom Light and Boxed In.

The perception persists that local communities see RBM or aspects of it as “never being designed for the grassroots” but for government accountability purposes in a

Panellists from Malaysia and Cambodia pointed out that a key challenge for RBM at the field level is that most implementing partners use volunteers. They have enthusiasm and commitment to help their communities, but they do not have the resources to educate them in an RBM framework. This leads to unintended bottlenecks in the flow of RBM knowledge to the people who matter most – and leads once again to the question that many participants raised: “knowledge on RBM often flows top-to-bottom” and hence many development partners have to contend with an “incomplete RBM package.” [4, 6]



far-off land. Staff in the field often don't like filling in RBM pyramids or reporting sheets because these appear too "hard and heavy."

Many participants throughout the 3-day conference referred to the construction of logframes as boxed-in, concrete suggestions that program activities, outcome-level results and indicators all proceed according to the 'plan' as outlined within these very same boxes – as one sign of this apparent "disjuncture" between field practice of RBM and RBM reporting theory and methods. Development and progress cannot be distilled down to such precision and categories.


A further challenge is that once a project is designed and begun, there is such a focus on indicators that energies are invested in monitoring and reporting only against those indicators, rather than adjusting the program as it goes on. As such, RBM encourages a certain 'fossilization' of people's thinking about projects and programs, about what else could be possible, about what further or alternative results could be achieved.

The Missing Column

Managing for results requires knowledge ...of the realities and aspirations of the communities and groups that are being engaged... There is something unfortunately missing in the LFA... information that captures the situational analyses that underpin a development initiative. It is this information – a situational analysis – which is really a missing column on the LFA itself. It is that important to a project or program. [12]

The Missing Column

Developmental Challenge	Objectives	Results	Indicators	Assumptions & Risks
	Goal	Impact		
	Purpose	Outcomes		
	Inputs & activities	Outputs		



In addition, the heaviness of RBM reporting frameworks and the time required to develop and report on these frameworks leads to less time for project managers to spend in the field actually interacting with communities. Project managers prefer to spend less time at their desk responding to reporting requirements and more time alongside the people they are seeking to assist or empower.



Although RBM encourages learning and flexibility and donors are open to modification of the logframes, workshop participants continue to observe that adjustments as such are subject to the same lengthy bureaucratic processes as was the case in the approval phase.

The Logframe, no matter how flexible it is presented, conveys a sense of permanence for the project. Moreover, there is so much time invested in a logframe that it seems to dissuade 'revisiting' the logframe and making changes.

Do terms and language translate? Likely not. Something important is always bound to get lost in translation.

2. A propensity of RBM to simplify community complexities

What emerged clearly from the workshop was a strand of thinking that RBM was still very much associated with the New Public Management agenda of efficiency and accountability 'for and at the top.'

However, RBM needs to be more understanding of the contexts where planned interventions will take place: in communities. Context and culture play large roles in our lives and we can see that in the countries where we work in development. Can RBM even help to understand context and culture? Language and translations, in and of themselves, are often insufficient to explaining RBM in local cultures. A rather lengthy donor approval process requires short-circuiting community planning.

Participants showed concern for a seeming disconnect between 'Canadian compliance' and 'what matters on the ground.' When "western" solutions are translated within local realities and issues – the feeling is that what ensues is simplistic approach to complex realities.

Further, despite the 'rational' links between project levels (from tasks and activities that are designed to produce shorter-term outputs, to the medium term outcomes and longer term impacts that planners have to assume will happen), the realities of guesswork, assumptions and conjecture, that follows the often 'messy' process of social development are not priorities in an 'RBM-world'.

Do not write up the project and then try to squeeze it into a Logframe for the sake of complying with project requirements!

[1]

No successful project implementation is possible in our environment without an understanding of the culture of the people [1]



Many felt that stories of transformation or inherent change were almost always lost in the climate of accountability (“up not down”) and attribution that RBM seems to encourage. Keeping track of the former in a much more comprehensive way, on the flip-side, was one of the potential opportunities that many participants raised, as a way of “moving RBM forward.”

One participant noted that RBM seems to facilitate ‘process shortcuts’ because of time demands and because the dominant organizational culture has encouraged ‘group think’ as opposed to individual innovation.

Getting to the intended “there” -- as opposed to just any “there” -- is very much influenced by one’s knowledge of the “here.”

3. Insufficient investment in RBM

While there are a wide range of RBM tools, a key identified challenge is that there are insufficient resources and insufficient capacity to make good use of these tools. For a project to make better use of RBM, there needs to be capacity building at the staff and community level. This of course takes time. Some participants spoke of a half year of ‘nurturing’ or capacity building necessary before being able to seriously work on RBM logframes and performance measurement frameworks. [8]

Culture and communication are important. Effective facilitators [of RBM] have to be ready to listen and learn, and have respect for community culture and traditions. One example is our experience in training women in the construction of energy saving stoves. The CPAR team was in the village with two women consultants from Arusha. The village women prepared us a traditional lunch of maize soaked with ashes and cooked together with beans. It was tasty and we ate it with relish. The next day, a larger number of women attended the training. They said to the women consultants, “We are happy to work with you because you ate our traditional food and appreciated it. You are now allowed to go inside our kitchens and train us to construct the stoves.” [2]

This is especially true in contexts such as Kyrgyzstan, a former Soviet republic where citizens

Without a clear understanding of its value, RBM means additional burden.

[6]

Lack of training in RBM of the project staff and stakeholders lead the implementation team to mix RBM with traditional management strategies

[7]

have grown very accustomed to the state setting plans, results and targets.

Communities need to be brought in already at the design stage. RBM underachieves its potential as a management tool.



Not enough training leads to not enough capacity leads to poor application of RBM in communities. [10]

4. Can RBM capture real change?

A recurrent question and challenge was whether RBM – and the time it takes in which to use RBM effectively – can detract from real change that needs to be achieved.

Participants spoke of their understanding of RBM tools as encouraging an obsession for tangible results at the expense of highlighting process. The importance of process -- the time it takes and the need for full inclusiveness – is minimized. Good process is essential if tangible results will continue to be experienced, especially important after an external agency exits.

RBM as is it often presented cannot capture transformative change or even the significance of transformative change. As much as we would wish for RBM to capture learning, it may not be the best learning instrument either. Participants expressed concerns from their communities that the proofs of change – the indicators – often end up being more consequential than the change itself.

RBM seeks results and change but the tools and the complexities in using these tools in communities can actually serve to do just the opposite of empowering the poor – causing frustration, confusion and derailment from

the real change that communities want to see because of a project or program's support in their area.

Some NGOs on the field, in using RBM, become obsessed with certain results over the broader goals of empowerment and capacity building: The pressure to produce results can sometimes undermine the essence of RBM. Some NGOs tend to become Machiavellian resorting to a very scientific approach to RBM. Like a machine, they would systematically ensure that expected outputs and outcomes are delivered oblivious of the dynamics, unintended results and stories that emanate from a project experience. In many cases, these stories are essential for effectiveness and efficiency of future programming... It is also not surprising that a few NGOs even embellished their results to look good to donors. [6]

At times, what takes place is that project managers only capture what is necessary for reporting, -- not broader, deeper change or organizational or community learning.

Moreover, what does get communicated to higher levels – whether they be tangible results or unanticipated, deeper learning – is felt to not carry the same amount of meaning or importance when this is simply put on paper, in a report. The significance of change in the community gets lost in translation as the results are reported within tables, in bound volumes.



Our panellist from Malaysia, whose organization offers training and capacity building to other NGOs including on RBM, summarized what for him are key challenges faced by CSOs with whom he has worked: [6]

Compliance: There is a prevailing view among NGOs that RBM is a donor requirement. Most of them would rather not prepare logical frameworks or monitoring and evaluation plans.

Lack of Expertise: Most NGOs do not have the expertise in RBM. In India, for instance, logical frameworks and project proposals are commonly prepared by consultants. As a result, organizations do not build their RBM competency. Perhaps, the donors are also to blame. They require the use of RBM, yet, they seldom train their grantees on RBM application. Most donors only support project-based activities and very few provide technical assistance to develop the management capacity of their grantees.

No Ongoing Coaching: Given that some NGOs are provided training on RBM, the assumption that they will integrate it in their system immediately is illusory. Many NGOs needed on going support and follow-up to guide them in their application of their newly acquired skills and knowledge. Failure to do so is tantamount to contriving them to revert

Intangible results such as community empowerment, commitment and ownership need to have as much value as tangible results such as health services' coverage.

Intangible but very critical results achieved by the project -- such as community empowerment concerning the management of community health and nutrition programs, partnership between communities and local health services, local Ministry of Health staff and decision makers' commitment toward the project goal enhancement of the role of women in decision making concerning the health and nutrition concerns in the community -- were reported only through qualitative information presented in histories in the appendices of the project reports.

In the project's first phase, there was more opportunity to measure and document intangible results. The second phase saw more emphasis on tangibles and less on intangibles.

It is important to have tangible results re the health status of children and women, VAC supplementation coverage, reduction of child malnutrition through supplementary feeding. However without there being sufficient and similar importance placed on intangibles -- the qualitative community measures -- field staff and community members will invariably put more emphasis on the achievement of the tangible results. In doing so, the project moves at a speed that is different from the speed of the communities and local Ministry of Health staff and risks tangible results not getting woven into the community for years to come. [7]



We talk of empowering communities, of bottom up development, of enabling, of reversing the power. This may not always be possible in the use of RBM. It seems like the power is still with the uppers. Or such can be the perception.

5. RBM, Learning and Participation

“As Filipino farmers colorfully put it, [trying to summarize results] is akin to “swinging the scythe many times to cut grass, but leaving no cleared ground to account for one’s efforts.” Irritating as it may sound, reporting on so many local government officials trained in health or solid waste management, if not framed from the perspective of achieving reforms in institutional or sectoral performance, could elicit the question... “so what?”[12]

The extent to which RBM is conducive to learning and broad and deep participation is a matter of ongoing debate. While RBM is designed to facilitate learning and participation, it rarely does so on the ground. The amount of time needed to understand and work with RBM gravitates against learning; meanwhile the need to develop and fine tune result statements, indicators and a monitoring strategy seems to warrant working with a smaller group of more formally educated community members rather than the community as a whole.

Sometimes, communities provide information that is then cast into a logframe by project staff and managers. RBM remains with the project team but does not reach communities.

While all this may be said to be a symptom of inadequate process at the community level, workshop participants nonetheless see that the very design of the tools and the juxtaposition of time needed to build community understanding against time needed to meet donor requirements as working against both learning and participation.

The learning process in RBM has to be participatory. Participation does not necessarily mean learning. On the one hand, participation may simply be a low ladder rung of consultation and not conducive to ownership. On the other hand, RBM as community development in general needs to empower community members and it needs to do so throughout the project cycle, not just at project design.

RBM tools and methodologies can lead to disempowerment in that communities are sometimes not even aware as to how reporting is being done and sent back to the donor. RBM needs to factor in, more integrally, power relations and dynamics. These need to be sorted out so that the tool can have a clear purpose at community level.

There are key questions that have no definitive response.

- Is RBM just to help the donor account for funding?
- Or is it meant for the community?
- Is there any focus on learning as opposed to accountability?



- Once progress and evaluation reports are submitted to the donor, are they really used well or do these just sit “on file?”
- Is RBM just increasing paper work at the implementation stage with lots of ingredients that may not be necessary?

Throughout, there is a felt disjuncture between community needs and donor and/or northern partner needs. RBM may be a tool more for donor consumption as opposed to community participation. It leads to the question as to whether RBM should even be used at the community level. Perhaps there are easier tools that can be used in communities that can promote empowerment and just let the project staff respond more directly to external demands for results as per an RBM framework.

The challenges of learning and participation connect to gender. Gender does not fit as well with RBM. It does not factor in the ‘on-the-ground’ realities of gender equality.

Low levels of literacy made it initially difficult and more time consuming to help community groups grasp RBM tools. Moreover, working with the local Ministry of Health, a key stakeholder, was challenging in that it needed to factor in the government’s use of more traditional activity-focused planning and management. [7]

Disaggregation of data is not enough and can suggest a false assumption that if data is gender-disaggregated, then gender is being adequately addressed. Gender as a cross cutting theme is also difficult to convey. What Canadians understand as gender equality is not accepted elsewhere.

The challenges of learning and participation also connect to stakeholder dynamics. How does RBM fit in all the stakeholders and the stakeholder relationships that are essential to ensure progress? How do you fit all the stakeholders in without creating a very messy logframe? While

stakeholders may not figure into result statements and indicator measurement, communities feel that progress in development necessarily includes a range of stakeholders. Each stakeholder may have their own specific interests, even around the same project. To mobilize and nurture a more unified purpose amongst stakeholders as such requires a lot of project effort, the results of which are not easily captured within RBM frameworks.

Community ownership and participation includes a range of stakeholders. Development is about partnership but in RBM, the need to show attribution may work against partnership. Can you attribute results to all stakeholders? One NGO takes the credit for the results – what about the other stakeholders? How do you get all stakeholders to define and agree on goals in the first place?

RBM encourages through some of its tools to ‘put the last first’ but in the reporting process, by the time you dilute things down to ‘results’ the ‘last’s voice’ has been diluted. [12]



Opportunities

Although workshop discussions on the challenges of working with RBM elicited much energy and response, it helped to frame and surface further conversation about possible opportunities or turning points in thinking about RBM – signboards that suggest how the otherwise challenging roads of working with RBM can be better navigated.

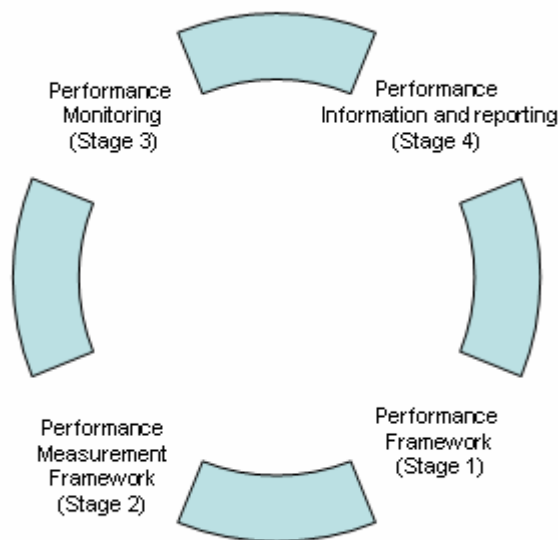
Five such opportunities or turning points can be mentioned:

1. Growing capabilities of partners to build in and value performance

The role of what some participants termed “Southern Partners,” or, more generally, development partners is changing. One such change is the increasing willingness, if not desire, of partners to factor performance metrics into their work.

This was certainly evident in the case study from Uganda, where the workshop panelist noted that for RBM to be successful, it needs to be absorbed into the organization’s very way or working:

“The strength of the RBM framework lies in each organization’s capacity to conceptualize and synchronize it within already existing structures and systems...



The above 'performance cycle' is suggested by our panellist from Uganda [31]



The introduction of this framework in project management has to be carefully executed as a way to achieve maximum results...

The whole purpose of introducing the RBM is to build the capacity of organisations to be able to achieve measurable results.” [3]

The water and sanitation project introduced in Kyrgyzstan is notable in that the dialogue

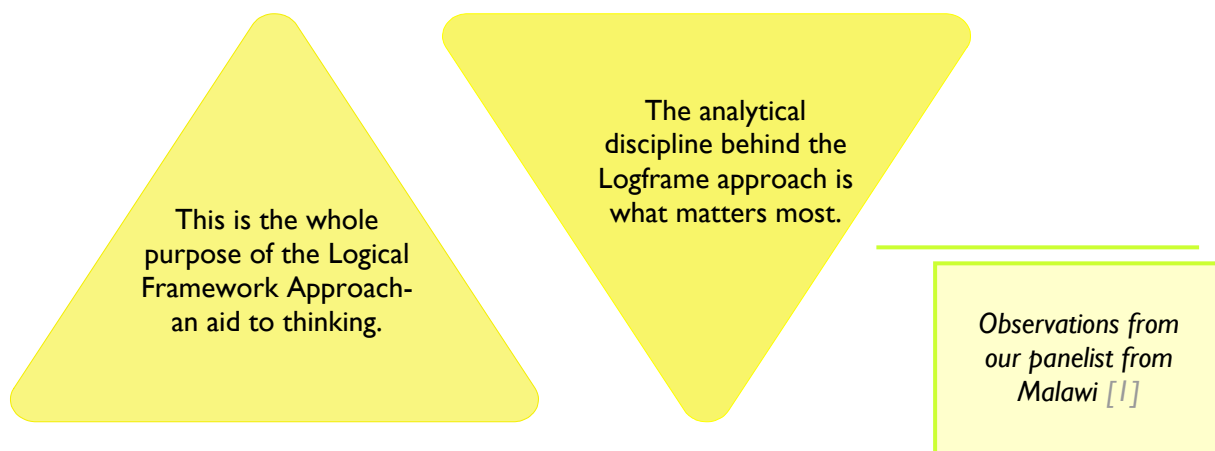
The panelist from Kyrgyzstan shared one example, noting that at the beginning of project planning, results were defined mainly by the number of water/sanitation schemes handed over to community water groups. With this direct line defining project success, challenges at the community involved anything from an absence of objectively verifiable indicators to measure sustainability to the lack of local partner support for the project. Only after confronting local perceptions of ‘communal’ and ‘non- perceptions of ‘communal’ and ‘non-communal’ services, and mapping community needs related to water/sanitation service delivery and expectations was the partner able to be clear (from the ‘bottom to the top’) that the key measure of ‘success’ was “not ‘how many people or villages are covered’ but rather ‘how many person years of clean water supply did the project help to provide.”[10]

among staff and beneficiaries about results led them to also develop a performance assessment checklist (a small portion of which is shown below) that would allow for effective self-monitoring. Results based tools have helped the staff and communities both to develop a stronger appreciation for and culture of performance. [10]

Assessment of organizational sustainability

Indicators	Means of verification	Score	Marks
1. CDWUU Board elected and working as a team according to their	Discussions and observations. Chairperson has seal and registration	Yes	3
		Only chairperson works	2
		Not functional	1
2. Accountant elected; accounts in good order and available	Financial records, receipts from 5%, cash book	Working well	3
		Can be trained	2
		Not working	1
3. MIS in a good order, all documents incl. list of members up to date,	List and applications of WUs, minutes from meetings incl. lists of participants/decisions	MIS complete, up to date	3
		Can be improved	2
		Inadequate/no applications of	1





In Nigeria as well, our panelist noted the opportunities brought about by using RBM and thinking more clearly around the importance of performance and culture. “Working with RBM has helped the project and communities to focus on accomplishing certain key results: construction of a youth centre, development of a curriculum for training youths, development of youth-appropriate IEC materials, increased knowledge of young women and men, increased application of newly-learned HIV/AIDS skills.” RBM, it was noted, helped not just in encouraging focus but also a good M and E system and set of M and E tools. [5]

A CIDA-supported program in the Philippines was shared at the Workshop and also demonstrates the ability of local partners to factor in both performance and innovation. The Program for Peace and Development (ProPeace) in Mindanao, built on its training in RBM to develop a Partner Capacity Index - a tool that focused on measuring the ability of its partner community organizations to improve, change or grow in a manner that is beneficial to its members. As an Index, it is not necessarily a grade or score but a pointer, sign or indication and is best appreciated within the context of development assistance, particularly capacity development support. [12]

A similar set of opportunities can be seen from a program in Jordan, as shared by one of our panellists. The Enhanced Productivity Program (EPP) at the Ministry of Planning and International Cooperation, although it had a vision for poverty reduction and empowerment, commenced its work with vague objectives. Moreover, there was no clear understanding of these objectives among the different levels of the Program’s Management Team. M&E for the program was conducted on an ad hoc basis. [11]

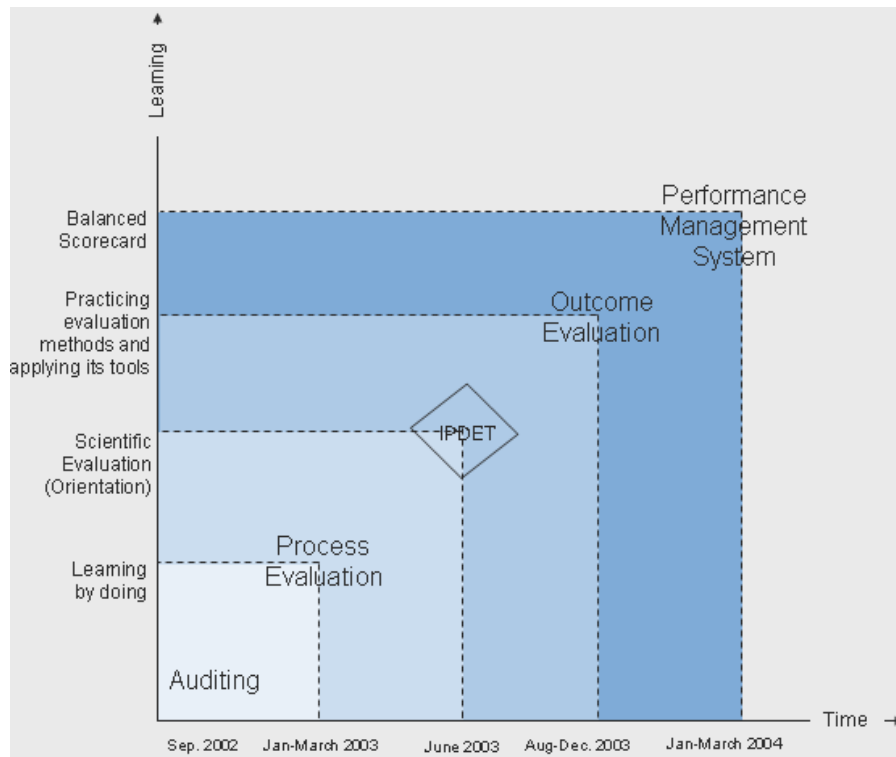


Our panelist from Malaysia added some suggestions as to how RBM contributes to overall good management and good field results too. “The use of RBM leads community and project staff to strategize their efforts and the use of resources for synergic actions. By working with RBM, I find that it facilitates team and partnership building. It reduces conflicts among partners, simplifies the work of project staff, and leads them to focus their efforts on issues directly related to the expected results.

Three years ago, several partner NGOs, drawing upon RBM principles, proceeded to carry out a self / sustainability assessment based on four dimensions: **institutional strength**, **financial continuity**, **program effectiveness** and **community impact**. These were also used to develop a three year plan for further improvement and progress markers were set to determine how this particular key result area progresses. Almost three years have passed, some interesting results emerged:

- a. *Diversified sources and volume of revenues. As a thumb rule, an organization is more sustainable when their revenue from a single source does not exceed 33.33% of their total budget. Most of our partners achieved this*
- b. *Established a core fund achieving a target of fund reserve capable of funding about one year’s operations of the organization in case of zero funding from donor*
- c. *Redesigned organizational structure within the context of sustainability*
- d. *Enhanced governance – clarified board roles, increased participation and accountability*
- e. *Increased clientele and expanded community reach [6]*





How the EPP in Jordan evolved its performance system over a three year period [11]

Through the use of strategy workshops on results and performance and about gathering consensus on how to make the work of the EPP more impactful, the EPP embarked on the use of a Balanced Score Card (BSC). The BSC helped the program's management at all levels to redefine the program's strategic objectives and the essential activities that would bring about results. A *Destination Statement* was developed. Program management began to look strategically at the bigger picture rather than narrowing the scope and focusing on the component level. Results and activities, unlike what was the case at program inception, became well defined and fully understood and agreed upon by all levels of the program's management. Outcome results, too, were achieved in the way of new businesses and new jobs created.



2. RBM contributes to overall good management

RBM can be a good management tool. Participants see the value of RBM as contributing to overall good project management. Some even have drawn on RBM tools to improve job descriptions, performance evaluation formats and project self-assessments. Several have been able to use RBM in writing successful proposals to other donors.

Others have talked about the benefits brought by focusing on selected results and indicators. While there is a challenge, as noted above that RBM may focus on certain identified result statements to the detriment of others, many of our participants spoke of the benefits from being able to invest energies around certain result areas. Another of our panelists, from Honduras, noted how a results focus helped coffee farmers in his working area get much

One of our Honduran panellists noted that “after I started using RBM, I can say that I became more confident of the management profess.

In September, 2003 we carried out training to a group of community volunteers aimed to build capacity in the use of results tools. It was exciting to see that, 6 months later,, the volunteers shared with the community assembly the findings obtained from the application of the tools and the decisions made based on those results.”[8]

more serious about growing quality coffee and choosing the right inputs and interventions so as to most likely achieve yield targets. In this case and in others shared at the workshop, a results focus, although not without difficulties and challenges in conveying to communities, did encouraged a rallying-around community-mobilization effect. [9]

In addition to these points, participants noted a growing critical mass in support of effectiveness and good management and that RBM aligns well with this trend. Our panelist

from Malaysia suggested that it is almost a bit redundant for management to be prefaced with the word ‘results’. Which good management style is not focused on results? [6]

3. Increased flexibility and awareness by donors of challenges

Participants have sensed, in some areas, more opportunities to use less stringent indicators and measurements (those stemming from participatory practice) and more openness by donors to modify RBM reporting tools. On the one hand, it may be a perception that donor staff are too busy to be able to read, absorb and comment on long reports with detailed reporting on indicators. On the other hand, it may be a result of genuine efforts by donors to allow more room for qualitative, subjective and unique ways of describing or illustrating results.



“Go ahead and put the stories in!” as one participant recounted from a donor feedback, even if it means less reporting on stated results. Participants have noted that in some instances, community projects are being encouraged to forward pictures and progress stories in their own words and making this medium a legitimate form of reporting back to donors and NGO partners, complementing reports based on the specified, usually quantifiable results to date.

If RBM is intended to collect ‘best practices’ for possible further replication in other projects or programs, some participants and panelists wondered whether there was not an opportunity here to promote the distillation of stories and local knowledge of ‘what success means’ in RBM reporting. In other words, these can give greater credit and legitimacy to beneficiary/partner profiles, stories and testimonials. These can reflect results; indeed these can be results in and of themselves.

There is an opportunity to bring in and integrate more tools such as community mapping, resource trees and progress markers – as was noted by our Ugandan and Senegalese panelists. [3, 7] The opportunity is now; 10 years on, as good frameworks rarely stay static.

4. RBM may not be so difficult after all

Although the workshop did surface many of the challenges if not contradictions brought about in working with results tools and methodologies, there were also many comments made that RBM tools and methods could serve as ‘good participatory development tools’ in and of themselves, that they were being used to gather community inputs, indicators and to set project goals. Participants wondered whether there was an opportunity here to relieve the “emphasis on control” that LFAs (logical frameworks) placed on horizontal logic by re-focusing again on what made these participatory tools so good at capturing local perceptions of “success” and “progress.”

Local partners and staff are becoming increasingly skilled in adapting tools and in drawing upon the benefits of multiple tools at their disposal.

Many participants noted that RBM was not so difficult or “tricky” [2] particularly if there has been some good training offered prior. Community members are keen on identifying a handful of outcome results that are important for the community.

This holds true particularly if there is scope and space for cross pollinating RBM with other tools such as the PRA family of tools that can help in determining baselines, community priorities and goals.

A similar experience was noted from Honduras where community leaders seemed more focused on day-to-day issues and not necessarily the same issues. The local partner in this case proceeded to develop sessions with the community that would look at the community’s



experience in those areas where they had much familiarity and experience, namely farming and child health. The local partner showed different results chains that helped the community members see how change can build from short to medium to longer term. This helped the community to tackle and complete the task of completing project workplans and results planning. [8]

In Senegal, the local partner developed visual charts aids and short skits to help low-literacy community groups better understand how to work with results chains. [7]

A board member of a partner agency, as noted by our Malaysian representative, said that after applying RBM, he now *knows where programs are heading and what to look into during board meetings*.

For him and other board members, rather than the board being of a 'rubber stamp' variety, RBM can help the board to become more engaged in organizational activities increasing the accountability of the executive director towards their respective boards. [6]

Some participants have been encouraged by their Canadian or other international counterparts to proceed with their own translation of 'progress' or 'results' and then putting these into LFAs – and having this seen as acceptable by donors.

Local partners are becoming more adept at drawing upon a variety of good development tools and not separate them from RBM. There is scope for cross-pollination here too and participants were suggesting that their international counterparts and donors were encouraging as much.

Communities already have well defined strategies and often a good sense of what tools can best be used (PRA, Venn diagrams, for instance). Communities existed even before donors came in. Communities have logic but may lack techniques. Participants asked whether we can draw something akin to RBM from within the communities, using tools that make more sense to community members and local already-existing community capacities. We need to give people space, opportunity and a belief that they can indeed think through complex ideas/issues. The logic is there – it is really how we harness that logic and put it in a framework of sorts, one that is also adaptive, open and flexible.

4. RBM can promote consensus, clarity and ownership

In addition to the rallying-around effect that RBM can have, there are further benefits such as consensus, clarity of mission and

For Honduran participants, once the tools were understood, there was created amongst them a sensation of self-confidence and empowerment. Self-confidence, because the management of the tools implies the ownership of some special knowledge and abilities; and empowerment, because the adequate application of the tools provided them a big value in terms of the opportunity to make their own decisions based on timely and objective information with no dependence on "external" support.. [8]



ownership The availability of RBM based tools and capacity for its use, at a community level, provided great support to the elaboration of community development plans and also supported following the adequate implementation and advances of these plans. That put the community in a position of negotiators and auditors when there were interventions and projects that are, or could be, developed in the community area.

This process has allowed too the empowerment of project mid and higher-level managers, and enable them to comprehend the totality of their work. They are able to plan their annual implementation plans as well as their respective budgets. The sustainability is inherently built upon staff and people who know the details of the system and its requirements in order to achieve the objectives. When the people were trained and allowed to function in this paradigm there was success and it continues.

Our representative from Malaysia noted that when RBM was introduced to its partner agencies, some restructured their organizations so that they could focus in only three or five programs. By having more focus, they were able to utilize their resource more effectively and efficiently. And because they know what they want to achieve and they have the necessary information of where they stand, they have better control over their circumstances. One NGO reduced about 30% of its costs from the previous years given the same program exposure and type of activities. Another increased its revenues from clinic operations by about 25 percent in a span of two years. The use of RBM tools also helped them to make intentional and objective analysis based on the more clear and concrete identification and description of what they expected to achieve as a result of their investment of effort and resources. [6]

By working with RBM, I find that it facilitates team and partnership building. It reduces conflicts among partners.. and leads them to focus on issues directly related to the expected results [7]

RBM helps community members to look at the planning system as a whole. Honduran farmers have had a difficult time planning without the final result in sight [8]



Innovative Ways Forward

Following up on the challenges and opportunities identified, participants also sought to reflect on possible ways forward. RBM presents some serious challenges at the project and community level. And while there are some possible turning points or sign boards indicating clearer roads ahead, development practitioners using results based tools continue to look for better and more innovative ways forward that will save time and assure that the results tools will indeed generate community results.

The workshop generated what can be loosely categorized into five helpful ways forward. These represent suggestions from workshop participants, including the panellists themselves who come from communities, projects and organizations that are looking for ways to be more effective, efficient while at the same time motivate and build participation and ownership.

1. We need friendly, inspirational RBM tools and approaches

As opposed to what RBM is often perceived to be – Top Down, Bottom Light and Boxed In – workshop participants suggested over and over the need for a stronger community involvement in the use and ‘incorporation’ of RBM into development projects that affect their lives. The process of interaction with RBM tools needs to be, from the very beginning and then consistently thereafter, bottom up, participatory and flexible. Too much of the thinking of if not doing of results- based management, including the planning and reporting, takes place away from the communities, in the confines of training halls and senior staff meetings.

The involvement of the potential users in the design and validation of RBM tools is essential. Tools should be pre-tested just as evaluation tools are often pre-tested and then adjusted and improved to respond to user and participant feedback. RBM tools need to respond to (some would even say totally comply with) the local context (language,

Beginning the use of these tools at the right time and manner is crucial for the success and sustainability of the long-term outcome of the project.



customs, etc...) so as to avoid misunderstandings, make the users feel more confident and comfortable managing the tools, and, over the course of the project's life, provide reliable information on project achievements.

One of our Honduran panellists noted that from his experience, he learned that it “is better to talk about *results based tools* rather than *Results Based Tools* in order to emphasize and focus more on the approach than in the tools themselves and allow for greater community flexibility and input into the refinement and contextualization of the tools themselves. [8]

Doing so allows for a better understanding of the purpose behind the use these types of tools. Whatever tools that are used, they need to keep in mind the diversity of users and contexts.

The best approach is to train local people in the tools and let them adapt them to suit their environment. Better yet is to introduce these tools into the national education system so students graduate with skills to contribute towards their communities' development. [2]

Participants noted a number of other tools and approaches that have and continue to inspire – and from which those training in and implement RBM could benefit. These include

It is important to see RBM as an approach, not as a set of templates that have to be completed [2]

Appreciative Inquiry, an approach which when melded with RBM can promote a more community-driven and positive-thinking change mindset. As well, the Participatory Rural Appraisal family of tools (community mapping, transect walks, among other examples) can help at the time of project design and at periodic intervals to learn of anticipated or even unanticipated change and achievements that have been ‘incorporated’ or absorbed into a community’s fabric. For some of our participants, such a combination of tools – drawing on the best of what different development tools have to offer – is happening as a matter of course.

In the end, to say that projects and communities could benefit from greater inspirational approaches and tools around RBM is as clear as saying that participants want, integrally, to see sustainable change in their communities.

2. Identify and share good practices in the use of RBM

In all of development, the sharing of good and promising practices is becoming *de rigueur*, a participatory and dynamic *de rigueur* but nonetheless essential and a definite value-add in an increasingly connected world. Such sharing should also hold true for methodology and management practices, including around the use of RBM. Workshop participants were certainly sharing their appreciation for hearing each other’s case studies in the workshop panels and working group sessions – particularly in terms of how others have responded to the challenges in using RBM and what approaches and tools were developed in the course of



the projects' design and implementation. For partners, the source of initially working with RBM was their northern partner – often a Canadian partner that took responsibility for the training in and introduction to RBM. For most workshop participants, there have not been opportunities to 'constructively commiserate' and in so doing, discuss ways and means by which organizations and communities can learn from each other as to how strengthen the value of being more results-focused. How can all of this be made more practical?

Indeed, the workshop itself proved an eye-opener to the benefits of more horizontal and peer learning when it comes to making RBM work and come alive.

Learning as such is 'in demand' – including as to how CIDA partners resolve how they may report differently to different accountability reports: to CIDA on the one hand where results and performance information is required but, on the other hand, to other donors and even national government offices which may not have results-oriented measurement systems. For instance, are there learnings to be shared in terms of the extent to which organizations can realistically but practically influence and shape the measurement systems of oversight government agencies?

The Local Government Support Program Phase 2 (LGSP 2), noted our panellist from the Philippines, is an example of a program that moved its results approach in an innovative direction, one that included a built in sharing-out mechanism. In the LGSP 2, the Program used performance information to select municipalities that demonstrated exemplary transparent, efficient, responsive and participatory governance. Those that passed a certain results or performance threshold were awarded the Kaagapay Seal of excellence. A mark of distinction, the Kaagapay Seal recognized, celebrated, and reinforced the success of local government partners of LGSP. Forty two local government units were awarded the Seal but also 'inherited' the task and responsibility of sharing its expertise and knowledge with other local government units that are moving towards excellence in local governance. Many of the 42 Kaagapay awardees currently serve as host local governments, introducing other municipalities and cities to exemplary practices and systematically assisting them in the replication process. [12]

In the Philippines, *kaagapay* means "to stand or to walk side by side with another."

[12]

Our panellist from the Philippines asks: what about awards celebrating excellence in RBM practice.... We all know the adage that "what gets measured gets done." Perhaps to that we should add, "what gets recognized gets disseminated." [12]



3. Invest in Capacity Building and Mentorship

Training in RBM should not be limited to the project alone. Workshop participants who have accumulated many years of experience in working with RBM, are quick to add how important it is invest not just in the project but in the organization as a whole. Senior staff need to be engaged, including board members and the organization's CEO or president. Their support is invaluable not just as well as the achievement of the stated results themselves but to the successful incorporation and use of RBM.

It is important to invest not just in engaging senior staff and directors but to ensure that the investment carries on beyond the initial training and project design. Once the project is designed – and the templates complete – it is important that there be resources at the ready to ensure project staff or community members can ask questions and clarify how they are working with RBM, completing reports and subsequent year planning sheets. Too often, staff are left to their own devices and whims to make RBM work – and too often this means the development returns on the initial investment is much less than desired. Such a scenario is repeated and made more complex when there is desk officer and staff turnover and the nuances of working with RBM shifts. Our African panellists spoke of HIV and AIDS as an additional destabilizer in that it is precipitating even further staff turnover and losses within the community leadership itself. Further instability is caused when there is conflict in an area and where there is a humanitarian emergency.

As noted by our Ugandan panellist, the strength of the RBM framework lies “in each organization’s capacity to conceptualize and synchronize it within already existing structures and systems. Therefore, the capacity of each organization, whether small or large, should determine the success of the RBM framework. This capacity lies in the mobilization of staff and the implementing partner’s level of conceptualization, with regards to specific frameworks and the ability to integrate it into previously existing systems. The introduction of this framework in project management has to be carefully executed as a way to achieve maximum results.

There is a need for building capacities in implementing partners at the start of every project in which RBM is being employed. It is important to also give partners the required and simplified tools to ensure that there is a fair understanding within the RBM framework to enhance the participation of all relevant stakeholders. All applicable staff must be continuously updated with current developments in the framework, while enabling a forum that brings together all staff and possibly other development partners at the country level to share experiences in using the RBM framework.” [3]

The board and executive director need to convey an understanding and tolerance for some trial and error as RBM is introduced while at the same time championing the importance of incremental results.

[3, 6, 11]



Ongoing follow up is needed so that staff and community members have ready go-to / refresher resources. Workshop participants spoke of 6 month pre-design periods during which communities learn the principles of working with RBM and understand how to best contextualize the tools in ways that work for the community and the partner agency and donor. There is disproportionately more interest in achieving the results than in assuring there is a constant and strong foundation on which to plan and manage. While there is truth in the 'learning by doing' adage, there is a need still for regular opportunities by which RBM tools and approaches can be increasingly contextually grounded, by which questions can be asked for clarity and possible design changes deliberated upon and by which a pulse can be taken as to how well

community leaders and field staff understand the value of RBM beyond the completed performance measurement reports.

Mentorship may be a very viable way forward. Local colleges could be enlisted in developing appropriate curriculum. Local research and training centres could be supported so as to play a regional role in RBM in training and

Mentorship could include the creation of forums and opportunities by which good and promising practices around the sharing of RBM practices could be shared. As one panellist noted, while CIDA partners “should assume responsibility for training and exposing successor generations to RBM, there is need to create more opportunities for practitioners to pick up on developments from the field and exchange learnings across programs and institutions. Perhaps CIDA could take leadership in promoting the latter. Aside from international conferences such as this event, the interactions could be undertaken on national and local levels.” [6]

facilitating the exchange of good and promising practices. More IEC materials and video footage could be developed as base material from which locally translated materials could be developed. Electronic and web based sharing could be developed to allow for some recourse and searching for helpful information. A third party question and answer format could be developed, perhaps on a six monthly basis.

Unlike traditional one-shot type of training, NGOs need to be mentored and coached in the application of RBM. Capacity builders should play the role of a catalyst guiding the NGOs as they struggle and grapple with the difficulties in applying RBM. Sometimes, to ensure that the NGOs deliver results, capacity builders [those who train in RBM] tend to perform what managers should do. Instead of helping the organization, this gesture will be damaging to the organization in the long run.

[6, 7, 8]

Donors need to provide support to NGOs to build their competencies on RBM rather than merely focusing on programmatic or project-related activities. Donors need to invest on RBM if they want their grants to generate optimal results. [2]



4. Develop simplified RBM tools and processes.

Only those who dug a well know the value of water". Such is the proverb shared with us by our panelist from Kyrgyzstan. [10] Those who do all the work, manually, sometimes with the most basic of tools, are the ones who really know the significance of water.

Similarly, it is those who work with RBM as field staff, in communities, who can really attest to the importance of having good processes and tools at their disposal -- tools and processes that make sense and can be readily owned by participants. This workshop, "Results Based Management.. Are We There Yet? Ever" provided that opportunity for participants to gather and share some of their experience with the use of innovative tools and processes.

The key adjective that surfaced to describe what kind of tools was 'simple'. "We need simple tools" "The process needs to be much simpler when we work with communities" "The process of using RBM needs to be more flexible throughout a project cycle. A project's management framework should attract interest from community members and possible, relevant stakeholders as a living set of tools and processes that can be learned and replicated in other communities and can help them move towards achieving outcome-level results.

Refine results tools so as to adopt a bottom – up approach especially when doing project at community levels. Ensure also that communities participate in designing the projects rather than transferring what is believed to have worked in other countries

[2]

A range of simplified RBM tools and processes were mentioned:

- Making use of visuals and developing pictorial translations of the RBM chain
- Developing an upright or vertical problem tree, 'converting' it to an 'opportunity tree' and then, finally, flipping it 90 degrees clockwise, to the right, so that it can be reflective of a results chain.
- Drawing on a plant of fruit tree metaphor (seed, germination, growth, leaves, flowers or fruits) as indicators of increasing progress towards a set target
- Developing milestone mid term targets for each result statement and then using these as Progress Markers, essentially measurements of progress or changes that communities would really like to see. This would make change more attainable and would also allow for the project to publicly broadcast its work towards and achievement of these Progress Markers.



- Drawing on community health cards that visually reflect the extent of progress on the road to health – or the road to realizing outcome level results for that matter.
- Building on the work developed in the use of Balanced Score Cards – where progress is looked at from multiple angles and perspectives. The balance could be applied differently and creatively to outcome level results so as to look at, for example, such things as learning, spending, community ownership and quantitative change – all of which are mutually and synergistically connected.
- Encouraging story telling as a means of community members sharing, from their own personal experience, the extent to which change (and significant change) has taken place –and why. These can be powerful ways of embellishing results reporting and reflecting the extent to which all community members are genuinely engaged in the development process.



ក្រុមហ៊ុនផ្សេងៗ

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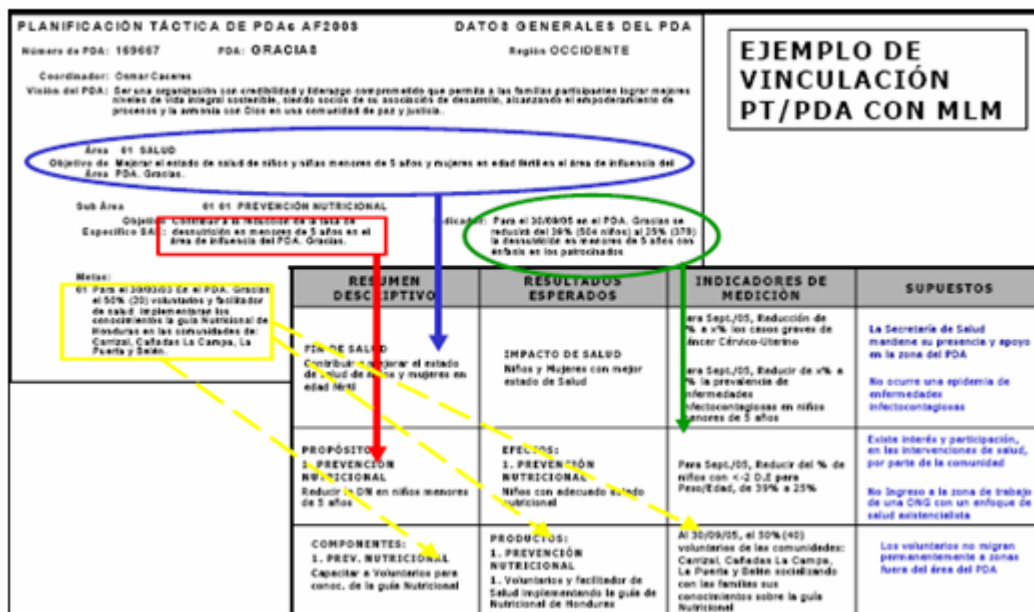
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Two examples of visuals suggested by our Cambodian partners. These are tools used by community members to agree upon level of results achieved – and what yet needs to be done. [4]





One example, from Honduras, of trying to explain the interconnectedness of results planning sheets [8]

5. Communicate, communicate....

It may be a tired repetition to suggest that communication and dialogue are still seen as key to success. However, workshop panelists and participants alike affirmed just how important dialogue is to moving forward in making better use of results-based methods and tools.

Sometimes, reminded one participant, we see the forest and not the trees. We forget to see that there are parts of the forest that work together to create the beauty and usefulness of the forest. Indeed, they have to work together.

One workshop panelist suggested how essential it is for NGOs and donor agencies together, when it comes to building capacity for RBM, to foster a process of “three-way” communication:

- Between staff and managers,
- among all staff and
- between the organization and its on-the-ground partners.



“Only in this context, could RBM build a collective understanding of the scope of activities within projects and how they will contribute to the larger development goals that communities have for themselves.

This collective understanding is its most opportune, when internalized throughout the same NGO and donor agencies directly and indirectly working with those same communities. In other words, a key step to move us forward in our thinking and doing of development and RBM itself is dialogue.” [6]

Moving forward, we need patience, participation, space for learning and making mistakes, organizational learning a renewed valuing of the wisdom of the community. As our Nigerian panellist explained from his experience, we need town hall

conversations, full community gatherings and regular, frequent meetings under the shade of the trees. [5] The way in which RBM tools and templates can come across, especially initially, can equate them with being creative desk exercises; however, for these tools and templates to be effective management aids to achieving measurable results, there needs to be encouragement and time taken for communication, for dialogue.

A health project in Hijrat, a slum neighbourhood within Greater Karachi in Pakistan used results-based methods to assist in facilitating significant achievements over three years:

- Increased percentage of births by skilled attendants -- from 40% to 60%
- Increase in access by women to reproductive health facilities -- from 40% to 60%
- Reduction in unmet family planning needs -- from 45% to 35%
- Increased percentage of young girls who know how to protect themselves from HIV and AIDS -- from 40% to 60%
- Increase in enrolment of young girls in primary education -- from 65% to 72%

Key processes to making these results happen were multiple levels of communication: community discussions, dialogue with religious leaders and negotiations with government to assure their support. Sufficient time was taken for strategy development: assessing community aspirations; analyzing root causes of impoverishment; mapping of existing and potential resources, planning for improved stakeholder collaboration and prioritizing issues and intervention areas.

Project results would not have been achieved without multiple levels of dialogue. It was this dialogue that allowed for the development of achievable and realistic targets and indicators of success, a practical operational workplan and a clear allocation of responsibilities to different stakeholders. [6]

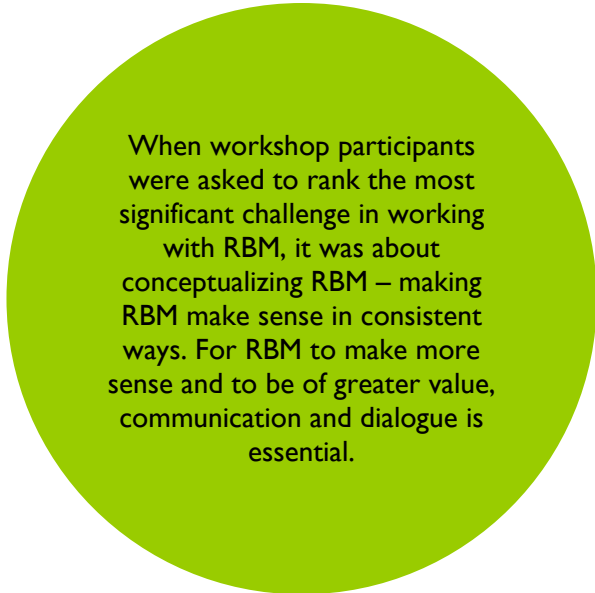


In Conclusion:

The three-day workshop allowed for an insightful gathering of experiences around using RBM in project and community settings. Throughout, there was a desire, if not resolve, to do even more to make RBM a helpful, if not empowering approach to good management and achievement of needed results. To return to the above-mentioned theme of horizontal learning, one panellist noted that not much has been documented and shared at field level on examples of “best practices” because no one takes the lead. However, with leadership identified and built, we need to allow experience sharing workshops at field, country and international level.... We need to identify and build solid leadership on RBM systems [1].

Workshop participants, including the panellists that joined us from Africa, Asia, the Middle East, Eastern Europe and Latin America, all showed commitment to seeing change, working in more creative and innovative ways with results-based tools and methodologies and demonstrating that change to others (as value for money, as a return on investment, as the empowering of communities). As one panellist noted, the quest to communicate ‘consequence and meaning’ is foundational to moving forward [12]

The learnings and reflections from this workshop represent a contribution to the broader discussions happening globally as to how aid can be more effective. As these conversations continue, the voices and experience of colleagues and community members on the ground need to be heard. There is no doubt commitment to achieving lasting results but there is an equal amount of interest, as expressed clearly by workshop participants, to see how our management systems, of which RBM is one, can be made more relevant. This is a task not just for donors or international agencies but for all of us.



When workshop participants were asked to rank the most significant challenge in working with RBM, it was about conceptualizing RBM – making RBM make sense in consistent ways. For RBM to make more sense and to be of greater value, communication and dialogue is essential.



Annex One: Panel Participants

	Participant Name	Postal and Electronic Address
1	McKenzie Qoto	CPAR Malawi
2	Japhet Emmanuel	CPAR Tanzania
3	Evelyn Ogwal	CPAR Uganda
4	Leng Sothea	CDRCP Cambodia
5	Peter Ujomu	Health Matters Inc. Nigeria
6	Elmer Lighid	Int'l Council on Management of Populations Malaysia
7	Banda Ndiaye	World Vision Senegal
8	Marco Villela	World Vision Honduras
9	Adolfo Pacheco	CARE Honduras
10	Anarkul Choitonbaeva	World Bank Rural Watsan Project Kyrgyzstan
11	Amjad H Attar	Ministry of Planning, Jordan
12	Ma. Victoria Mags Maglana	Philippines-Canada Local Governance Support Program in the Autonomous Region in Muslim Mindanao (LGSPA) Philippines



Annex Two: All Workshop Participants

PARTICIPANT NAME	ORGANIZATIONAL AFFILIATION (Canada-based unless otherwise noted)
Latif Jina	Aga Khan Foundation of Canada
Penny Harnit	Canadian National Institute of the Blind
Merydth Holte-McKenzie	Canadian Public Health Association
Hana Mijovic	CARE Canada
Richard Paterson	CARE Canada
Adolfo Pacheco	CARE Honduras
Leng Sothea	Cambodian Development and Relief Center for the Poor, Cambodia
Ajay Gupta	Centre for International Health, University of Toronto
Donald Njelesani	Centre for International Health, University of Toronto
Aaron N Yarmoshuk	Centre for International Health, University of Toronto
Robert Case	Centre for Research & Education in Human Services
Kathy Hogarth	Centre for Research & Education in Human Services
Jonathan Lomotey	Centre for Research & Education in Human Services
Irina Edilova	Canadian Executive Services Organization
Delia Scribleac	Canadian Executive Services Organization
Jerry Smith	Canadian Executive Services Organization
Liliya Volovik	Canadian Executive Services Organization
Abebaw Assefa	Christian Children's Fund
Kristen A Feduck	Christian Children's Fund
Philip Makutsa	Christian Children's Fund
Steven Rotter	Christian Children's Fund
Ann Good	CIDA
Pascal Melancon	Club 2/3
Robert Fugere	Coady Institute
Willy Rangira	CODE
Anna Miller	CPAR Canada
Kevin Perkins	CPAR Canada
McKenzie Qoto	CPAR Malawi
Japhet Emmanuel	CPAR Tanzania
Evelyn Ogwal	CPAR Uganda
Rebecca Walker	CRWRC
Dwayne Hodgson	Global Learning Partners
Peter Ujomu	Health Matters Inc, Nigeria
Rupen Das	Humber College
Valerie Pierre-Pierre	ICASO
Yousef M Abushanab	Islamic Development and Relief Foundation
Nasir Khan	Islamic Development and Relief Foundation
Alicia Hayman	Independent
Louis Ruso	Independent
Mary L Tangelder	Independent
Ricardo Toledo	Independent



Sara E Triggs	Independent
Elmer Lighid	International Council of Management of Population, Malaysia
Anne Garbutt	INTRAC, United Kingdom
Amjad Attar	Ministry of Planning, Jordan
Kisanet Tezare	Kartini Consulting
Ma. Victoria Mags Maglana	Local Governance Support Program in the Autonomous Region of Muslim Mindanao, Philippines
Pauline Achola	Mennonite Economic Development Association
Nasiba Karimi	Mennonite Economic Development Association, Tajikistan
Beate Schoreit	Mennonite Economic Development Association, Tajikistan
William Reimer	Mennonite Central Committee
Gail Anglin	North-South Institute
Sharmaine Nelles	Oxfam – Quebec
Erica Belanger	Pearson Peacekeeping Centre
Stan Benjamin	PLAN:NET LIMITED
Naba Gurung	Primate's World Relief and Development Fund
Dr. Jose Zarate	Primate's World Relief and Development Fund
Anarkul Choitonbaeva	World Bank Rural Watsan Project, Kyrgyzstan
Rolene Guillard	Right to Play
Lorna Read	Right to Play
Brad Lester	Rooftops Canada
Hubert Paulmer	University of Guelph
Tony J Rogge	University of Manitoba
Margot L Stevens	USC Canada
Alison E Macnaughton	World Fisheries Trust
Otto Farkas	World Vision Canada
Will Postma	World Vision Canada
James Pothirajulu	World Vision Canada
C.J. Jawoko	World Vision Canada
David Kupp	World Vision Canada
Kioko Munyao	World Vision Canada
Banda Ndiaye	World Vision Senegal
Marco Villela	World Vision US



Annex Three : Workshop Agenda

RBM : Are We There Yet?... Ever?

November 16 – 18, 2005

AGENDA

Wednesday, November 16
“Challenges Along the Way”

0800	Registration (tea and coffee served)
0830-1000	<p>Welcome</p> <p>Keynote: Prof. Richard Stren “Starting Off with the Local”</p> <p>Q and A with Prof. Stren</p> <p>Summary of Survey Results</p> <p>Logistics</p>
1000-1030	Break
1030-1200	<p><u>“Roadblocks and Diversions” – the Long Road to RBM in the Field</u></p> <ul style="list-style-type: none"> ⊕ RBM Challenges related to <u>Community Participation</u> – What are the struggles around using RBM or other results based tools? ⊕ What are the challenges in incorporating <u>Gender and Inclusiveness</u> into the heart of programs and projects? ⊕ <u>Involving Stakeholders</u> – who, when and at what point in the RBM process? What are the major challenges to working with diverse communities and power dynamics? ⊕ <u>Learning</u> How are communities learning about results based management or other results tools? What are the roadblocks to learning for empowerment? <p>Panelists: (one from each region)</p> <ol style="list-style-type: none"> 1. Africa 2. Asia 3. Eastern Europe <p>Q and A</p> <p>Introduction to the Afternoon’s Break-Out Working Groups: Group Formation</p>



	<p>Challenges to RBM Implementation as it relates to:</p> <ul style="list-style-type: none"> ○ Community Participation ○ Gender and Inclusiveness ○ Involving Stakeholders ○ Learning
1200-1300	Lunch
1300-1430	<p>Break-out Working Groups:</p> <p>RBM At its Most Challenging:</p> <p>WG 1.1: RBM Challenges related to Community Participation – What are the struggles around using RBM or other results based tools? To what extent do communities understand the tools, the “logic”, the Log Frame Analysis that needs to be developed? When does participation ‘take off’ and ‘RBM’ start? Can this be even noticed?</p> <p>WG 1.2: What are the challenges in incorporating gender and inclusiveness into the heart of programs and projects? What difficulties or struggles may there be in helping us to respond better to context, cultural and other local challenges related to diversity and gender equity?</p> <p>WG 1.3: Stakeholders – who, when and at what point in the RBM process? What are the major challenges to working with diverse communities and power dynamics? Do donor requirements for results (within a certain, defined timeline) work against or make difficult the achievement of longer-term goals of sustainability and empowerment?</p> <p>WG 1.4: Learning by doing, learning for empowerment – How are communities learning about results based management. Is learning happening by accident? Intentionally? Does learning empower?</p>
1430-1500	Break
1500-1600	<p>Report Back from WG 1</p> <p>Summary of the Day: The Road to Results: Are We There Yet (1)?</p>



Thursday, November 17

“Opportunities Arising”

0830-1000	<p>Slideshow of Day One (with music)</p> <p>Review of Day One (in pictures, maps, visuals, quotes)</p> <p>Groups of Two-Three</p> <p>What are we learning from all of the challenges and struggles in working with RBM? Are there landmarks on the way, hope on the horizon? (Sharing briefly with the full group)</p> <p><u>“No Flat Tires? Clear Road Ahead??”</u></p> <ul style="list-style-type: none"> ⊕ When were challenges followed up with energy for change, for hope, for something better? ⊕ How have communities been innovative in adapting to results based tools and reporting? ⊕ What opportunities, what landmarks have you seen that promote community participation, gender and inclusiveness, involving stakeholders and learning: <p>Panelists:</p> <ol style="list-style-type: none"> 1. Eastern Europe 2. Asia 3. Africa <p>Q and A</p>
1000-1030	Break
1030-1200	<p>Continued – same questions:</p> <p>Panelists:</p> <ol style="list-style-type: none"> 1. Africa 2. Asia 3. Africa <p>Q and A</p> <p>Introduction to the Break-Out Working Groups: Group Formation</p>
1200-1300	Lunch
1300-1430	<p>Break Out Working Groups – each focusing on Opportunities related to Tools that promote <u>community participation</u>, <u>gender and inclusiveness</u>, <u>involving stakeholders</u> and <u>learning</u>:</p>



	<p>WG 2.1: Do communities have different understandings of the logic behind results-based tools? How do you work within these?</p> <p>WG 2.2: How have communities/stakeholders adapted results based tools, or added to them for reporting and learning? How have these been incorporated into your organization's 'way of working?'</p> <p>WG 2.3: Are there some tools that promote and encourage accountability better than others? Why or why not? How does 'RBM readiness' get built at the community-level? What techniques can be used to clear participation?</p> <p>WG 2.4: Can an RBM tool facilitate greater gender sensitivity? What are some examples of innovations on the ground?</p> <p>Report Back on WG 2</p>
1430-1500	Break
1500-1630	<p>Groups of Two to Three Followed by Open Mike:</p> <ul style="list-style-type: none"> ▶ Ideas for generating and disseminating more maps, stories, pictures, songs – encouraging the use of local RBM and participatory tools, globally ▶ Remembering those Aha moments in using RBM or other results tools ▶ How beneficial have RBM and other results tools been to the communities where you have worked? ▶ Has the use of these tools helped communities to achieve greater success and sustainability? ▶ If the road to results is filled with detours, flat tires, dead ends, wrong turns, potholes... how likely is it that we will reach our target? <p>Summary of the Day: The Road to Results: Are We There Yet (2)?</p>

Thursday, November 17 (evening)

“What Does Success Look Like?”

OPEN TO ALL

(REGISTRATION NOT REQUIRED)

1700	<p>Refreshments</p> <p>Poster Gallery Walk (from 12 international participants and others who</p>
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	will have brought materials)
1730 - 1830	Panel – Harry Cummings (University of Guelph) Anne Garbutt (INTRAC) Michael Hatton (CIDA)
1830	Continued mingling, poster gallery walk

Friday, November 18

“Innovative Ways Forward”

0830-1000	<p>Slideshow of Day Two (with music)</p> <p>Review of Day Two</p> <p>Groups of Two – Three each developing creative soundbytes..</p> <p>Open plenary / open mike</p> <p>What are signposts – indicators – road signs – indicating...</p> <ul style="list-style-type: none"> ✓ We are getting closer ✓ We are applying lessons learning ✓ We are listening to each other ✓ That RBM and other results based tools can work <p>Open plenary / open mike</p> <p>Benchmarking / Learning from others</p> <p>What other tools are there out there that you have heard of that can serve as signposts – indicators that we are getting closer</p>
1000-1030	Break
1030-1200	<p><u>“The Road’s Fine and the Sky is Blue – The Ongoing RBM Construction Process”</u></p> <ul style="list-style-type: none"> ⊕ From your perspective, how are donors adapting in terms of making use of RBM? ⊕ What level of flexibility with RBM is there and is this increasing? At the donor level? At the field level? ⊕ Are donors sending out different signals around their reporting and proposal requirements related to RBM expectations? ⊕ Meeting expectations while remaining true to project goals and the communities involved – how have you managed to accomplish this? <p>Panelists:</p> <ol style="list-style-type: none"> 1. Latin America 2. Africa 3. Latin America <p>Q and A</p>



	<p>WG 4: Break Out Groups:</p> <p>Possible questions (to be reviewed along with other questions generated from Day Two WG3 Session)</p> <ul style="list-style-type: none"> ❑ From your perspective, how are donors adapting in terms of making use of RBM? ❑ What level of flexibility with RBM is there and is this increasing? At the donor level? At the field level? ❑ Are donors sending out different signals around their reporting and proposal requirements related to RBM expectations? <p>Meeting expectations while remaining true to project goals and the communities involved – how have you managed to accomplish this?</p>
1200-1300	Group Photo / Lunch
1300-1430	<p>Report Back from WG 4</p> <p>Report Back from Working/Break-out Groups:</p> <p>Summarizing “the Road”</p> <ul style="list-style-type: none"> ❑ What can we do more of? Less of? Differently? ❑ Specific challenges for the Development Community (NGO’s, communities, governments, donors, foundations) ❑ Recommendations of Innovative Dissemination Techniques and Sharing Beyond the conference <p>Summary of Conference</p> <p>Are We There Yet? Ever?</p> <p>Concluding Comments</p> <p>Conference ends</p>
1430-1500	Break



Annex Four: Guideline Questions for Preparing Panel Papers and Presentations

(prepared and distributed September/October, 2005)

The following are three questions with some guidelines under each question and for which we are asking you as one of our international guests to provide your thoughts and responses. Please respond from your own experiences and reflections. You are encouraged, also, to draw on specific experiences with projects, with a specific outcome or output, with specific communities, donors or other agencies with whom you have interacted.

We would like to receive your completed responses no later than November 4, 2005 and include them in a Conference binder that will be provided to all participants.

As a Conference Steering Committee, we are also hoping that the response to these questions -- as well as other Conference proceedings and recommendations -- will form part of the post-Conference report that we would like to have available for dissemination to a broader audience of development workers.

Please communicate your responses to Claire de Lucovich at the following address:

I. Challenges and Struggles

What are the key challenges and struggles you have encountered in working with Results Based Management and/or other tools

- working with and reporting to donors
 - o developing concept papers, proposals, logframes, results tracking systems
 - o reporting project activities and results to donors
- teaching and training your colleagues / other staff, including in orienting new staff
- working with communities, women, men and children to help them understand results based tools
 - o how have communities understood different terms used in results based tools
 - o are there specific examples from the field where talking about, training in, promoting results based tools was especially difficult?
 - o Does culture and context play a role in communities understanding RBM well. Or perhaps there are features and aspects of local cultures that make learning about and using results based management especially difficult
 - o How do different communities have different understandings about the benefits of results based tools
 - o From your experience, how do communities value, make use of results based tools in their projects. Do communities have different understandings of the logic behind results based tools?

In terms of working with both donor agencies and communities where projects are being implemented, to what extent have results based tools been effective in communicating the change



that takes place in communities. Are there disconnects, challenges, struggles in terms of results based tools not being able to provide a good representation of the expected changes among participants and communities. Are there disconnects, challenges, struggles in terms of results based tools not being able to provide a good representation of the actual changes among participants and communities.

To what extent has RBM and / or other results based tools really allowed for or even promoted

- Participation of women, men and children
- Participation of the most vulnerable – the poorest, those furthest away from social services and facilities
- Participation of other stakeholders in the area – local government, other development associations, businesses
- Decision making as to how a project could proceed
- capacity building
- learning

Do donor requirements for results (within a certain, defined timeline) work against or make difficult the achievement of longer term goals of sustainability and empowerment?

2. Opportunities/ Turning Points

From your experience in working with RBM and / or other results based formats, have you seen and been a part of community efforts and willingness to really make use of results based tools in positive ways? Why may have this happened in certain communities and not in others.

What are the reasons that results based tools sometimes find greater acceptance in some communities than in others?

How have communities adapted results based tools or added on other mechanisms for reporting and learning? Have you seen examples of communities where such adaptation has taken place? What were some of the steps that made such adaptation possible? Were other stakeholders accepting of such adaptation?

Are there other community mechanisms that you have seen or experienced that promote accountability and results and that may be

- Less time intensive
- Less paperwork / deskwork
- More enjoyable and empowering of a community
- More inclusive of all members of a community
- More sensitive to realities of gender

Have there been instances where results based tools have been used by other communities in the area

Have there been instances where results based tools have been used by local government and ministries



Have results based tools facilitated the advocacy for more effective and participatory policies, perhaps even the better implementation and monitoring of existing policies?

3. Ways Forward

What other innovations have you seen in terms of communities and project staff working with results based tools

What have you learned in working with RBM or other results based tools?

What have you seen, generally, in terms of lessons learned? What lessons have been already applied?

From your perspective, how are donors adapting in terms of making use of RBM? What level of flexibility is there and is this increasing? Are donors sending out different signals around their requirements for proposals, concepts, reports, etc?

What signposts are there to indicate some ways forward?

Are there other and newer variations of results based tools (or other tools) that can also promote change, accountability, transparency, participation and empowerment – tools that may be more sustaining and easy-to-use in communities and with project staff. What tools have you used and what have you seen in use by others – perhaps you have heard of some, such interesting innovations in other places. Perhaps there are some emerging innovations in the areas where you work?

Are we getting closer to a way of working together that promotes lasting change and empowerment?

What do donor agencies and what does the international community need to do differently in order to facilitate changes and get us closer to where we need to be?

