

Understanding Results Based Programme Planning and Management

Tools to Reinforce Good Programming Practice

Evaluation Office and Division of Policy and Planning

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Introduction

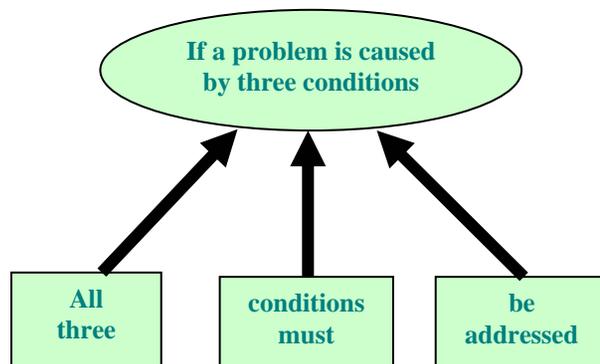
UNICEF supports Governments in planning and implementing programmes to realize children's rights. In order to achieve the expected results for children, the following is needed:

- **Results Based Programme Planning** ensures that the sum of interventions is sufficient to achieve the expected result.

Interventions must not only be necessary, but also sufficient to achieve the expected result.

If a problem is caused by three conditions, addressing only one or two conditions will not ensure that the problem will be solved.

If the UNICEF-assisted programme can only address one of three necessary conditions, other Government departments or partner agencies need to commit themselves to deal with the remaining causes. We are assuming that the others will do what is necessary, and will record this as a critical planning assumption.



- **Results Based Programme Management** ensures that all available financial and human resources continue to support the planned results.

Any diversion of resources (money, time, supplies) away from the planned results should be minimized. Day to day management decisions need to be based on up-to-date data.

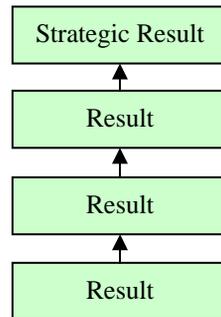
The agreed programme design and strategies should only be modified through a formal review process, and when the programme context changes (e.g. other causes of the original problem have emerged), or when critical assumptions are not being met (e.g. a programme partner failed to deliver on their commitments)

- A clear and **agreed results-chain** leads to the expected results for children.

Results can be achieved at different levels and form a results chain. The scope of the expected results will vary according to the country setting and office/programme size.

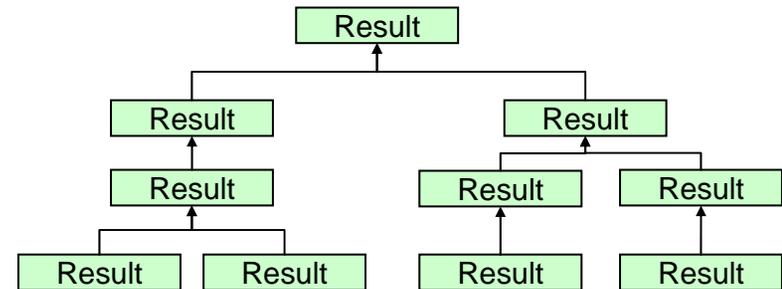
*A **Strategic Result** (or goal, intended impact) describes the expected change in the lives of children and women. It provides direction for the overall programme.*

*A **Key Result** is the change to whose achievement a programme has made a major contribution. It is the result we will be able to track and report.*



Government, other development partners and UNICEF must agree on the problem to be addressed, the causes of the problem, the strategic results, and the results chain – or the sequence of steps needed to achieve the strategic results.

More often than not, a results chain takes the form of a **results framework**:



Many agencies and staff attempt to identify the elements of a results-chain as input, output, short-term outcome, long-term outcome and impact, and link those definitions to activities, projects, programmes, country programmes or national programmes. However, a project in one country may be considered a programme in another. Depending on the scope and size of programme assistance, the use of those terms tends to vary widely. So far, the UN system has agreed that

- **Outcomes** primarily refer to UNDAF outcomes (results) and Country Programme outcomes (results)
- **Outputs** primarily refer to products and services, whose attainment depends on and is mainly attributable to the implementing agency.

- To express results, Results Based Management use “**Change**” language instead of “**Action**” language

Action language	⇒	Change language
expresses results from the provider’s perspective	⇒	describes changes in the conditions of children and women.
<ul style="list-style-type: none"> • <i>to promote child survival, physical and psychological development</i> 	⇒	<ul style="list-style-type: none"> • <i>young children are alive, healthy, well nourished and active learners</i>
can often be interpreted in many ways	⇒	sets precise criteria for success.
<ul style="list-style-type: none"> • <i><u>statement</u>: to promote the use of impregnated bednets</i> • <i><u>indicator</u>: number of TV and radio jingles providing Malaria education; number of bednets distributed.</i> 	⇒	<ul style="list-style-type: none"> • <i><u>statement</u>: People in affected areas have increased knowledge of how to prevent Malaria; at least 80% of people in endemic areas sleep under an impregnated bednet.</i> • <i><u>indicator</u>: % of people who know that sleeping under bednet reduces the risk of Malaria; % of people who sleep under an impregnated bednet.</i>
focuses on completion of activities	⇒	focuses on results, leaving options on how to achieve them
<ul style="list-style-type: none"> • <i>train 100 teachers in participatory teaching</i> 	⇒	<ul style="list-style-type: none"> • <i>teachers know how to teach in a participatory way (how this will be achieved will be clarified in the activity description)</i>

Results Based Management and the Programme Process

UNICEF Policies and Procedures as described in the PPP Manual are well suited to results based programme planning and management. Here is a summary of the main RBM features of programme preparation and implementation.

1. Achieving agreement on the priority issues related to the realization of children's and women's rights, and achieving agreement on the analysis of the underlying and basic causes of those priority issues.

Government, partners and UNICEF assess the situation of children and women in the country. They agree on the priority issues that need to be addressed. The selected problems are analyzed in detail to achieve consensus on the immediate, underlying and basic causes. This is necessary to ensure that the main causes of the problem are addressed and the expected results can be achieved and sustained.

This assessment and analysis is primarily a contribution to national knowledge on the situation of children and women. It is an ongoing process, as more research and data are accumulated. A summary of the latest assessment and analysis is fed into the **Common Country Assessment (CCA)**.

UNICEF adds further value to this process by contributing global experience and scientific evidence and by relating the present situation and national goals to international standards, agreements and conventions, such as the CRC, CEDAW, the MDGs or WFFC Plan of Action.

2. Achieving consensus among Government, civil society and development agencies on priority issues for development cooperation, and on a broad distribution of roles and responsibilities.

Where a number of development partners are present, they can agree to distribute responsibilities and ensure that all main causes of a problem are dealt with. Taking care of all causes of a problem increases the likelihood of achieving the expected result.

When making strategic choices about the programme areas and when identifying their specific role and niche, agencies have to consider what others are doing or are planning to do.

The **UNDAF** describes how the sum of agencies' contributions helps to achieve the selected strategic results.

3. Formulating and agreeing on the specific results of the proposed programme of cooperation (and how to achieve them).

During the strategy discussion, Government, UNICEF and other partners decide on the results expected from their cooperation. A results framework is the “organigram” of results and a useful way to show:

- How results of activities and projects supported by one agency combine to produce a programme level result (supported by a specific agency)
- How results achieved through the assistance of different agencies combine to achieve a jointly pursued, higher level results (such as an UNDAF outcome)

The proposed programme results, programme strategy and programme structure for UNICEF cooperation are summarized in the draft Country Programme Document (CPD) and discussed at the Joint Strategy Meeting. Following endorsement by Government, the draft CPD is submitted to the UNICEF Executive Board for comments. The revised CPD, together with a programme-level Summary Results Matrix, is then submitted to the Executive Board for approval

The Country Programme Management Plan describes the UNICEF Office Structure and the management mechanisms that will ensure the office is well prepared to support the Country Programme.

4. Using a logical approach, the Programme Design is finalized with all programme partners.

By referring back to the causal analysis of the problem, and considering what others are expected to contribute, the inherent logic of the proposed programme is improved.

A Logical Framework, or “Logframe”, helps to

- check whether the sum of the planned components or activities is sufficient to produce the intended result
- explicitly describe our planning assumptions
- minimize the risk of failure (did we assume too much?)
- determine monitoring indicators and strategic evaluation questions.

Several iterations of the logical approach are usually necessary before arriving at the final programme design. Reviewing the logic of the programme over and over again usually leads to a reformulation of expected results, and to adjustments in the proposed course of action. By reviewing the assumptions related to the commitments of others, it also helps to formulate an agenda for advocacy.

The finalized Programme Design is described in the Country Programme Action Plan (CPAP – previously referred to as Master Plan of Operations, or MPO).

5. In order to use data strategically during programme implementation, an integrated Monitoring and Evaluation Plan (IMEP) is prepared as part of the CPAP/MPO.

A five-year IMEP helps to

- formulate a set of strategic evaluation topics
- identify activities, which establish baselines and track progress, and when to conduct them
- identify a research agenda for addressing critical knowledge gaps
- manage the monitoring and evaluation responsibilities of the Country Programme
- synchronize information collection and dissemination with decision-making opportunities
- identify needs and activities to strengthen partners' capacities in data collection, information management and analysis.

6. To provide the best possible support to partners when they implement the Country Programme, UNICEF human and financial resources need to stay focused on the jointly agreed results.

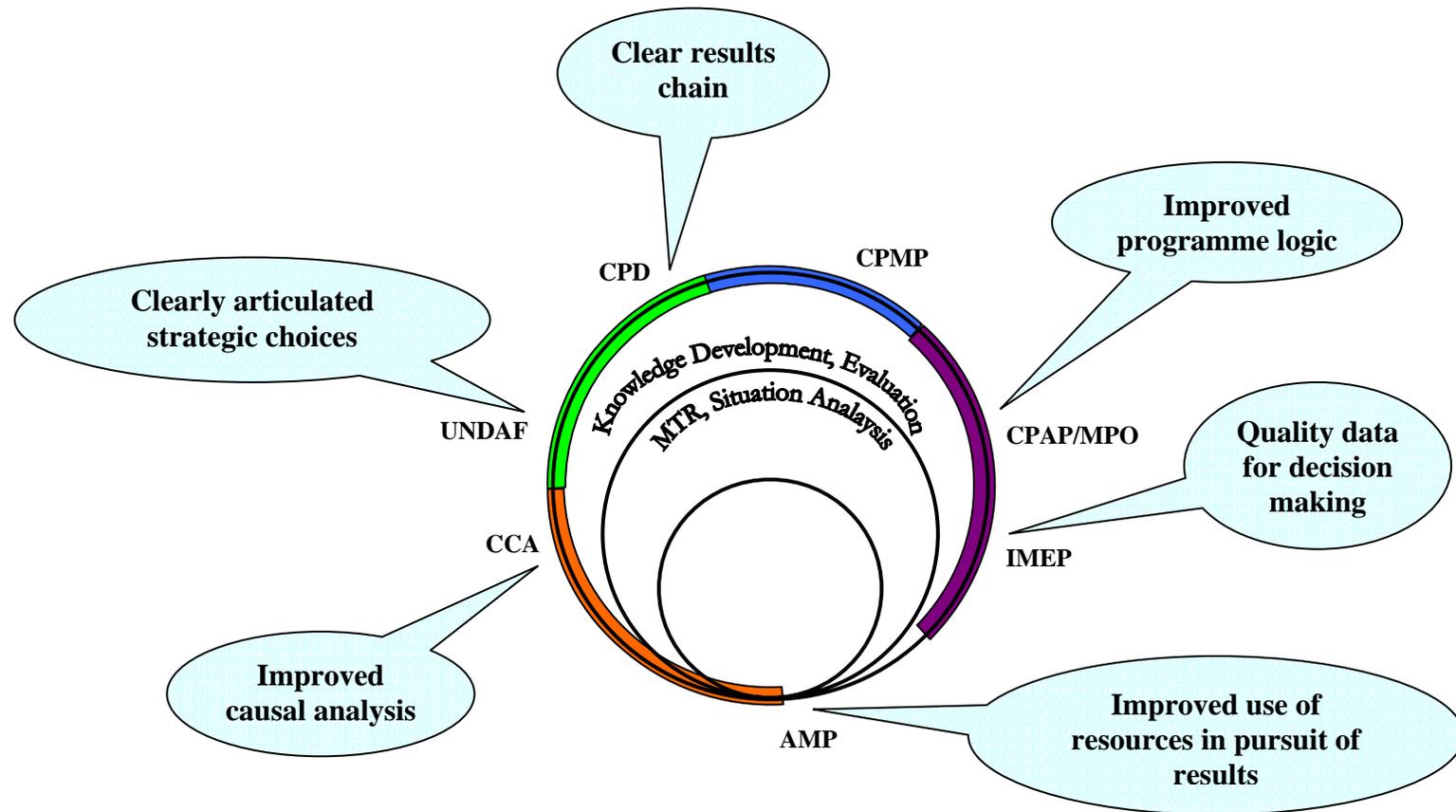
Every day, programme staff take decisions about financial and human resources, including their own time. Sub-optimal or erroneous decisions can gobble up scarce resources. Over time, they also can erode the programme design, defeating the logic of the original results framework.

A range of information and management tools are available that can help staff in taking the right decisions.

If properly used at decision-making points, these management tools help to utilize resources in support of the planned results. They also help to avoid that the programme design gets unintentionally changed.

The Annual Management Plan describes the critical decision points, and the available management tools.

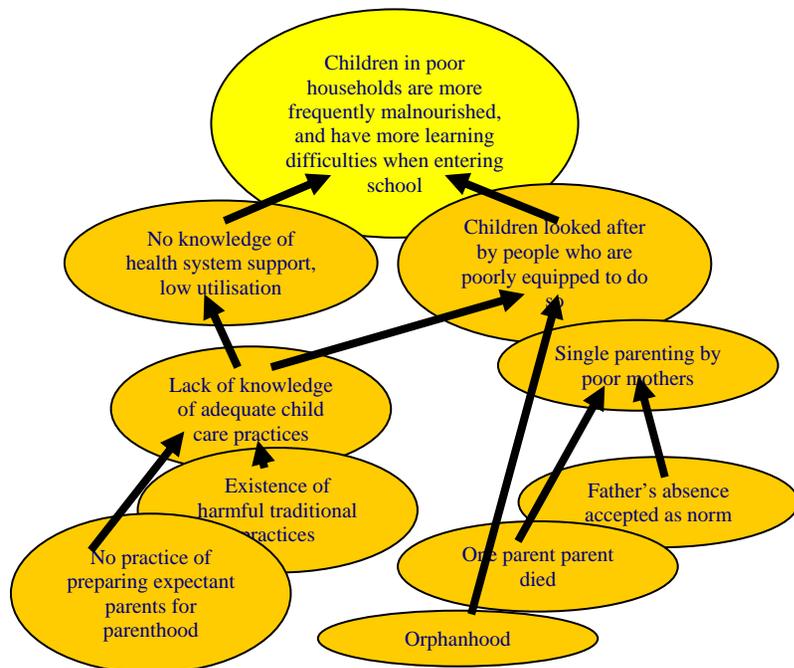
Here is a graphic representation of the different opportunities to improve the focus on results during programme preparation and implementation:



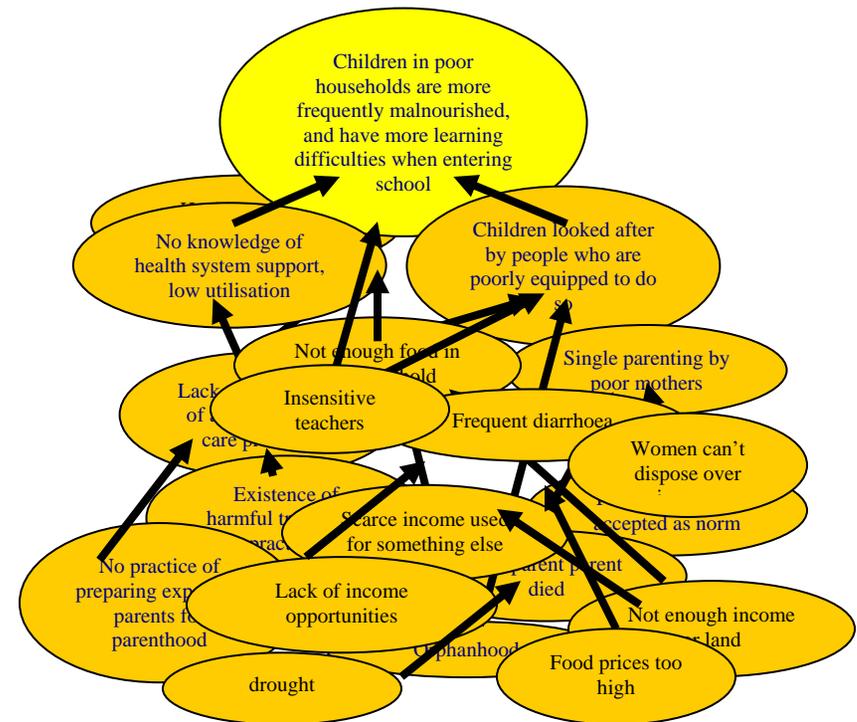
Tool #1: Causal Analysis and Problem Tree – getting the CCA right

This tool can be used when preparing the CCA, updating the Situation Analysis of Children and Women, and – generally – whenever a new analysis of a specific problem is required.

For a subsequent programme or intervention to “address all that needs to be addressed”, the main contributing factors of a problem need to be identified, and organized in a causal relationship. The graphic representation of this causal analysis is called a problem tree.



Initially, the relationship between the problem and its causes may look confusing, the more so as we continue to add different causes to the tree:



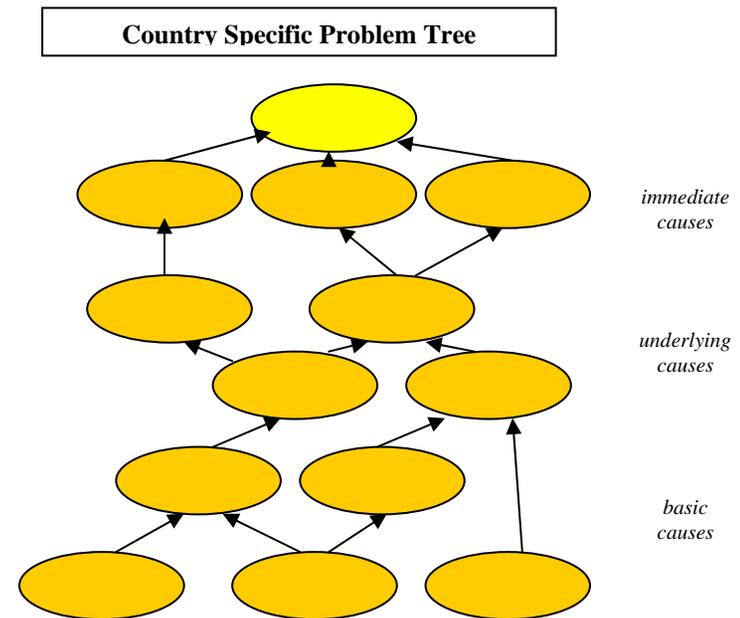
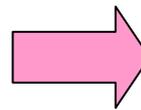
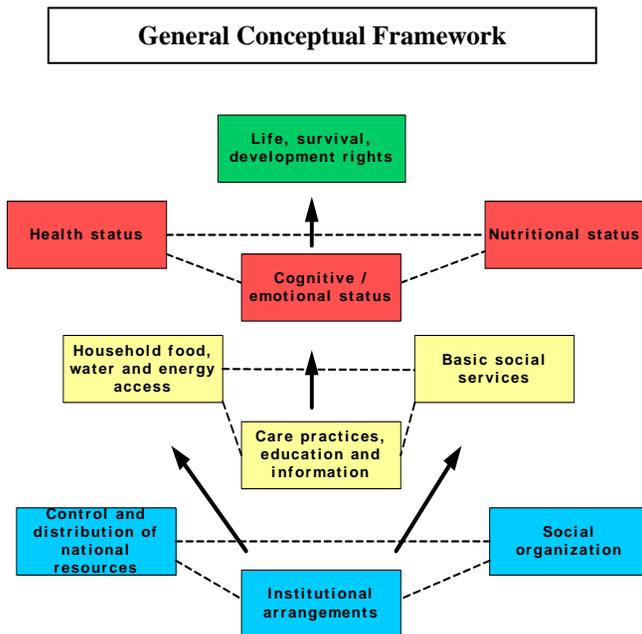
A Conceptual Framework helps

- to organize or cluster the multiple causes into their relationship, and to identify the underlying or basic causes
- to ask the right questions, so we consider **all** main contributing factors

For example, low girls enrolment can be the result of an inefficient and gender-insensitive school system. A conceptual framework will remind us that other main factors may have to do with family constraints and community values.

A conceptual framework is an analytical model, based on scientific evidence and experience, global research, local knowledge of causes and lessons learned from evaluations. A generic conceptual framework commonly used by UNICEF is contained in the PPP Manual. It breaks down and clusters contributing factors into causes that are immediate, underlying, or basic.

A conceptual framework – as an analytical model - can help to convince partners to explore specific underlying or basic causes that they were reluctant to discuss.



General statements in a causal analysis are not enough. It is important that the problem tree correctly describes cause and effect in the local or country situation, as specifically as possible.

For instance, if it has been determined that the costs of education cannot be borne by poor families, it is not sufficient to state that 'education policies are inadequate'. Instead, 'unhelpful policies that require students to wear (costly) uniforms' would be a more appropriate and useful statement. It lends itself to programme interventions and policy reform.

Using a human rights based approach, we always ask:

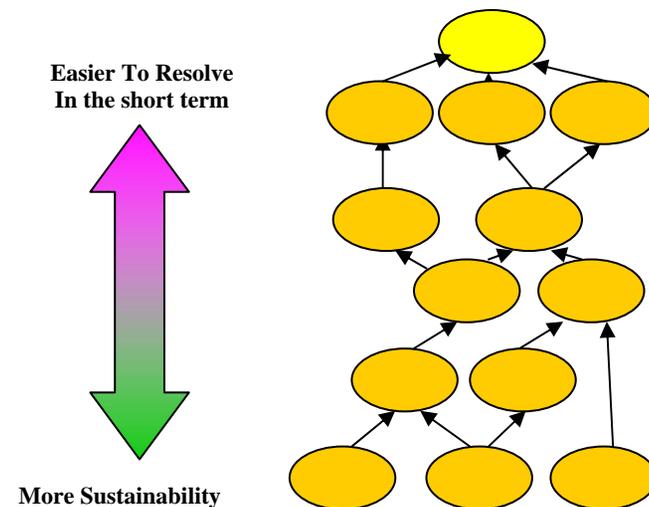
- *Why is it so? What causes this situation or condition?*
- *Who is supposed to do something about it?*
- *What capacities are lacking, for these agents to take action?*

The more specific the problem tree, the more accurately will the subsequent results framework describe the necessary steps that need to be taken in order to achieve the results for children.

Any problem tree needs to be validated by those playing a role in it.

The problem tree helps to make strategic choices about which problem, cause or combination of causes to address. More immediate causes are often easier to address. More basic causes are more difficult to address, but are more likely to provide sustained solutions.

Only a **complete causal analysis** will lead to a comprehensive results framework, which will ensure that strategic results can be achieved and that development partners can identify their mutually supporting roles.



In conclusion:

- Create a causal tree, as specific to the situation as possible
- Use a conceptual framework to organize the causal tree, and to ask the right questions
- Validate the causal analysis – or problem tree – with stakeholders (those that appear to have a role in the problem or in resolving its causes) and main programme partners
- Make strategic choices about which problems and causes to address, based on the problem tree.

Tool #2: Strategic Choices – getting the UNDAF right

The next step in programme preparation is to decide which child rights problems (or causes) should be addressed. The PPP Manual contains a list of criteria to guide programme planners in making these strategic choices.

One important and often neglected criterion is what Government and other development partners – including UN agencies – are doing, and what their particular strengths and contributions are.

For example, the Government, UNICEF, other UN agencies and a major donor all think that the high proportion of girls dropping out of school should be addressed. Different scenarios are possible:

- *The Government and other partners have systematically analyzed the problem, and are preparing to address the main causes for high girls drop-out rates. There is no need for UNICEF to get involved.*
- *The Government and other agencies have to some extent analyzed the problem. One donor is helping Government to sort out school inspection, but is not sure how this can help to retain girls in school. So far, nobody is addressing the lack of sanitation facilities in schools. The UNICEF assisted programme will contribute by helping school inspectors to identify discriminatory teaching methods. UNICEF will also influence policy to make affordable latrines a requirement for all schools – which the school inspectors are going to check - and finances many school latrines in an impoverished region.*

The United Nations Development Assistance Framework (UNDAF) has formalized this important step in helping to identify each agency’s role or “niche”.

During UNDAF preparation, agencies will identify areas of collaboration and describe the expected results in the UNDAF Results Matrix.

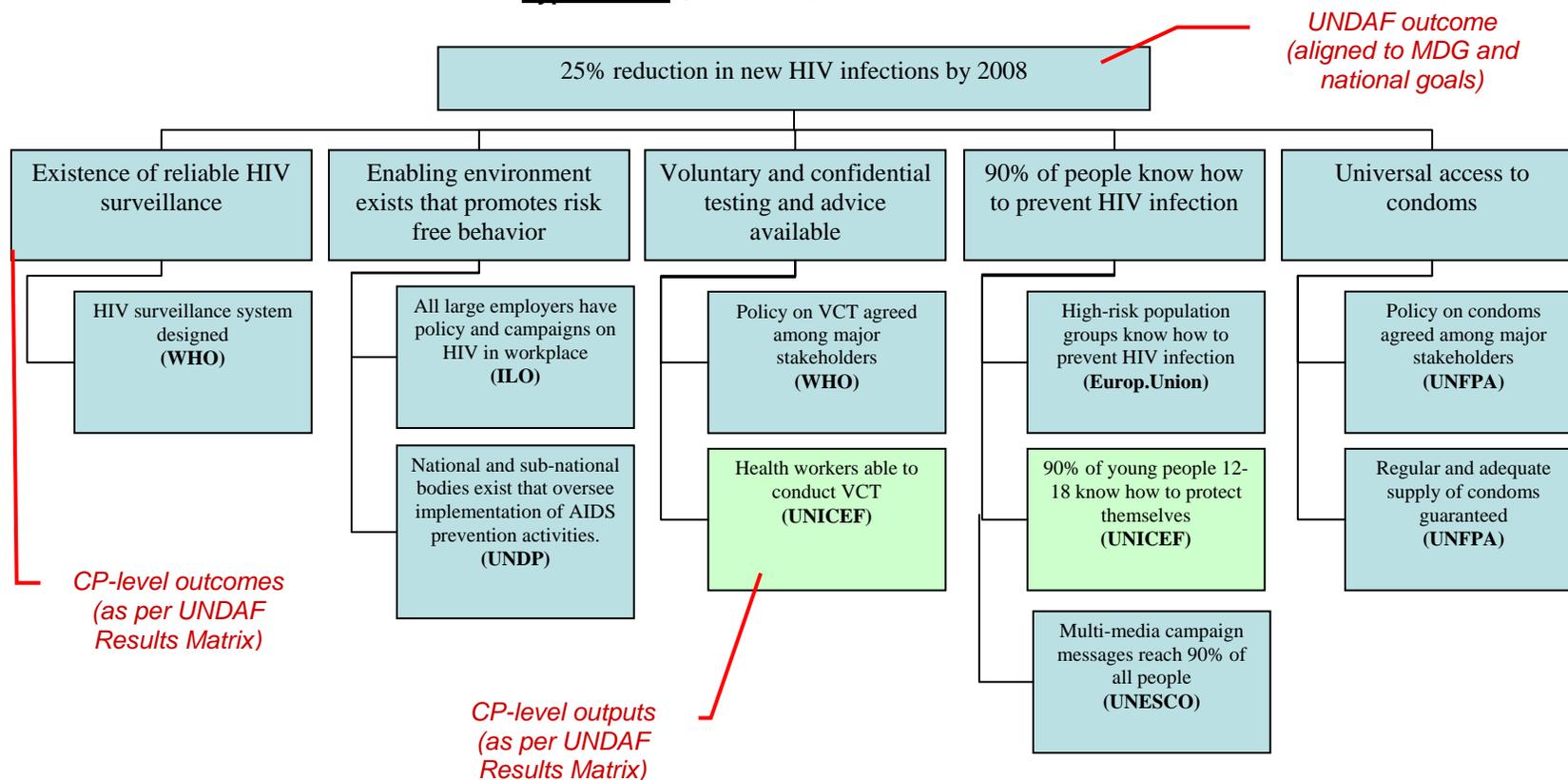
UNDAF Results Matrix for each UNDAF outcome

National priority or goals :			
UNDAF outcome			
Country Programme outcomes	Country Programme outputs	Role of other partners	Resource mobilization targets
CP outcome (Agency 1)	CP outputs (Agency 1)	
CP outcome (Agency 2)	CP outputs (Agency 2)	
..... etc etc	
Coordination Mechanisms and Programme Modalities:			

The sum of CP outcomes in the first column, together with the contributions of other partners, should have a reasonable chance leading to the attainment of the UNDAF outcome.

In order to achieve consensus among agencies on their complementary roles and to ensure that all main causes for the problem are being addressed - thereby increasing the likelihood of achieving a jointly supported result - it is suggested to visualize agencies’ contributions in a results framework. See illustration overleaf:

A hypothetical UNDAF Results Framework



This visualization of the UNDAF Results Matrix illustrates how the sum of agencies' contributions helps to achieve the UNDAF outcome. As much as possible, the UNDAF outcomes should describe the expected changes in the lives of children and other people.

The UNDAF primarily clarifies the responsibility for results within the partnership arrangements. It does not define a complete results chain down to the project or activity level.

This framework may also identify areas where one or more agencies' support may not be sufficient to achieve the intended result. In such a situation, either the scope of the expected results would have to be lowered, or other partners (e.g. bilaterals, civil society, private sector) need to commit themselves to provide the necessary assistance.

Tool #3: Deciding on the Programme Structure – draft CPD and CPMP

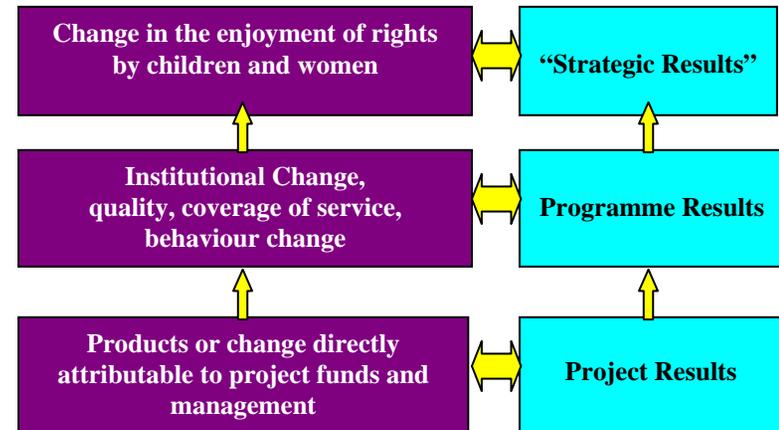
The specific planned results, strategies, the programme structure and budgets of a proposed Country Programme are described in the draft Country Programme Document (CPD).

A **results framework** illustrates the different steps or necessary components that lead to the achievement of a strategic result. The quality of the results framework – and hence the likelihood of achieving the expected result – depends on the thoroughness of the causality analysis related to the problem being addressed.

A complete results framework will contain:

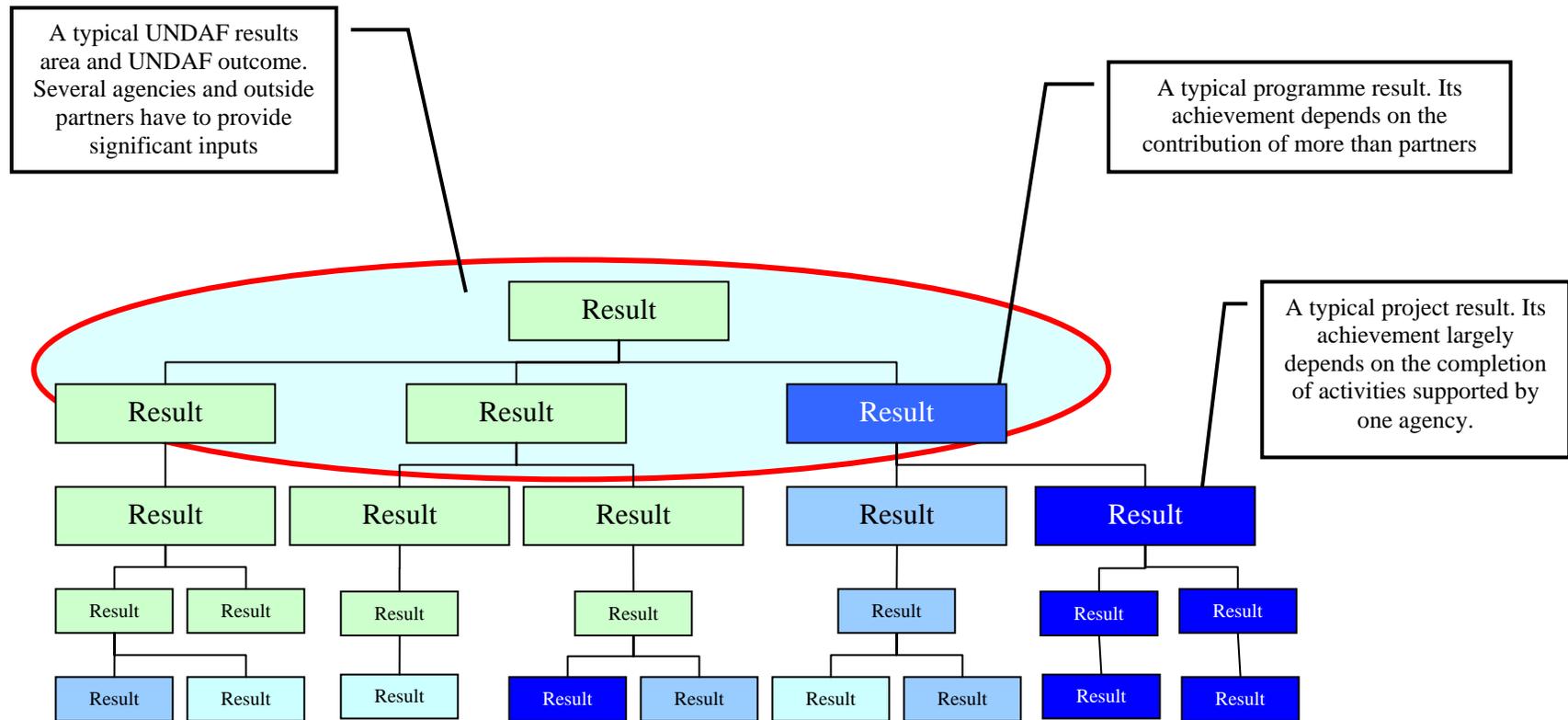
- Strategic results, which relate to the enjoyment of rights by children and women, or a change in their status. Their achievement will usually depend on many other factors including the contributions of other partners;
- results related to institutional change, quality or coverage of a service, or behavioural change. Their achievement may depend on the contribution of others;
- results of completed projects or activities, or products. The achievement of those results is largely under the control of Government, UNICEF and partners.

Typical results terminology



Terminology is not a major problem, as long as the results chain is coherent and complete. It is not so important how the different result levels are labelled, but that there is logical relationship between the achievement of lower- level results and the attainment of the strategic results.

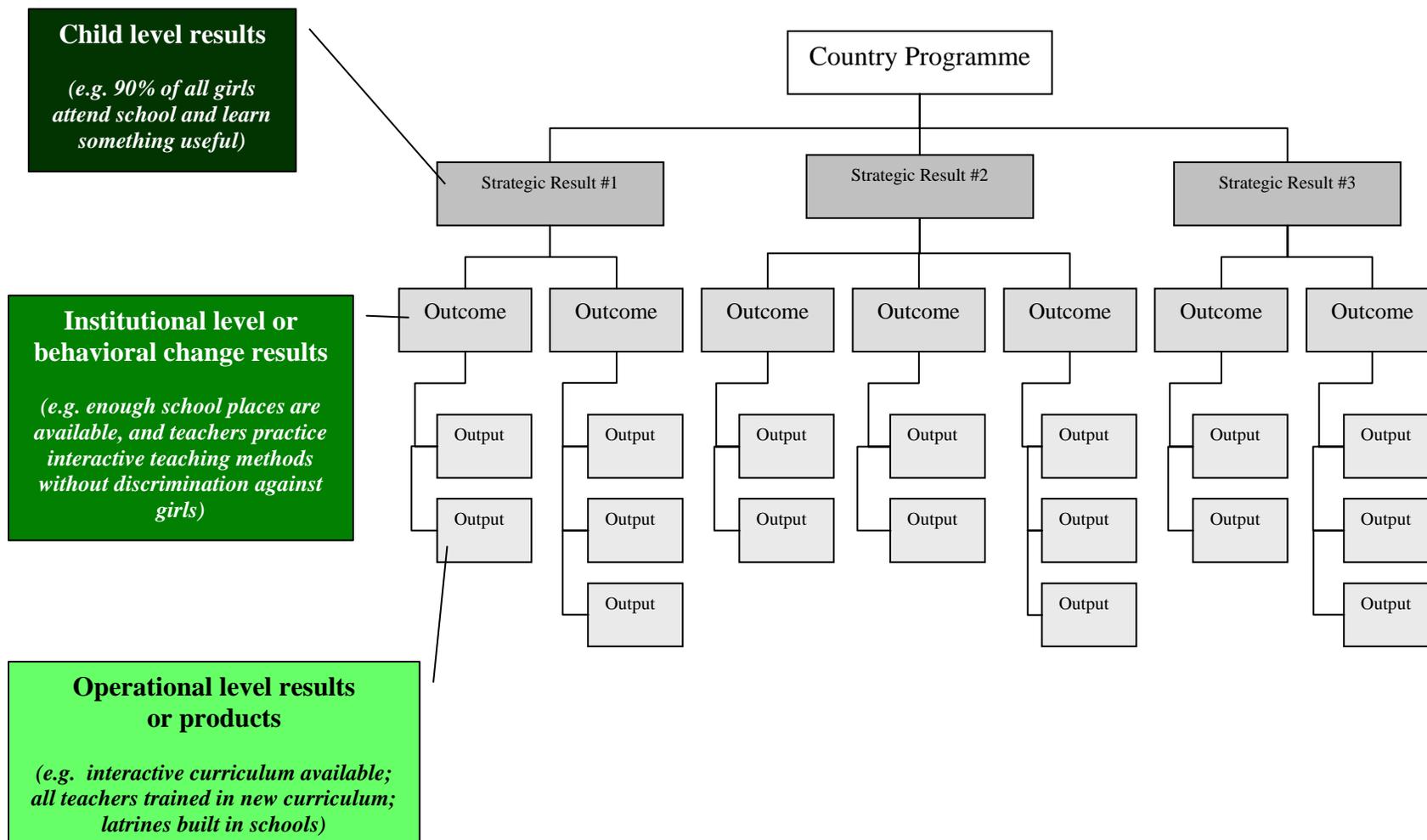
The relationship between project, programme and UNDAF results



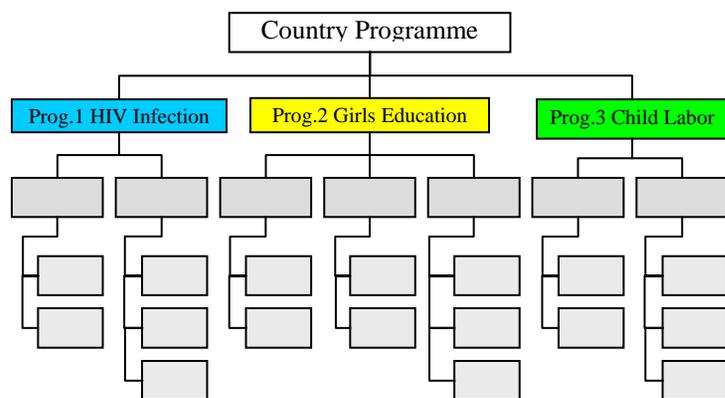
A results framework shows the difficulty of *attributing* the achievement of results to the work of single agencies. It however helps to clarify the *contributions* different agencies are expected to make to be jointly achieved important results.

The framework also points at the need for partnerships and advocacy work to ensure that the partner contributions (reflected through the boxes in different shades of blue in the bottom line) are forthcoming.

A typical results framework of a UNICEF-assisted Country Programme



The **Country Programme Structure** may be similar to the results framework, or different.

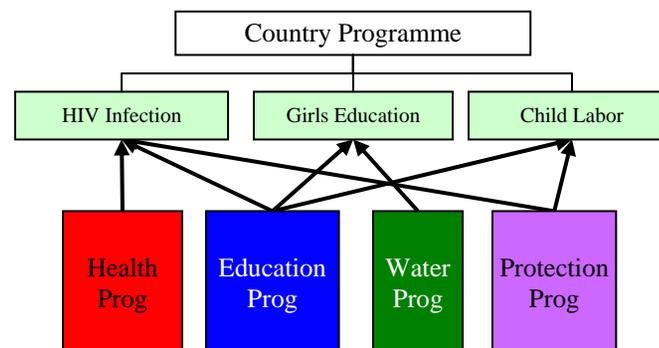


In this scenario, the programme structure is identical to the results framework. Planned programme results are identical to the planned strategic results. Programmes are not necessarily organized by sectors.

*For instance, strategic result #1 and Programme 1 are about HIV/AIDS prevention and care. Lower-level results will be supported by **experts** in health, education, and protection issues.*

*Strategic Result #2 and Programme 2 are about girls education. One necessary contributing lower-level result is availability of latrines. There is no separate WES programme. The **sanitation officer** provides an input into the girls education programme.*

Staff work in “task teams” towards the strategic results. For each strategic result, one work-plan determines the expected contributions from experts from different sections or technical areas. The role of cross-cutting staff, such as planning officers, M&E officers, or communication officers is defined by their expected contributions towards the strategic results.



In this scenario, programmes are organized by sectors. The programme structure is different from the results framework. Most programmes contribute to several strategic results.

*For instance, Strategic Result #1 is about HIV prevention and care. The **Health Programme**, the **Education Programme** and the **Protection Programme** are expected to make contributions.*

*Conversely, the **Education Programme** is expected to make contributions to three different strategic results related to HIV Infection, Girls Education and Child Labor.*

Staff work in their sectoral teams. Counterparts (e.g. Ministry of Health, Ministry of Education) may prefer to have the programmes organized by sectors. Additional management mechanisms are required to coordinate and ensure the convergence of sectoral programme contributions in support of “cross-cutting” results and strategies.

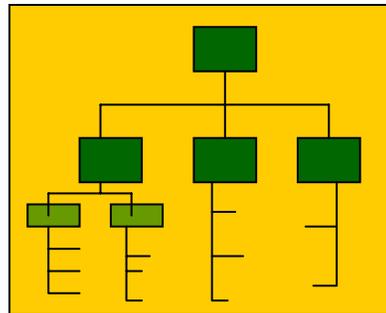
The management implications of the choice of programme structure are discussed in the Country Programme Management Plan (CPMP).

Tool #4: The Logical Approach - Finalizing the Programme Design (CPAP)

Improving the inherent logic of a programme design increases the likelihood of achieving the planned results. Most often, a logical approach is expressed in several iterations of a Logical Framework, or Logframe.

The logical approach helps to review the results framework, until the planning teams are satisfied that results chains are correctly put together, and all major assumptions or risks identified and possibly reduced. A Logical Framework is not a template that is completed once. Expected results are tested and reformulated, the course of action is changed, and intermediate results and alternative or additional activities are identified again and again – an iterative process.

A Logical Framework, is a useful tool not only for refining the design of the country programme, but also of individual projects. It can also help in the strengthening of Annual Project Plans of Action. It can be employed to refine **any** planning exercise.



A **Logical Framework** helps to

- check whether the sum of the planned components /interventions is sufficient to produce the intended result
- explicitly describe the planning assumptions
- minimize the risk of failure (did we assume too much?)
- determine the key monitoring indicators and strategic evaluation questions
- visualize the programme design and assess the quality of programme design at a glance

The finalized Programme Design is described in the CPAP/MPO.

A typical Logframe for a strategic result:

#	Level	Indicators	Baselines	Targets	MOV	Geogr. Focus	Risks and assumptions	
1.	Strategic Result Statement						Overall Risk Analysis	
1.1	Outcome Statement						Risks and assumptions specific to Results Chain #1.1	
1.1.1	Output Statement							
	Course of Action							
1.1.2	Output Statement							
	Course of Action							
1.2	Outcome Statement						Risk and assumptions specific to Results Chain #1.2	
1.2.1	Output Statement							
	Course of Action							
1.2.2	Output Statement							
	Course of Action							

Different agencies and funding partners sometimes use variations of the Logframe format. However, all known Logframes use the same key fields, and follow the horizontal and vertical logic.

Horizontal Logic

The rows in the Logframe contain programme performance assessment elements.

If no measurable indicator can be found that describes the expected results, the result will have to be reformulated.

(e.g. “strengthened capacity” would need to be specified)

If there is no baseline for the indicator, it will not be possible to detect change resulting from the interventions.

(e.g. “70% of children eat iodised salt” is not a meaningful result if the current status is not known – it might already be at 75%!)

Well-formulated results contain targets.

(e.g. “improve coverage” is not an adequate statement to measure progress)

Without Means Of Verification (MOV), the achievement of the result cannot be assessed. MOVs should be reliable, practical and cost-efficient.

(it might be impractical to conduct a ½ million Dollar national survey or a large-scale evaluation for measuring the result of a 50,000 Dollar intervention)

Vertical Logic

The Logframe tests whether the sum of activities and lower-level results is sufficient to achieve the higher level results and – ultimately – the strategic result. It tests the soundness of the results chain or results framework.

- *Are all the activities listed under a particular output statement sufficient to achieve the output?*
- *Will all outputs listed under a particular outcome—including the outputs to be produced by other partners - be sufficient to achieve the planned outcome?*
- *Will the outcomes listed under a strategic results – including outcomes programmed for by other partners – be sufficient to achieve the strategic result?*

In order to **test** the vertical logic, one refers to the original analysis of the problem

For instance, the analysis has identified three causes for low immunization coverage: (1) Irregular supply of vaccines and syringes; (2) Insufficient work planning and supervision by the District Health Authorities; (3) Lack of demand by parents. Providing supplies and help in work-planning alone may not achieve the intended result. To be successful, the programme will have to add a social mobilization initiative to increase demand.

*Alternatively, Government or another agency may agree to mobilize parents. We **assume** that they will be successful in creating demand for immunization. There remains a **risk** that our assumption is wrong, and parents do not get mobilized.*

The Logframe identifies such critical **planning assumptions** in order to reduce the **risk** of failure.

Managing Assumptions

When critical planning assumptions fail, the entire programme may be at stake. Too many assumptions increase the risk of failure.

The number or scope of critical assumptions can be reduced, in different ways:

- Assumptions internal to Government or UNICEF management should be addressed by strengthening internal management.

Assumption: training materials developed in time; UNICEF supplies arrive on time.

How to deal with it: Improve own management: adjust plan to allow sufficient time for developing training materials; order supplies early.

- Assumptions to be clarified through international experience and knowledge

Assumption: People will change their behaviour if they know how HIV/AIDS is transmitted

How to deal with it: Refer to scientific evidence and published experience and evaluations from other countries

- Assumptions related to the action of others

Assumption: Youth council will expand its peer education programme

How to deal with it: Formalize a partnership agreement with the council to get its job done

- Assumptions to be clarified before finalizing the programme design

Assumption: Private Sector will cooperate; politicians believe in gender equality

How to deal with it: Conduct the necessary research before proceeding

- Assumptions that can be tested early in the programme

Assumption: Children will use latrines

How to deal with it: Conduct a pilot before going to scale

- Assumptions that can be addressed by modifying activities or budgets

Assumption: Monitoring system in place; use of guidelines enforced, good coordination between partners

How to deal with it: Add activities – put the monitoring system in place; train supervisors in enforcing the guidelines; facilitate good co-ordination.

- Major assumptions that can be influenced by modifying projects and adding a clear advocacy agenda

Assumption: Favourable policy environment; political commitment; funding available

How to deal with it: Add initiatives and build a persistent and persuasive advocacy agenda to influence the policies and political commitment; approach donors before finalizing programme design

- “External Risks” not directly related to the logic of the results framework should be monitored to check whether the programme as a whole still makes sense.

Assumption: political stability prevails; no war

How to deal with it: Programme partners can do nothing about it. Monitor the situation to assess whether the programme continues to make sense

- “Killer” assumptions assume too much, or are likely to fail.

Assumption: Attitude change required; social movement will be present; a cadre of skilled staff will be available

How to deal with it: Re-think, re-design or abandon the programme

The remaining critical planning assumptions should always be re-examined during periodic review exercises, such as annual reviews or Mid-Term Reviews.

If the programme environment changes and planning assumptions are failing, the results chain needs to be revisited by reviewing the Logframe. This may lead to adjustments in the design of the programme.

For instance, an assumption was made that Parliament would pass new legislation in respect to the voluntary and confidential testing for HIV. But parliamentarians could not agree, and the legislation is on hold. Programme partners may have to add a range of advocacy initiatives, if the result of making confidential testing available is to be achieved.

Or, a major donor had indicated support to nation-wide teacher training programmes. UNICEF assistance was to be used for strengthening supervision and school inspection, nation-wide. Because of a change of Government in the donor country, the expected assistance is not forthcoming. The MTR decides that UNICEF support will now cover both training and supervision, but only in the Northeast Region of the country, where enrolment and learning achievement was the lowest.

Tool #5: Integrated Monitoring and Evaluation Plan (IMEP)

The Integrated Monitoring and Evaluation Plan (IMEP) helps to use data strategically during programme implementation. In a summary version, it forms a part of the CPAP/MPO.

A **five-year** IMEP helps to

- formulate a set of strategic evaluation topics
- identify activities, which establish baselines and track progress, and when to conduct them
- identify a research agenda for addressing critical knowledge gaps, including those identified during the preparation of the causality analysis
- manage the monitoring and evaluation responsibilities of the Country Programme
- synchronize information collection and dissemination with decision-making opportunities
- identify needs and activities to strengthen partners' capacities in data collection, information management and analysis.

The **annual** IMEP is the “annual slice” of the five-year IMEP. In addition, it lists the **priority** indicators selected from those identified in the Logical Framework.

Format of a Multi-year Integrated Monitoring and Evaluation Plan (IMEP)

	Year 1	Year 2	Year 3	Year 4	Year 5
Surveys, Studies ¹					
Evaluations					
Landmarks					
M&E Systems					
M&E Capacity Building					
Partners' Activities					
Publications					

¹ including the Situation Analysis activities

The workload, time and funds associated with monitoring, evaluation and research activities is often underestimated.

*Workload low: Programme partners can often rely on external institutions to design and implement **studies***

*Workload medium: Programme partners are usually involved to some extent in the design of **surveys**, data analysis and reporting, but the core of the work can be handled by an external team*

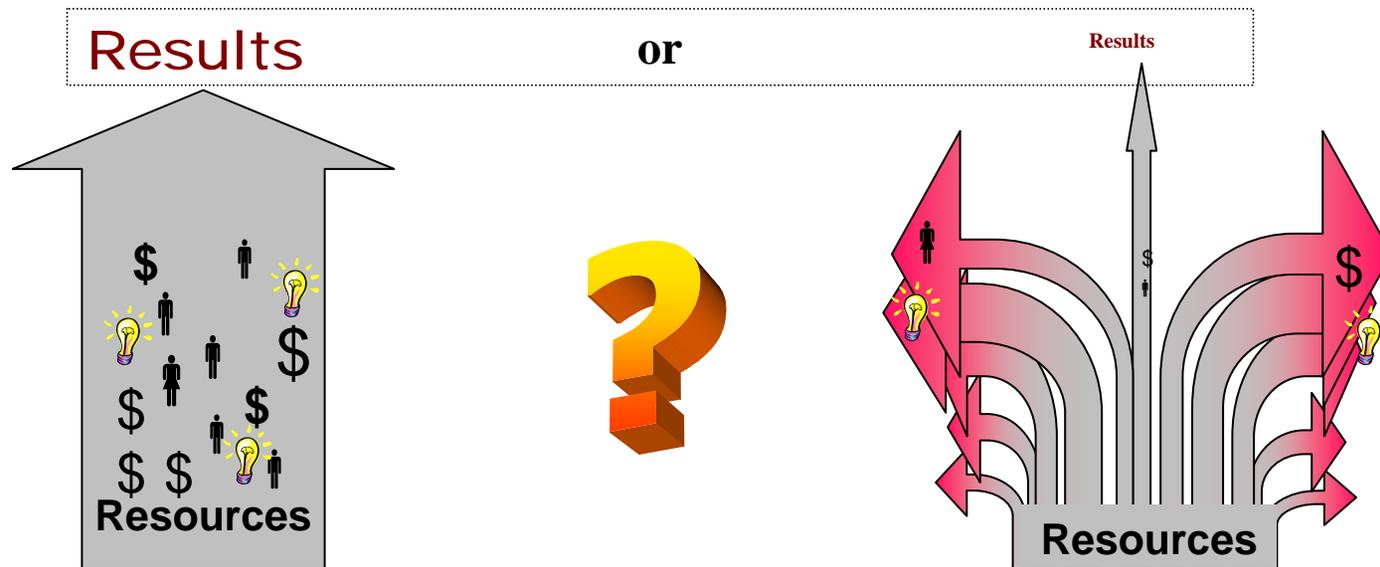
*Workload heavy: Programme partners are expected to participate intensively in **evaluations***

As the summary of UNICEF support to monitoring, evaluation and research activities over the life of the Country Programme, the IMEP-5 helps to coordinate these activities with other partners.

Tool #6: Strengthening Results Based Management

Even with an optimal programme design and adequate resources, the way a programme is managed will determine whether it will achieve

During programme implementation, management decisions about the use of human and financial resources are taken virtually every day. Over the course of a year, managers have to consider new proposals, new partnerships, changing conditions and concerns of others. They may be asked to re-consider plans, priorities and financial commitments. Often, it is difficult to see how a decision relates to the strategic result of a five-year programme.



Results based management attempts to keep all financial resources and staff focused on the agreed results. For instance, staff assignment must directly contribute to the achievement of the planned results

A project officer has been invited to an international conference, which has not been part of the annual plan. The manager asks: “Will you still be able to complete your assignments?” Even if the person will be able to complete his assignments, some of his time and budget have been used for issues not related to the planned results. If focused on results, the manager will ask: “Will this trip contribute to the achievement of the planned programme results?”

Adjustments to the programme should only be done, if they increase the likelihood of achieving the planned results. The proposed changes must be weighed against the original programme plan, and must constitute a genuine improvement.

For instance, any new or changed fund reservation in ProMS – and the subsequent re-authorisation of the project workplan – constitutes a deviation from the originally approved annual plan of action. Similarly, any “new” proposal from a new partner is bound to change the original programme design.

Adjustments to the planned results themselves are usually only done through a formal review process – via the Mid-Term process for programme-level and multi-year results. The annual review helps establish next year’s annual project results.

Critical **management decisions** with an impact on budgets and staff time include, among many others:

- Acceptance of new activities or proposal
- Change in financial commitments
- Whether or not to engage in new partnerships
- Hiring staff and consultants
- Approval of travel
- Changing staff assignments
- Investments (vehicles, IT equipment)

A range of information and **management tools** are available that can help managers in taking the right decisions. For instance:

Planning documents:

- Annual Project Plans of Actions (PPAs)
- Annual IMEP
- Training Plan
- Travel Plans

Management Systems:

- Programme Control System, including ProMS and
- Table of Authority (TOA)
- Document Authorization Table (DAT)
- Performance appraisal system (PAS/PERs)

Management bodies:

- Country Management Team (CMT)
- Contract Review Committee
- Appointment and Placement Committee
- Other Office committees

Management Reports

- Rover, Cognos reports
- Trip reports
- Country Office Annual Reports
- Mid-Term Review Repots
- Donor reports
- Other review reports

The management tools and systems must be put into the service of the planned results.

The **Annual Management Plan** (AMP) links the annual programme priorities and the available management tools, to guide critical management decisions.

The AMP helps to ensure that managers – including management committees and review bodies - stay focused on the annual priorities, which in turn are the stepping-stones for achieving the strategic results for children and women.