

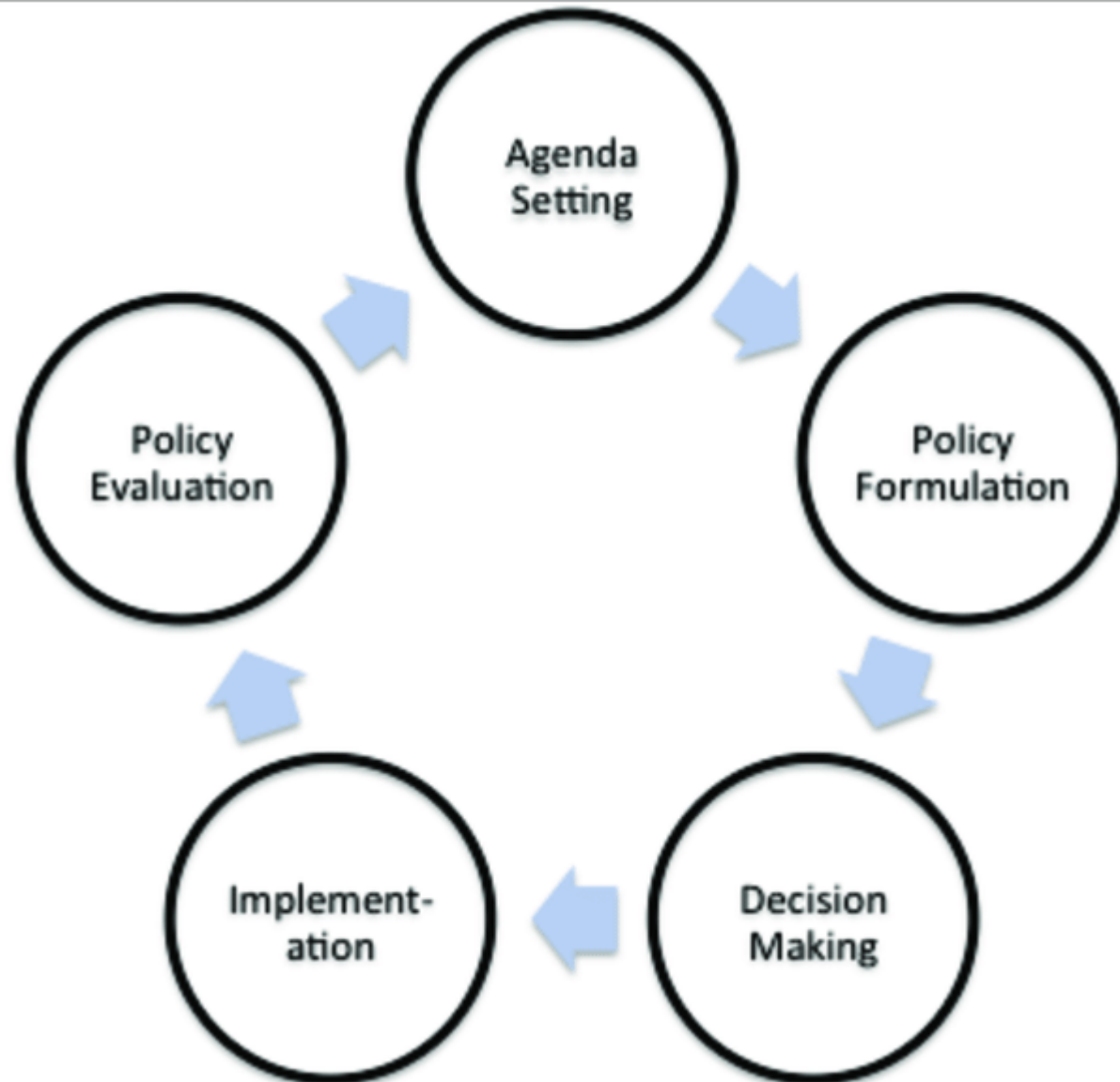
Results Based Management
(Project Cycle Management)
and
Project Design Matrix
(Logical Framework)

What is Results Based Management (RBM)?

“**management strategy** by which processes, outputs and services contribute to the achievement of clearly stated expected accomplishments and objectives.

It is focused on **achieving results, improving performance, integrating lessons learned** into management decisions and monitoring and reporting on performance. (UN-HABITAT)

What is Results Based Management (RBM)?



Results



Improvements

Lessons Learned



Management Decisions

Reporting

Why Results Based Management?

To make project management and evaluation easier for project managers

To realize tangible changes on the ground

To be accountable to the taxpayers

What have we achieved thus far?



What are Results?

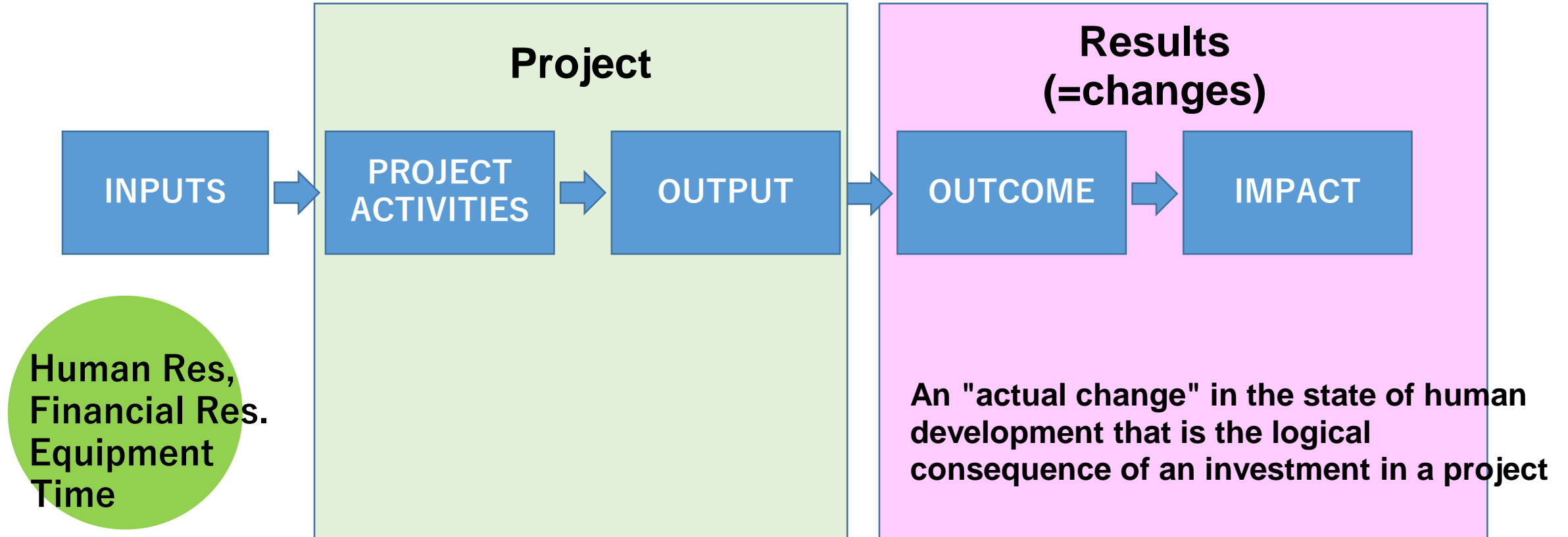
Defined as...

“CHANGE” that is assumed to occur because of implementation of an activity in a project

A completed activity, however, is not a “result”.

Planned activities in a project must be completed; but completing a funded activity does not in itself mean that any real positive change has occurred and the project-targeted need has been addressed.

Project Management Chain



Example

- If a project received \$500 to bring 200 people to a meeting, and produce a handbook on how to promote community involvement and participatory process, **production of a handbook is an output** but this output, by itself, would not bring a meaningful change in knowledge, motivation, practice or policy.
- The project could legitimately claim to have contributed to a **change in professional practice** only if professional practitioners use the handbook effectively.

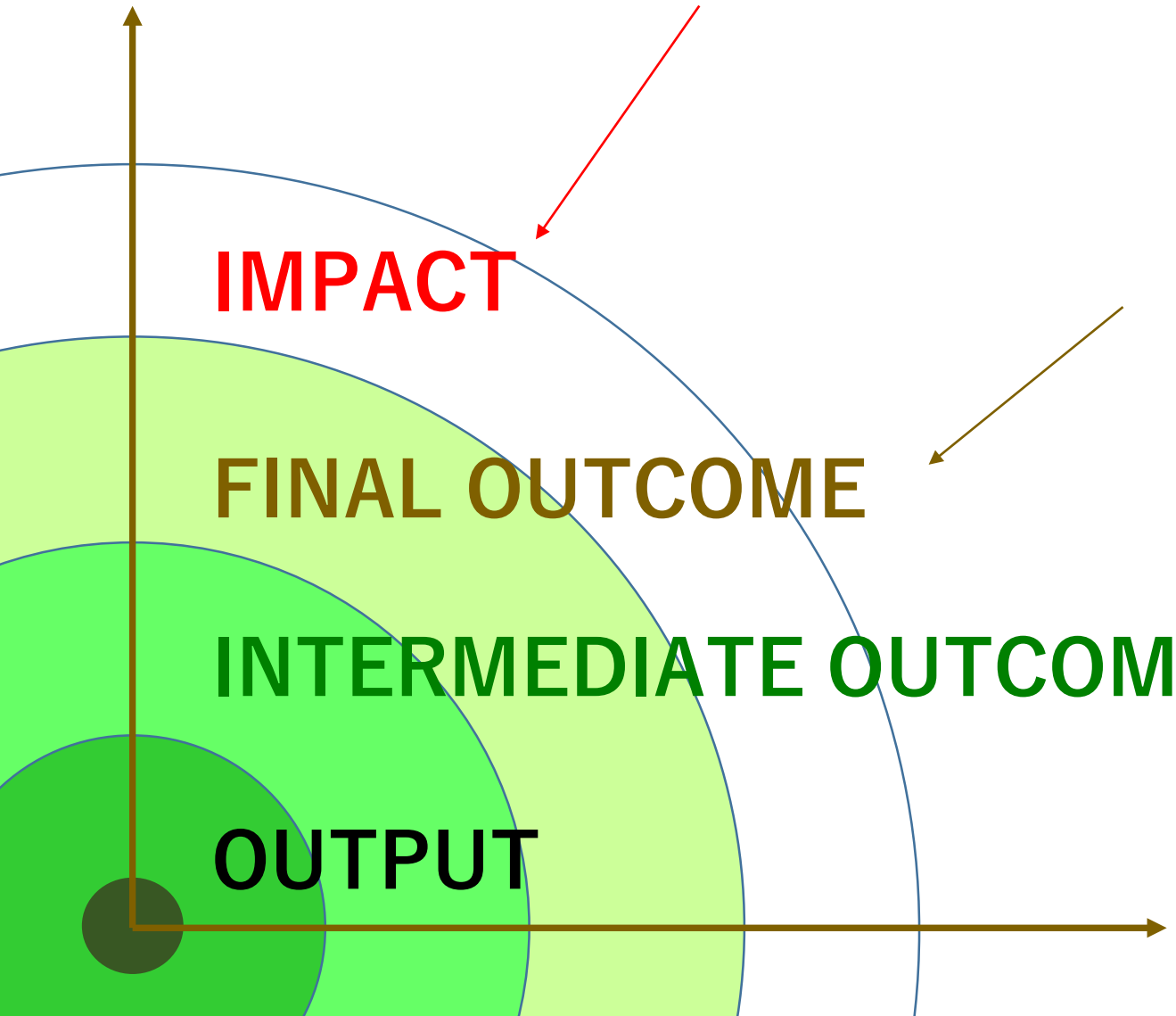
Understanding Chain of Influence

Upper Goals

*Long-term changes
– not within project period*

*Mid-term Changes upon
Project Completion*

Intermediate changes



IMPACT

FINAL OUTCOME

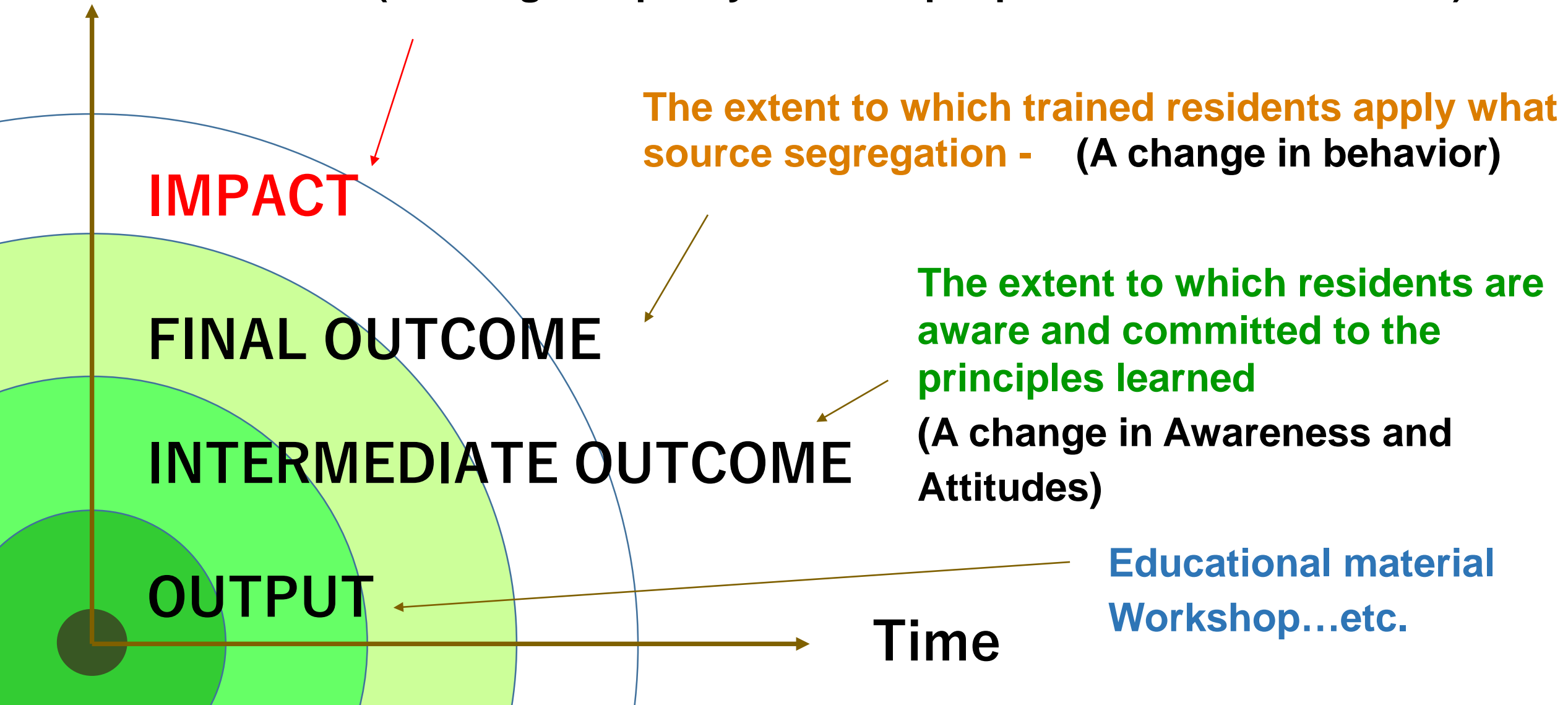
INTERMEDIATE OUTCOME

OUTPUT

Time

Upper Goals

The expectation is that the source segregation would result in 3R of household waste, contributing to the sustainability. (A change in quality of life of people and the environment)



Managing Results using Project Design Matrix (PDM)

What is Project Design Matrix (PDM)

- Management Tool that allows us to...
- organize the logical flow of inputs, outputs, and intended results (outcomes, and impacts).
- take control of the entire management process from planning, implementation, monitoring and evaluation in a given project, and bring about changes in our society.

Country/Region:	Project Budget:
Project Number:	Gender Equality Integrated:
Project Title:	Environment Integrated:
Partner Organization:	Project Manager:
Other Stakeholders:	

NARRATIVE	EXPECTED RESULTS	PERFORMANCE	ASSUMPTIONS
Project Goal: (Program Objective)	Impact: (Country Program Results)	Performance Indicators:	Assumptions:
Goals	Impacts (sector wide changes)		
Project Purpose:	Outcome:	Performance Indicators:	Assumptions:
Project Purposes	Final: Outcomes (Final)	Indicators	Assumptions and Risks
	Intermediate: Outcomes (Intermediate)		
Input (Resources and Activities)	Outputs	Performance Indicators:	Assumptions:
Inputs	Outputs		

What PDM Can Do?

PDM allows us to...

Planning and Design Stage

- Identify design activities based on goals and objectives, and make decision through participatory process.
- Leave a visual record of the discussion and agreement.

Implementation stage

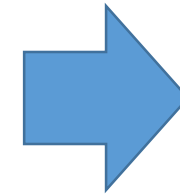
- Share the visual mapping of the project to team members.
- Monitor progress, and adjust inputs/activities to ensure results.

Evaluation Stage

- Evaluate the results = changes and progress made (or not made).
- Reflect on the lessons learned.
- Provide information to future project formulation and decisions.

What PDM Cannot Do?

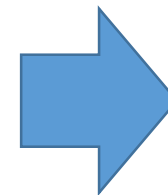
■ Detailed strategy of how exactly each activities can be managed



Project time table

- Schedule
- Role demarcation

■ Budget Management



Budget Sheet

Example: Project Timetable

General Timeline				
Project Title	Establishing Sustainable Organic Waste Management in Smal-island Community		Project Start	January 5th, 2015
Project Team	Project Coodinator (1), Policy Consultant (1) - CIDA		Project End	Dec 20th, 2015
	Technical Consultant (1) - Contractor, Interpreter (1) - Indonesian			
* The followings are a provisional schedule and thus subject to any change upon consultation with the relevant stakeholders.				
Date	Activity	Stakeholders	Remarks	
Jan 5th-6th (Mon-Tue)	Consultative meeting with local government * Review General Waste Management Plan * Reach consensus on how the overall project purpose, strategy and proceedings * Identify 3 local villeges as the project target communities * Identify private partners (Contractors for digester & garbage pick-up sites, trading company, and car dealer (garbage truck))	Cleansing Agency, Dept. Regional Development, Local NGOs (WWF and other), Project Team		
Jan 7th (Wed)	Meeting with private partners * Share General Waste Management Plan * Agree on general construction schedule, price and outsourcing prodecure * Identify any foreseeable challenges.	Cleansing Agency, Dept. Regional Development Project Team Digester building company (Contractor)	Private partners are selected from a local companies.	
Jan 9th (Fri)	Conclude contract with private partner * Digester and waste pick-up sites construction	Cleansing Agency, Dept. Regional Development Project Team Digester building company (Contractor)	Contract to be concluded between Wakatobi City Government and the contractor.	
Jan 19th (Mon)	Start building the 3 digesters * 1st will be finish in 1month, 2 months to finish them all	Project Team, Digester building company		

Example: Budget Sheet

Title of Activity : Wakatobi Waste Management Project								
Date : Jan. - Dec. 2015					As of October 25, 2014			
Venue : Wakatobi City, Indonesia								
DETAIL ACTIVITIES	UNIT COST (CND)	UNIT COST (IDR)	VOLUME		DAY/NIGHT/ IME		TOTAL COST (IDR)	REMARK
Procurement							392,085,184	
Digester	1,000	10,683,520	3	units			32,050,560	
Sanitation Truck	5,000	53,417,600	5	units			267,088,000	
Waste Pick-up Site	50	534,176	30	units			16,025,280	
Contractors	800	8,546,816	3	pax	3	months	76,921,344	Digester building company
Administrative Meetings							25,640,448	
Meeting package	200	2,136,704	6	packages			12,820,224	2 consultative mtgs (3days in total), 2 private sector mtgs, and 1
Meeting package	400	4,273,408	3	packages			12,820,224	3 stakeholder meetings
Workshop /Demonstration / Training							80,126,400	
<i>*Educational Meeting</i>								
Meeting package	400	4,273,408	1	packages	7	days	29,913,856	
Educational Material	5	53,418	300	copies			16,025,280	
<i>Digester Training Workshop</i>								Operation and maintenance
Meeting Package	200	2,136,704	1	packages	5	days	10,683,520	
Digester Operation Manual	10	106,835	50	copies			5,341,760	
Consultat	100	1,068,352			5	day	5,341,760	Technical experts from contractor

Developing and Using PDM

- Planning/Designing Stage
- Implementation/Monitoring Stage
- Evaluation Stage

Planning/Designing Stage

- (a) **Setting Goals & Objectives** of a project/program
- (b) Identifying and **setting realistic Outcomes and Impacts** for the Goal and Objective.
 - ❑ Impacts = Long-term Results of the Goals
 - ❑ Outcomes = Medium-term Results of the Objectives
- (c) **Planning Activities** required to achieve the Outcome Results.
 - ❑ Activities are Inputs
 - ❑ budget for each of the activities are also Inputs
- (d) **Identifying Outputs** (the immediate products coming out of the activities completed).

Planning/Designing Stage

(e) **Identifying Indicators** (evidence) to measure:

- (i) The changes occurring
- (ii) assessment of progress towards results
- (iii) Outputs achieved from completion of activities
- (iv) Planned budget expenditure

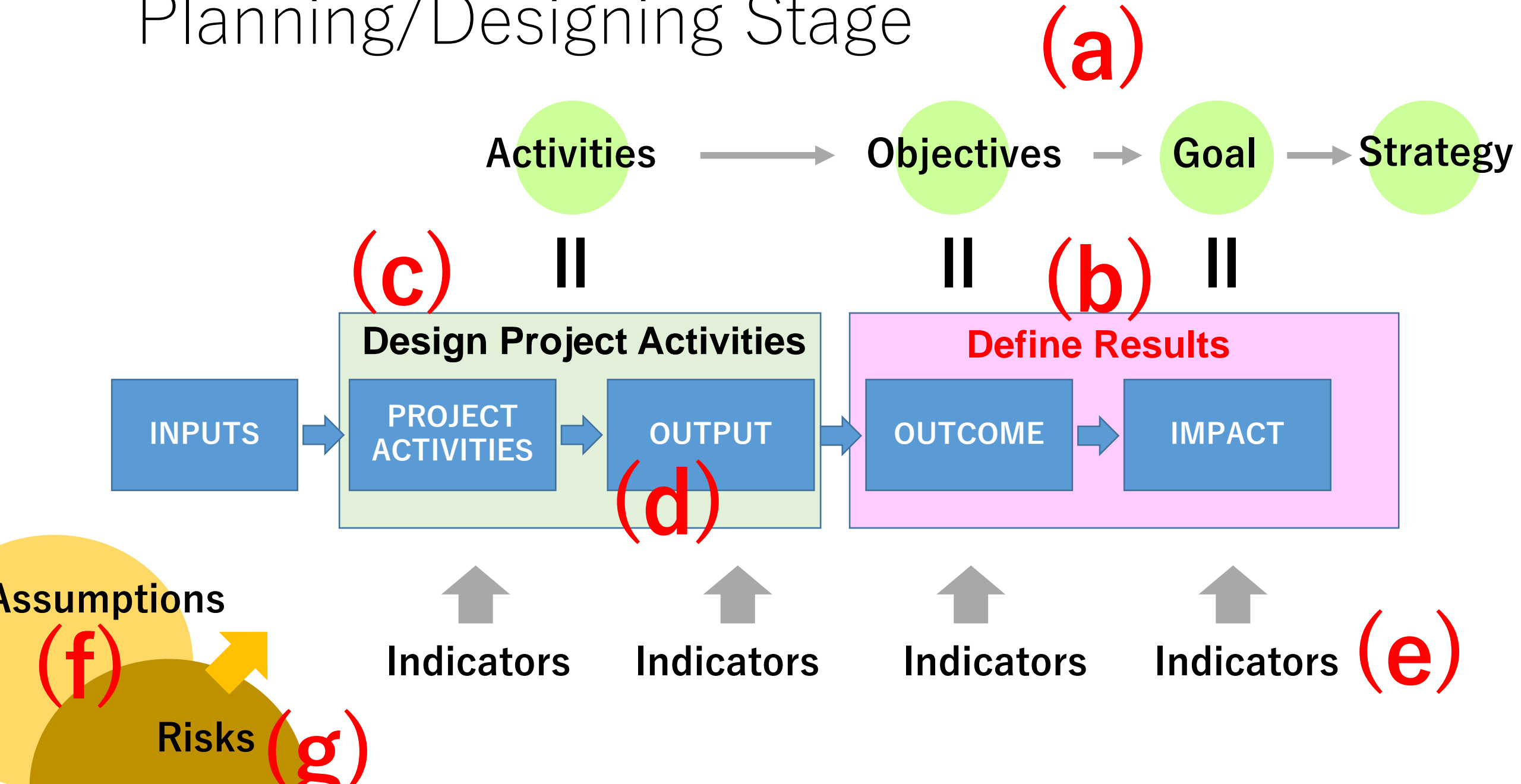
(f) **Identifying assumptions**

- ▣ Positive conditions which will make achievement of results possible at each of the levels

(g) **Assessing risks**

- ▣ Could negate the assumptions and, thus, negatively impact the project

Planning/Designing Stage



(b) PRINCIPLES OF SMART RESULTS SETTING

Results should be :

- S : Specific
- M : Measurable
- A : Achievable
- R : Relevant
- T : Time Bound

(e) RESULTS INDICATORS

What is an Indicator?

- – A tool to measure a result
- –An evidence that a result has been achieved

Indicators must be identified to measure

- Activities completed or **Outputs** achieved;
- Outcome** results achieved at the objective level; and
- Progress made towards **Impact** results

(e) RESULTS INDICATORS

- **Qualitative Indicators** are defined as judgments and perceptions derived mostly from objective analysis
 - e.g. quality of
 - extent of
 - Level of
- **Qualitative Indicators can be vague and it may be difficult to measure progress using these indicators**
 - e.g. job performance.

(e) RESULTS INDICATORS

- **Quantitative Indicators are defined as measures of quantity including statistical statements**
- **e.g.**
- **number of ...**
- **frequency of ...**

(e) RESULTS INDICATORS

- **Appropriate use of both quantitative and qualitative indicators will require BASELINE DATA to serve as benchmarks for comparison of condition or situation to measure progress;**

••• **then how can we choose appropriate indicators?**

(e) RESULTS INDICATORS

1. Valid & Useful:

- Does it measure the result?
- Can it identify a change that has occurred as a consequence of certain activities?

2. Simple & Affordable:

- Will it be easy to collect and analyze the information at a reasonable cost?

Target Field	Indicators	Baseline (Sample Year) *e: estimated figure	Short-term Targets (by 2023)	Mid-to-long-term Targets (by 2035)
Action Area 1: Improvement of Waste Collection				
1-1	Waste Generation per Capita (kg/capita/day)	0.98kg e (2015) ¹	1.0kg/cap/day ²	1.0kg/cap/day ²
1-2	Waste Collection Rate	75% e (2016)	90% or more ³	100% ³
Action Area2: Promotion of Recycling				
2-1	Recycling Rate ³ (Non-organic Recyclables)	n/a ⁵	50% or more ³	95% or more ³
2-2	Recycling Rate ³ (Organic Waste)	n/a ⁶	5% or more ²	20% or more ²
Action Area 3: Improvement of Management of Final Disposal Site				
3-1	Leachate Management	Currently do not exist	Install	New controlled landfill operational with sanitary management practice.
3-2	Landfill Gas Management	Currently do not exist	Ventilation installed where risk of collapse is confirmed. Flaring or gas collection employed if resources are available.	
3-3	Working Condition	Currently do not exist	Personal protection gears introduced.	
3-4	On-site Resource Recovery	Currently relying on waste pickers	Collaboration with waste pickers initiated with their role officially recognised.	

Action Area 5: Stakeholder Engagement				
5-1	Feedback mechanism	limited	Feedback channels are prepared and made accessible	Feedback channels are prepared and made accessible
5-2	Curriculum for Environmental Education	n/a ⁵	Environmental education containing both lecture and practice is implemented in more than 20% of schools in Phnom Penh	Environmental education containing both lecture and practice is implemented in all the schools in Phnom Penh
5-3	3R Practice	n/a ⁵	Initial data survey conducted More than 5% respondent confirms daily 3R practice	Periodical survey conducted More than 20% respondent confirms daily 3R practice

(f) (g) Assessing and Managing Risks

External Risk

–Weather conditions, changes in political leadership and Govt. policy

Internal risk :

- **Delays** in implementation of certain activities and output results of the planned project may jeopardize achievement of outcome results.
- Such delays are consequences of conditions not within the control of project managers.

e.g. Rural electrification depends on supply of equipment. Equipment supply is delayed because of production shortage due to factory lockout and labor unrest etc.

Assessing and Managing Risks

Conduct Risk Analysis at planning and design stage to determine
(a) The **probability** of the positive conditions (assumptions); and
(b) **Level** of negative effect of the risks on results of the project

Assess the probability of risk occurring and activated risks having negative impact on results as **HIGH, MEDIUM or LOW**



Consider **risk management strategies** and allocate **resources** to bring the risk factors under manageable control

Implementation/Monitoring Stage

Monitoring means...tracking changes, and making sure things are going as intended.

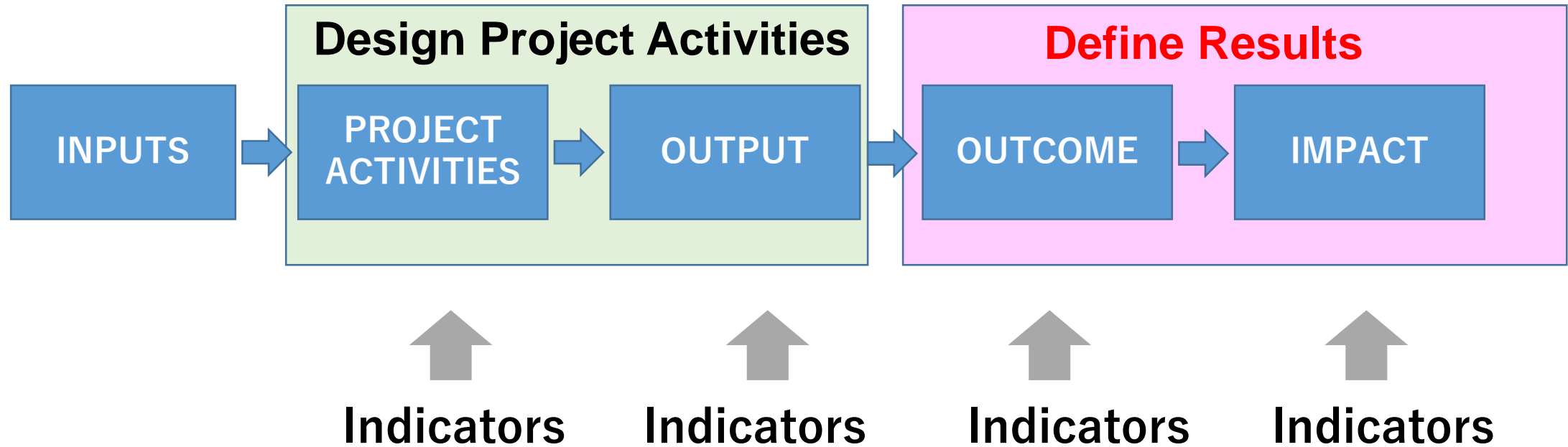
Performance Measurement involving :

- Monitoring of Implementation of **Activities** planned
- Monitoring progress towards **results** using indicators
- Reviewing **Indicators** during monitoring (functioning well?)
- Monitoring **Resources** (financial/human) utilized to achieve results
- Monitoring **assumptions and risks** and taking timely actions



Continuous reporting on Results achieved and budget spent

Implementation/Monitoring Stage



Assumptions

Risks

Evaluation Stage

Monitoring means...tracking changes, and making sure things are going as intended.

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Continuous reporting on Results achieved and budget spent

Thank you for your attention.