



Revisiting M&E Fundamentals in the New Normal

M&E Network Forum Webinar Series, Manila, Philippines, 24 February 2021



**United Nations
Population Fund**

UNFPA

The United Nations
sexual and reproductive
health agency

*Ensuring rights and
choices for all*

Our goal is to attain universal access to sexual and reproductive health and rights for all by achieving three transformative results



Ending unmet need for family planning



Ending maternal death



Ending violence and harmful practices against women and girls

UNFPA in the Philippines



Active in the Philippines since 1970, our mission is to deliver a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled.

UNFPA's work is based on the premise that all human beings are entitled to equal rights and protections.

We focus on women and young people because these are groups whose ability to exercise their right to sexual and reproductive health is often compromised. UNFPA focuses on those furthest behind.





RBM

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An Overview of Results-Based Management (RBM)

Take Away

- **What** is RBM?
- **Why** RBM and not just M&E?
- What is it that we do **differently** under Results-Based Management (RBM)?
- What are the **elements** of a system-wide RBM approach?
- What **systems** are typically in place to support RBM?

Results-based management (RBM)

“RBM is a management strategy by which all actors ensure that their processes, products and services contribute to the achievement of desired results and that they use information and evidence on actual results to inform decision making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting.”

-- UN Development Group, 2011



"Results" are describable or measurable changes in states or conditions that derive from a cause-and-effect relationship.



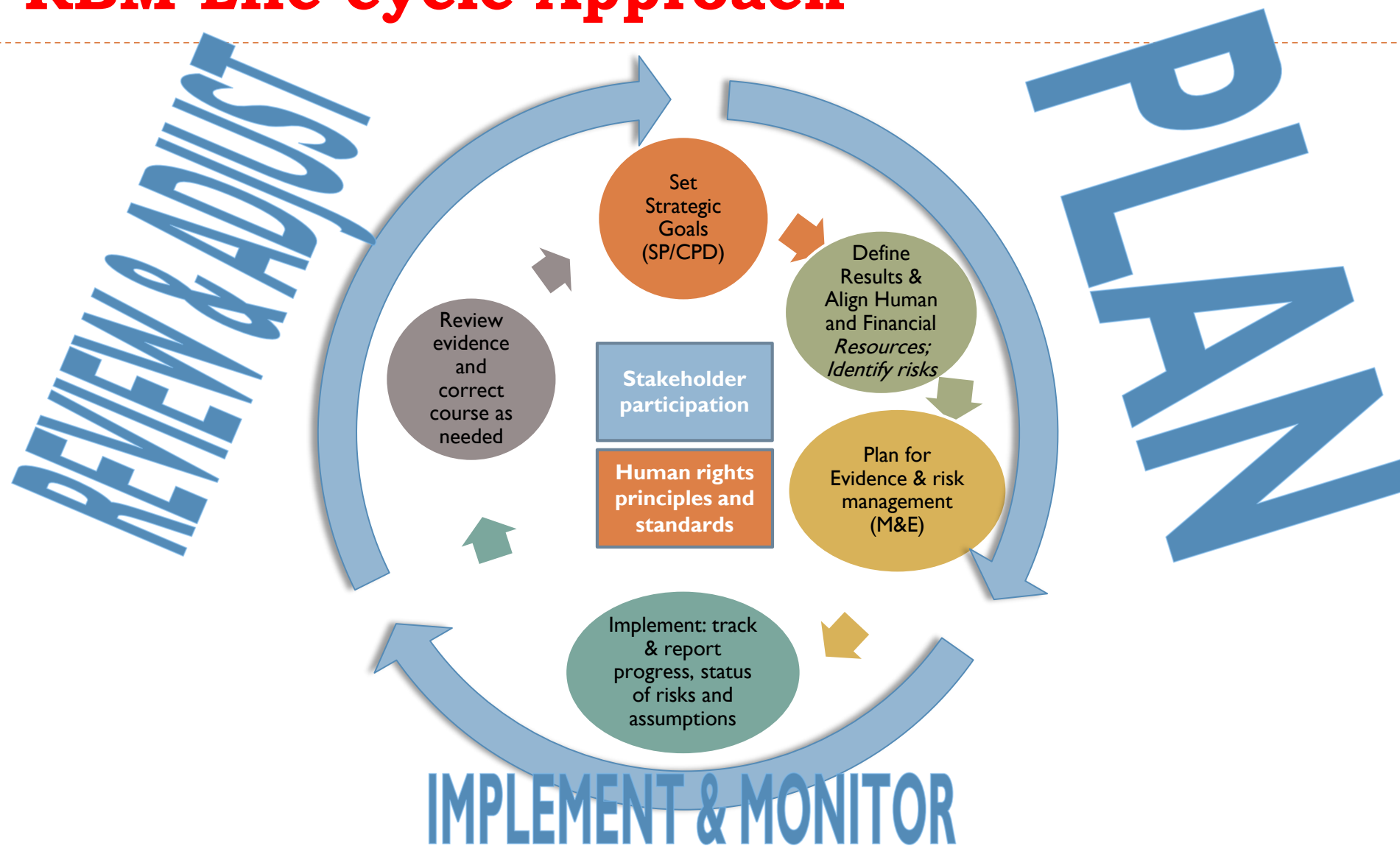
Results-based management (RBM)

KEY PRINCIPLES:

- Accountability
- National Ownership
- Inclusiveness



RBM Life-cycle Approach



Why RBM? The Impetus

- One of the five principles of ‘**Paris Declaration on Aid Effectiveness (2005)**’
- ‘**Accra Agenda for Action (2008)**’
- Adoption of results-based budgeting and a comprehensive Organizational Performance Indicator Framework (OPIF) by the Government of the Philippines through the Dept of Budget and Management (2003)
- RBM approaches are mandated by the **UN General Assembly** [[resolution \(71/243\)](#)]
- Improving RBM in the UN Development System is one of the five key priorities of **QCPR 2016**

What is the difference?

- Focus on **Outcome** level results. Goes beyond tracking:
 - inputs,
 - activities,
 - delivery,
 - outputs!
 - **Partnerships** for results *(and not just w/ your traditional implementing arms)*
 - Managing **Risks** and tracking **Assumptions**
 - **Evidence-based: Accountability & Learning**
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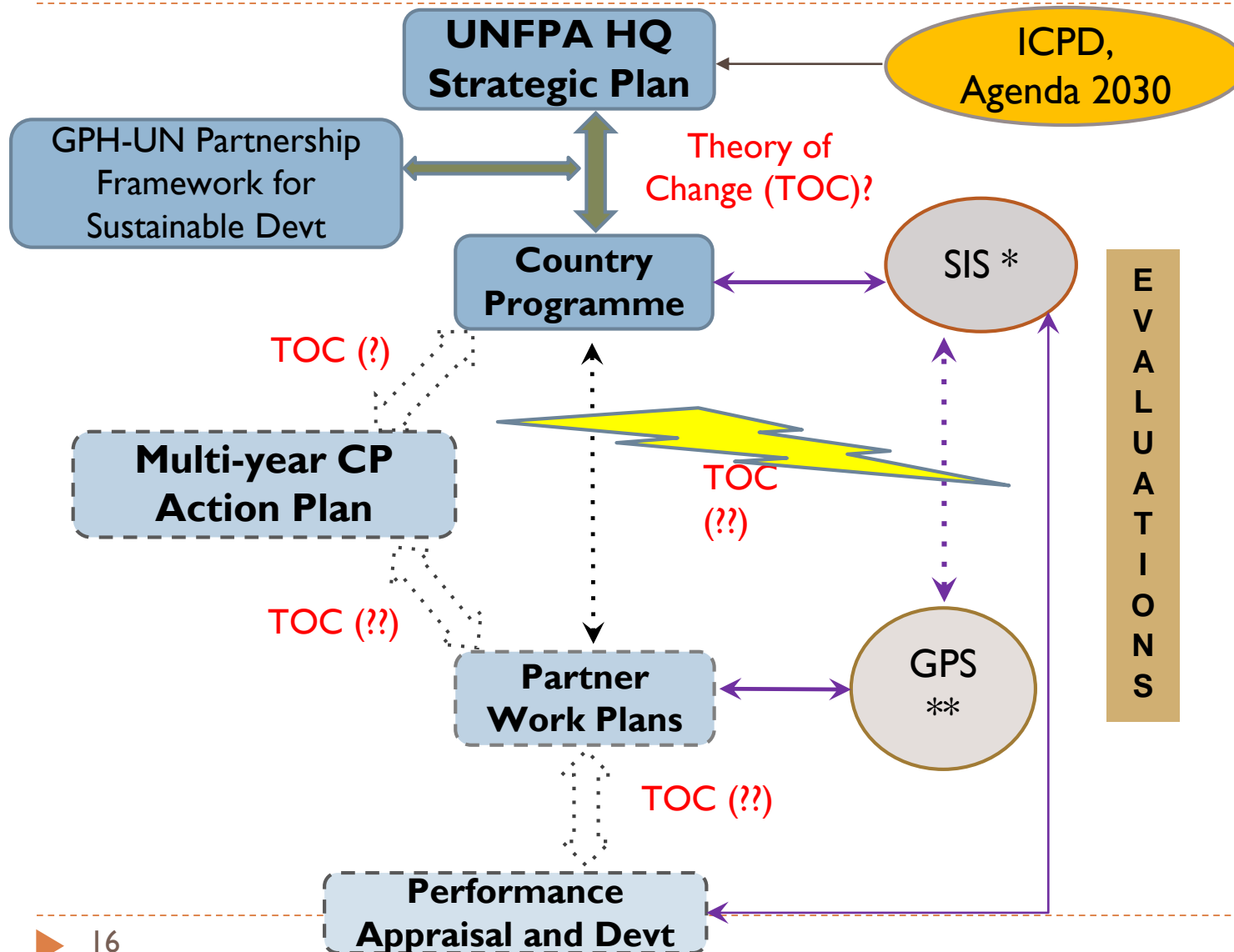
Results Chain....

RESULT	What is Changing?	Who is changing?
IMPACT	Realisation of Rights	Rights Holders
Outcome	Behavior or Performance	Rights Holders Duty Bearers
	Quality and coverage of Services	Duty Bearers
Output	Capacities of individuals/institutions	Rights Holders Duty Bearers
	New products/services	Duty Bearers

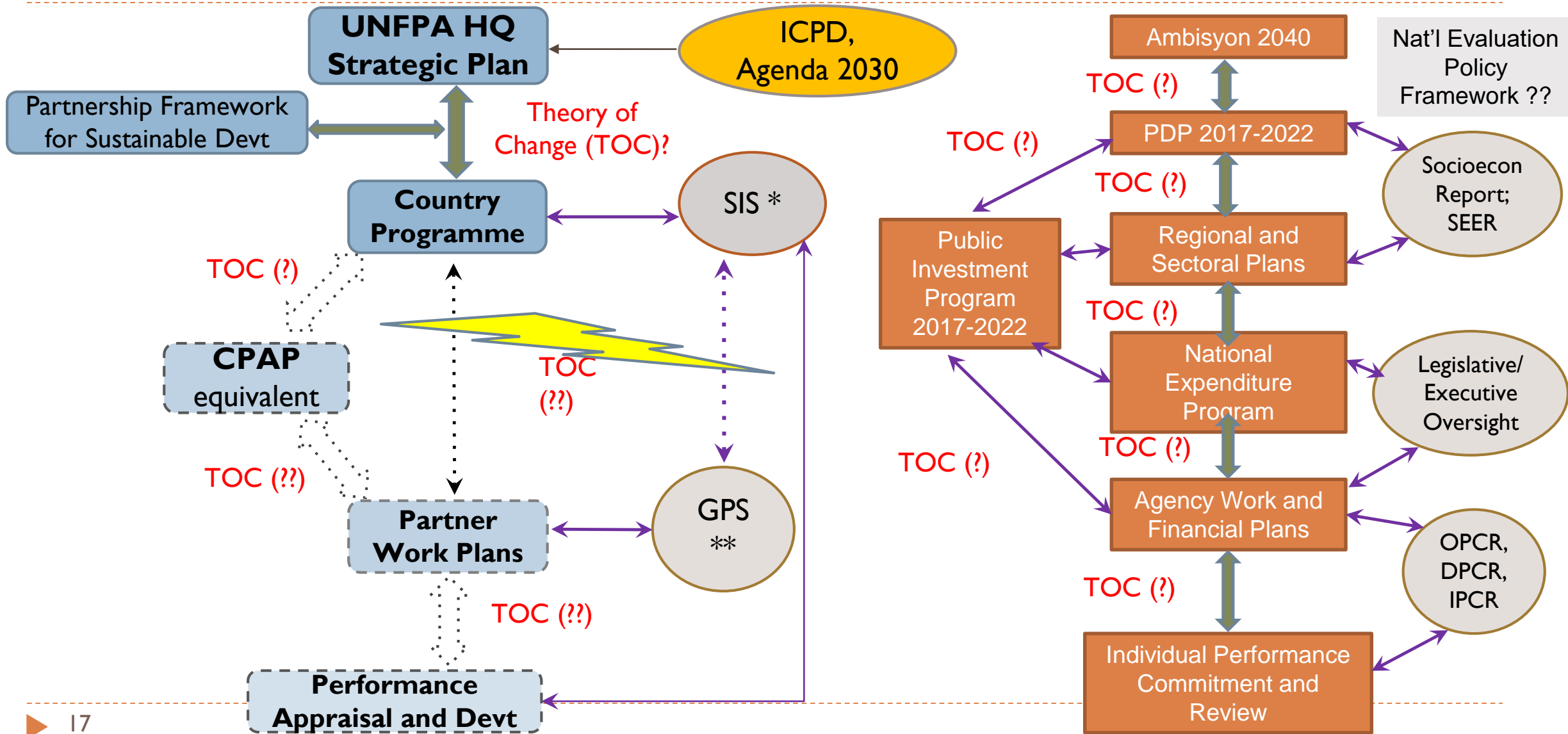
TABLE 2. The Results Chain

IMPLEMENTATION		RESULTS		
Inputs	Activities	Outputs	Outcome	Goal/Impact
<p>Financial resources, human resources, technical expertise etc.</p>	<p>Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.</p>	<p>The changes in skills or abilities, or the availability of new products and services that result from the completion of activities within a development intervention.</p>	<p>The institutional and behavioral changes in development conditions that occur between the completion of outputs and the achievement of goals.</p> <p>They are the intended or achieved effects of an intervention's outputs, usually requiring the collective effort of partners.</p>	<p>Positive and negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.</p>
Example		Example		
<p>Funds, consultants, procurement, TA</p>	<p>Series of preparatory workshops to train National Disaster Centre and Provincial Disaster Centre staff on the international standards for emergency preparedness plans</p>	<p>The National Disaster Centre and its provincial arms have the technical and financial capacity to develop and support the implementation emergency preparedness plans that meet international standards</p>	<p>National and provincial administrations implement disaster risk reduction policies, including emergency preparedness plans</p>	<p>Reduced risks and increased safety from natural disasters among the local population.</p>

Planning and M&E System in UNFPA



Planning and M&E Systems in UNFPA and GPH



Why do we need RBM ?

- To **stay focused** on agreed results [to stay the course when context rapidly changes (e.g. COVID, humanitarian context) or when the intervention is complex with multiple initiatives and partners]

- **Strengthens effectiveness, efficiency and sustainability** of our policies, plans and programmes [**How?**]
 - Prioritization
 - Theory-based
 - Evidence-based
 - Better understanding of risks and assumptions
 - Flexibility

- Better **accountability and learning**



Culture of Results

Challenges....

Context:

Organizations produce and report evidence and data on a routine basis primarily to comply with requirements of oversight bodies and less to do with self-generated demand for this evidence/data for course correction.

- **Demand** for evidence and monitored data is anemic at best.
 - **Weak incentives** to prioritize a culture of results
 - **Inadequate time** available for staff to reflect and learn from experience
-



Results Culture

Culture of results is the foundation of evidence-based programming (RBM).

Three distinct elements characterize results culture in programming (John Mayne, 2008):

1. **Self-reflection and self-examination.**
 2. **Results-based learning.**
 3. **Experimentation (innovation) and change.**
-



1. Self-reflection and Self-examination

- Deliberately seeks evidence on what it is achieving. [1]
- Uses results information to challenge and support what it is doing. [2]
- Values frank challenge and genuine dialogue. [3]



2. Results-based learning

- Makes time to learn. [4]
- Learns from mistakes and weak performance. [5]
- Encourages knowledge transfer. [6]



3. Experimentation and change

- Supports deliberate risk taking [7].
- Seeks out new ways of doing business [8].



Common signs of a Weak Culture of Results

- Acknowledge the need to learn, but not provide the time or structured occasions to learn
- Claim it is results-focused, but discourage challenge and questioning of the status quo
- Talk about the importance of results but frown on risk-taking and mistakes
- Talk about the importance of results, but emphasize on following processes and delivering outputs.
- Gathers results information, but limits its use mainly to reporting
 - A specific initiative may improve but ‘structure of mistakes’ may persist in other initiatives- ‘not address the root causes’



Ingredients for Fostering a Culture of Results

- Demonstrated senior management commitment and leadership [9]
- Informed demand for results information [10]
- A results-oriented accountability regime [11]
- Supportive organizational systems, practices, incentives, and procedures [12]
- Individual capacity to learn and adopt [13]
- Results measurement and results management capacity in place [14]
- Adequate resources allocated in a timely manner for planning, tracking, and evaluating results [15]

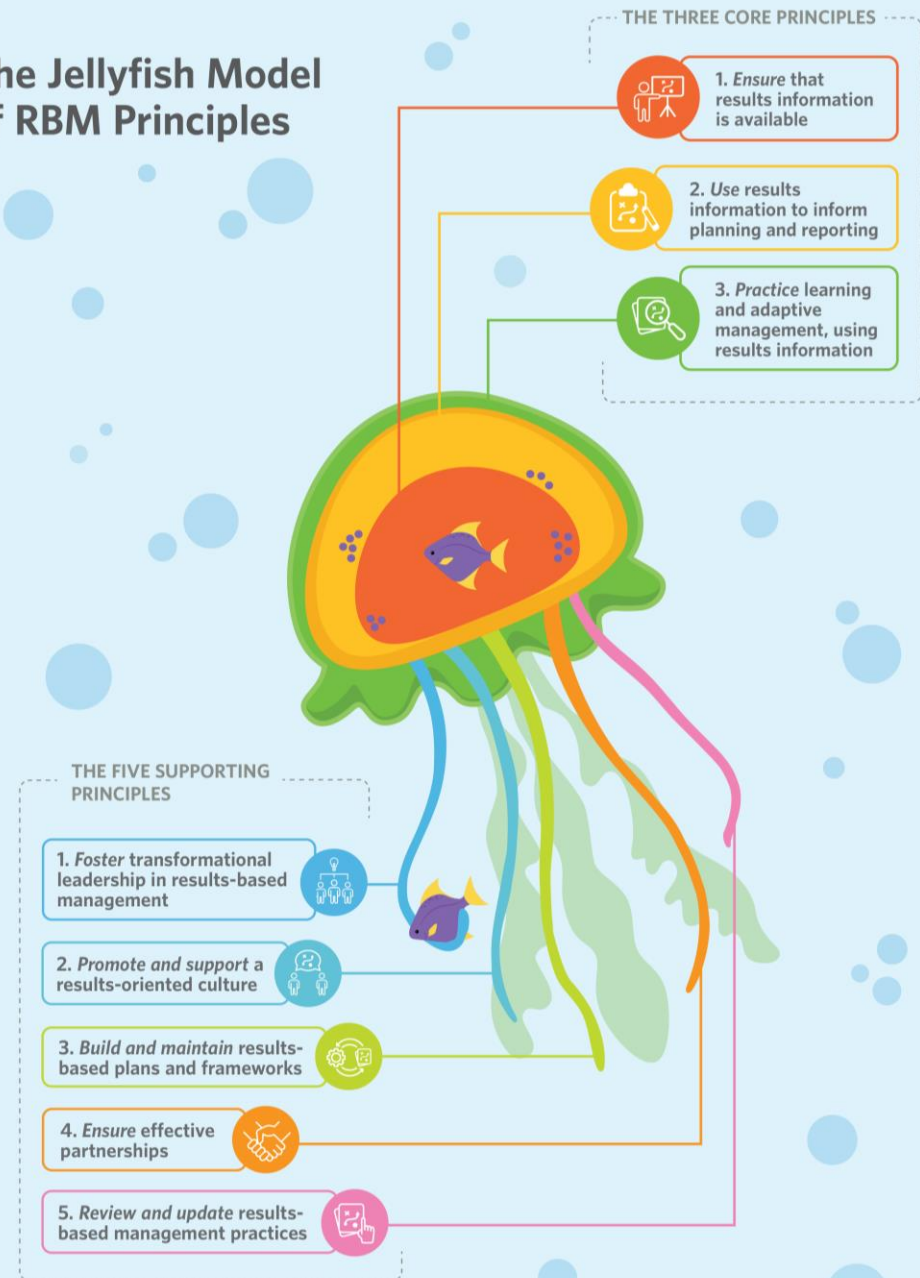


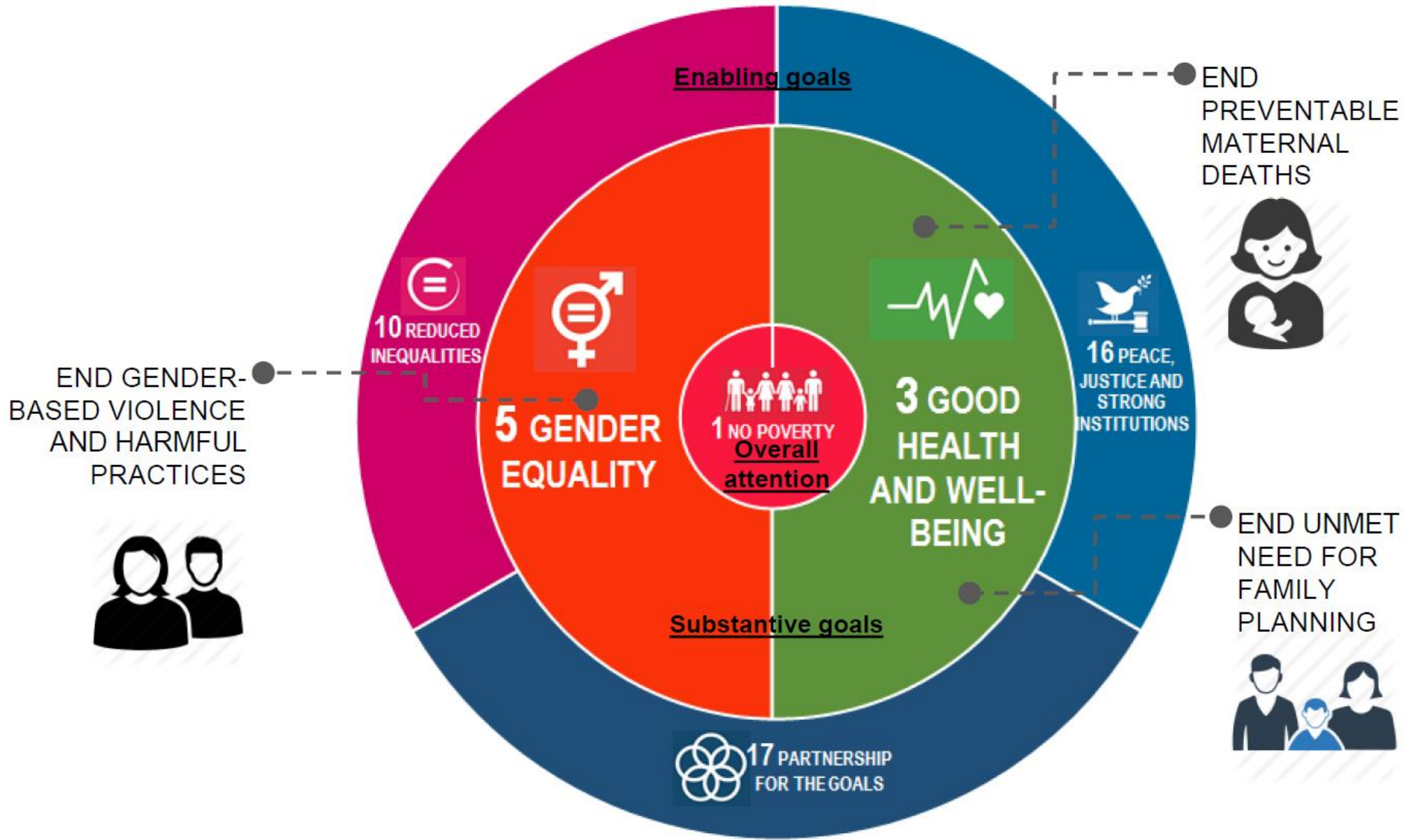
Results-based management principles and standards

The **3+5** Framework for Self-Assessment

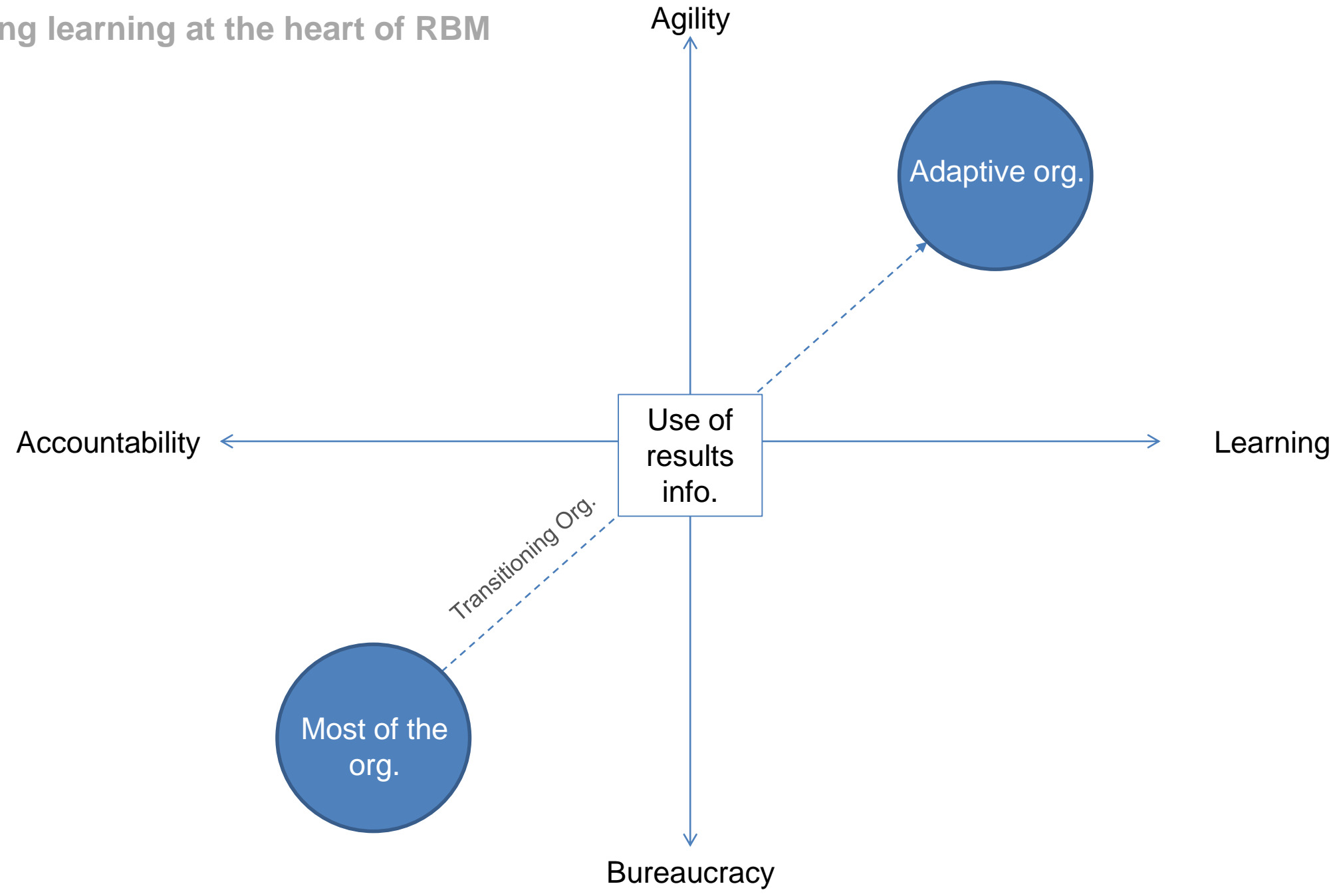


The Jellyfish Model of RBM Principles

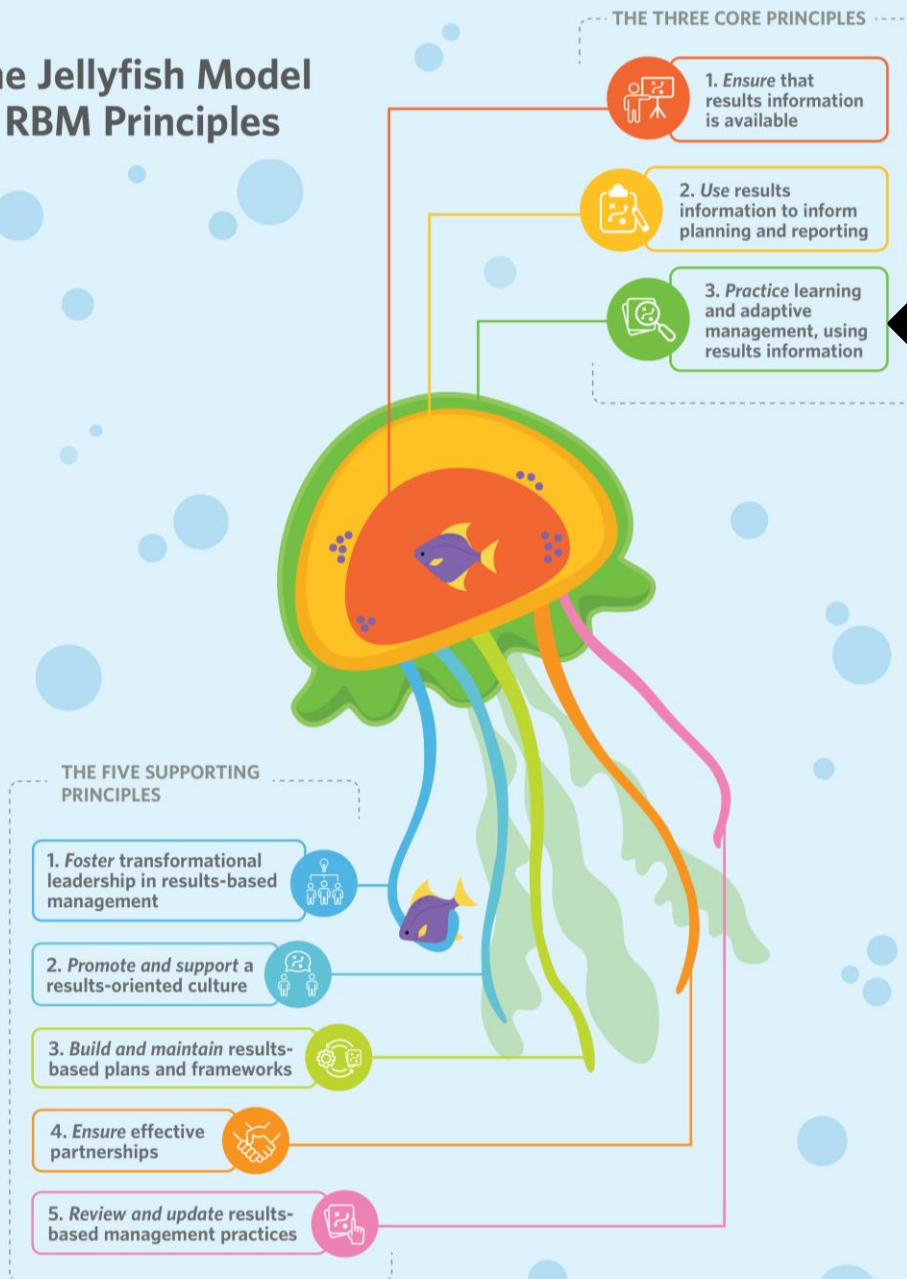




Putting learning at the heart of RBM



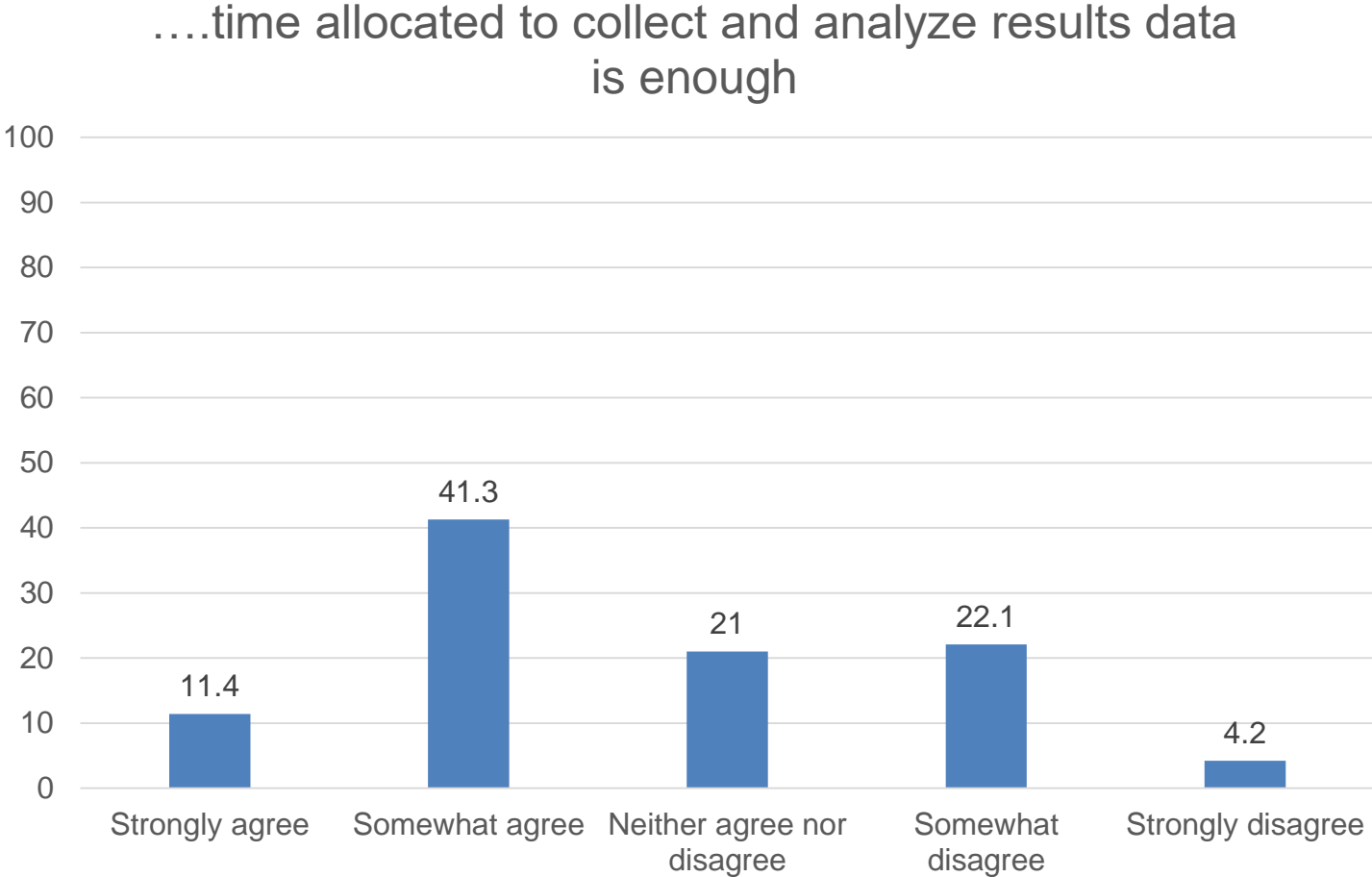
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‘Learning and adaptation are equally important as accountability in managing for development results’

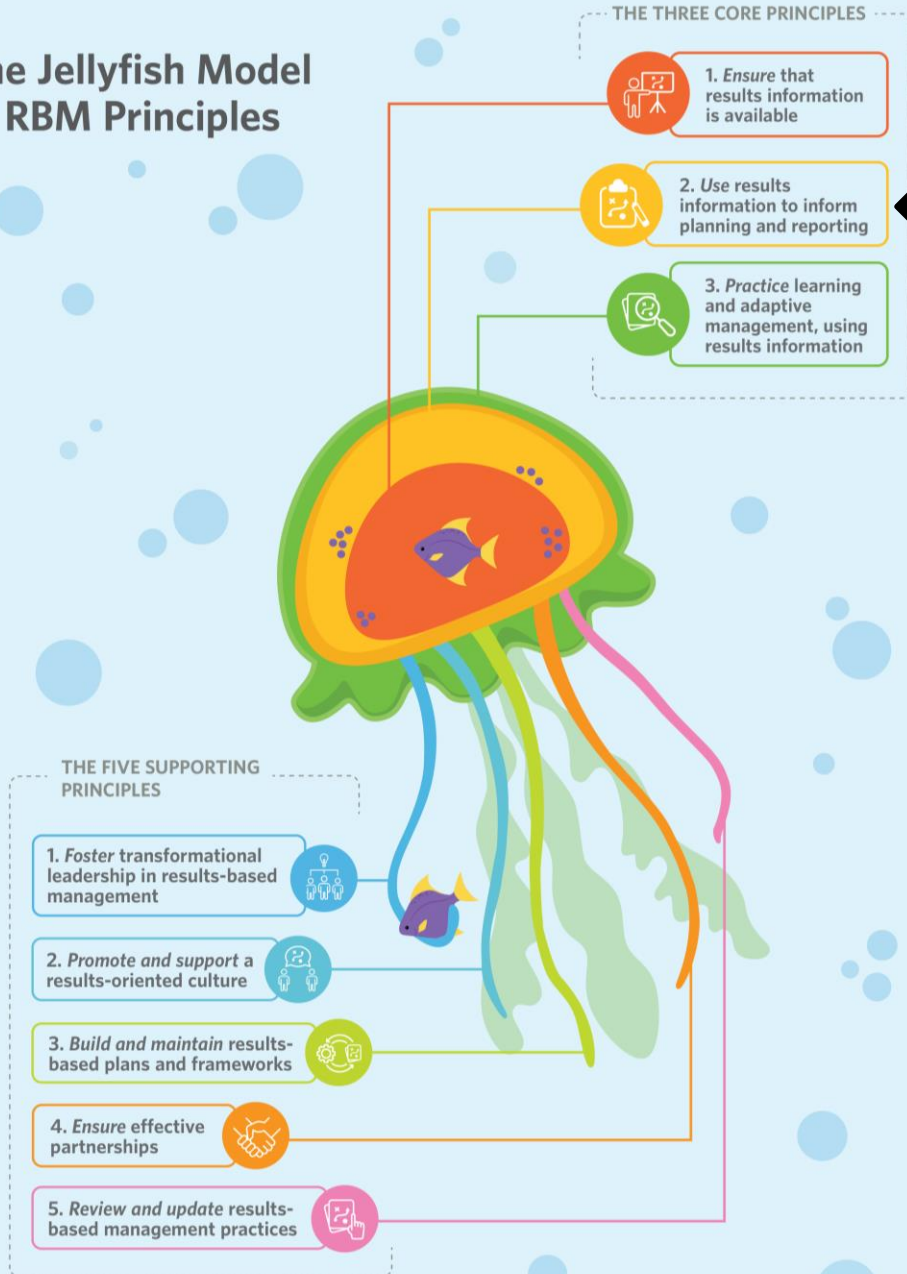
1. Pause and reflect on opportunities exist
2. Good practices are identified and used
3. Results information is used to inform resource allocation decisions

Lack of time to analyze data, reflect and make sense of it, is a critical factor



Source: Developmental evaluation of UNFPA results-based management

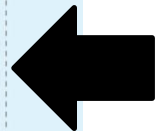
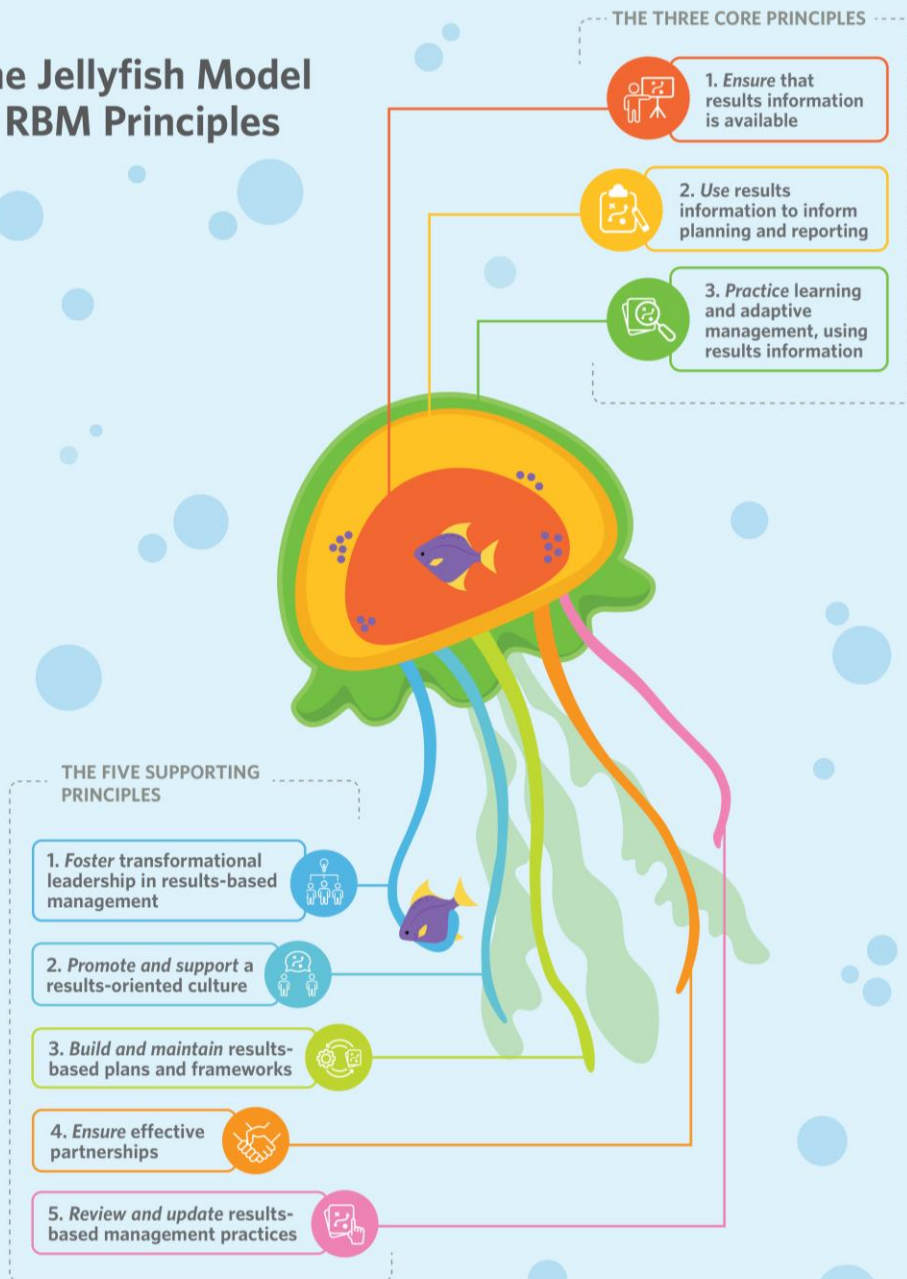
The Jellyfish Model of RBM Principles



‘Planning and reporting on performance are key aspects of managing’

1. Results information is regularly used to influence strategic plans
2. Results information is regularly used to influence operational plans
3. Results information is used periodically to report credibly on, and communicate information on, performance internally and externally

The Jellyfish Model of RBM Principles

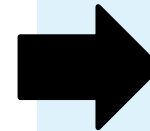


‘To be able to use results information for learning and managing, results information must be available in offices when it is needed’

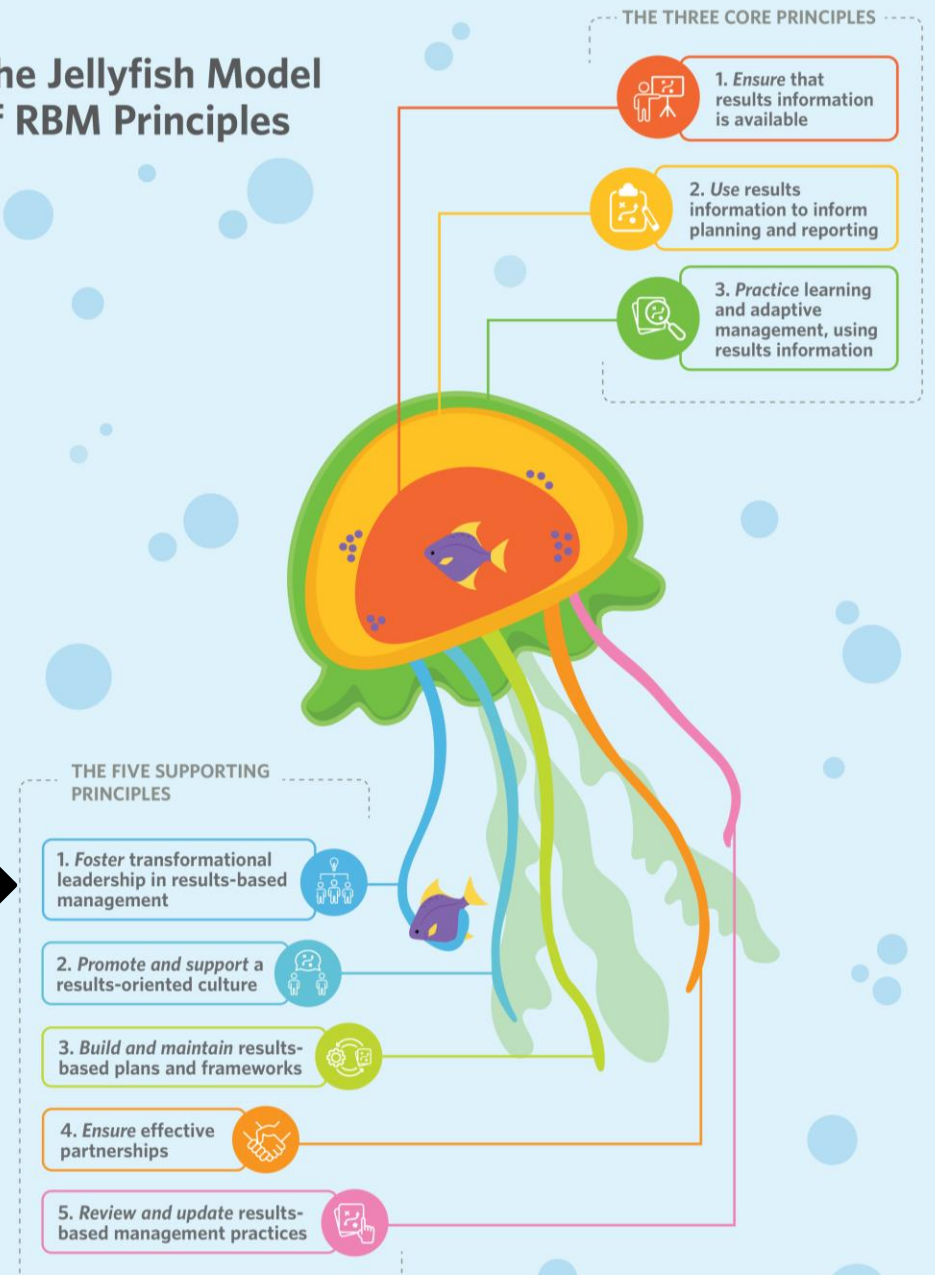
1. A strategy is in place for measuring key results,
2. Reliable results data from monitoring on a range of results are regularly collected and stored
3. office has established procedures to analyse and store available results information
4. results information is readily accessible when needed

1. There is demonstrated, consistent transformational leadership
2. Managers are equipped with adequate knowledge, skills and understanding about RBM
3. Managers at all levels routinely create informed demand for results information.
4. levels promote the use of results information for internal and external communication.

‘Moving from transactional leadership to transformational leadership’

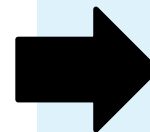


The Jellyfish Model of RBM Principles



1. Systems, procedures and practices are in place to support RBM
2. Incentives are in place
3. Encouraging risk-taking and experimentation
4. Staff have been equipped with adequate knowledge, skills and appreciation

‘RBM culture drives the change’



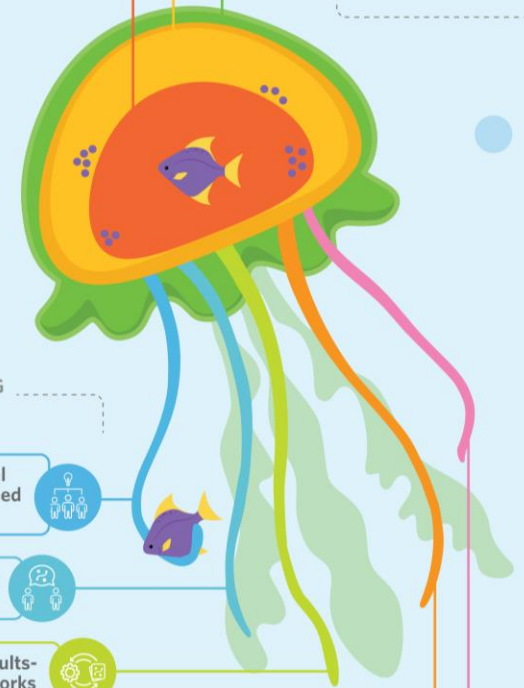
The Jellyfish Model of RBM Principles

THE THREE CORE PRINCIPLES

1. Ensure that results information is available
2. Use results information to inform planning and reporting
3. Practice learning and adaptive management, using results information

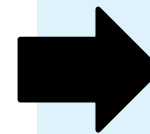
THE FIVE SUPPORTING PRINCIPLES

1. Foster transformational leadership in results-based management
2. Promote and support a results-oriented culture
3. Build and maintain results-based plans and frameworks
4. Ensure effective partnerships
5. Review and update results-based management practices



1. Office has a high-quality, results-based UNFPA country programme and projects
2. UNFPA country programme and projects have robust results frameworks
3. Results-based plans are in place to operationalize the UNFPA country programme and projects
4. UNFPA country programme and projects address cross-cutting themes

‘RBM needs results-based planning tools to provide a common understanding of what UNFPA is trying to accomplish and how it intends to do so’



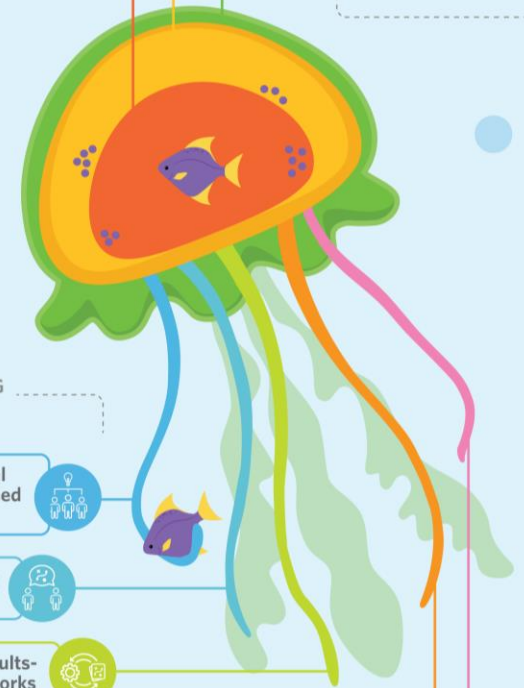
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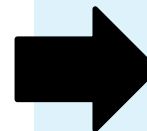
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1. The office actively works towards an RBM focus through coherence with partners
2. The office actively supports building the capacity of its implementing partners.

‘Moving from individual accountability to joint accountability’



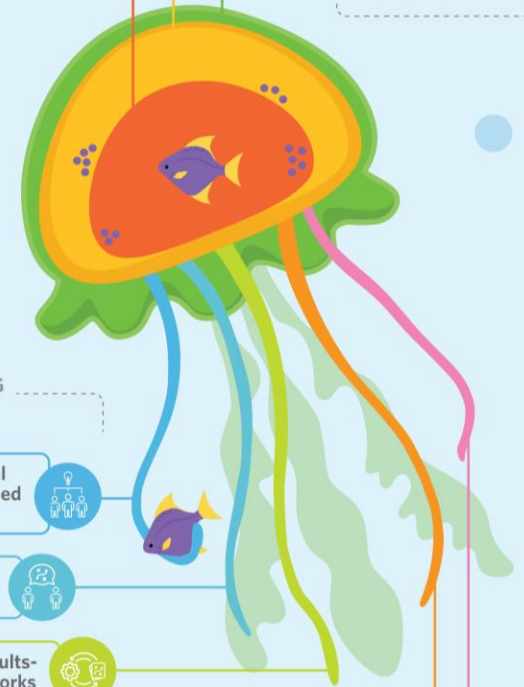
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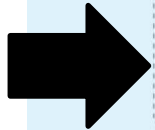
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RBM practices are regularly reviewed and updated to ensure continued relevance, usefulness and cost



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC

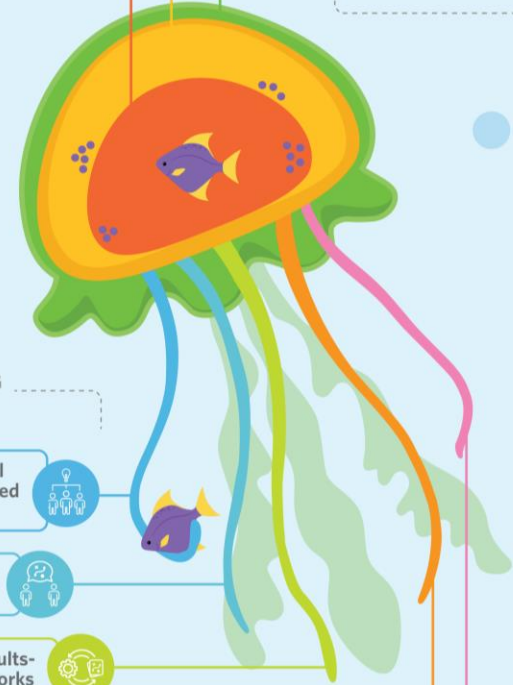
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Towards the achievement of three transformative results.....

LEARNING AND ADAPTING	USE FOR PLANNING AND REPORTING	AVAILABILITY OF RESULTS INFO.	TRANSFORMATIONAL LEADERSHIP	RBM CULTURE	RBM PLANS AND FRAMEWORKS	EFFECTIVE PARTNERSHIPS	REVIEW AND UPDATE RBM	ACCELERATE
LEARNING AND ADAPTING	USE FOR PLANNING AND REPORTING	AVAILABILITY OF RESULTS INFO.	TRANSFORMATIONAL LEADERSHIP	RBM CULTURE	RBM PLANS AND FRAMEWORKS	EFFECTIVE PARTNERSHIPS	REVIEW AND UPDATE RBM	COMPLIANCE
LEARNING AND ADAPTING	USE FOR PLANNING AND REPORTING	AVAILABILITY OF RESULTS INFO.	TRANSFORMATIONAL LEADERSHIP	RBM CULTURE	RBM PLANS AND FRAMEWORKS	EFFECTIVE PARTNERSHIPS	REVIEW AND UPDATE RBM	OVERSIGHT
LEARNING AND ADAPTING	USE FOR PLANNING AND REPORTING	AVAILABILITY OF RESULTS INFO.	TRANSFORMATIONAL LEADERSHIP	RBM CULTURE	RBM PLANS AND FRAMEWORKS	EFFECTIVE PARTNERSHIPS	REVIEW AND UPDATE RBM	IMPOSSIBLE
LEARNING AND ADAPTING	USE FOR PLANNING AND REPORTING	AVAILABILITY OF RESULTS INFO.	TRANSFORMATIONAL LEADERSHIP	RBM CULTURE	RBM PLANS AND FRAMEWORKS	EFFECTIVE PARTNERSHIPS	REVIEW AND UPDATE RBM	WON'T HAPPEN
LEARNING AND ADAPTING	USE FOR PLANNING AND REPORTING	AVAILABILITY OF RESULTS INFO.	TRANSFORMATIONAL LEADERSHIP	RBM CULTURE	RBM PLANS AND FRAMEWORKS	EFFECTIVE PARTNERSHIPS	REVIEW AND UPDATE RBM	NOT SUSTAINABLE
LEARNING AND ADAPTING	USE FOR PLANNING AND REPORTING	AVAILABILITY OF RESULTS INFO.	TRANSFORMATIONAL LEADERSHIP	RBM CULTURE	RBM PLANS AND FRAMEWORKS	EFFECTIVE PARTNERSHIPS	REVIEW AND UPDATE RBM	FALSE STARTS
LEARNING AND ADAPTING	USE FOR PLANNING AND REPORTING	AVAILABILITY OF RESULTS INFO.	TRANSFORMATIONAL LEADERSHIP	RBM CULTURE	RBM PLANS AND FRAMEWORKS	EFFECTIVE PARTNERSHIPS	REVIEW AND UPDATE RBM	MORE ENERGY
LEARNING AND ADAPTING	USE FOR PLANNING AND REPORTING	AVAILABILITY OF RESULTS INFO.	TRANSFORMATIONAL LEADERSHIP	RBM CULTURE	RBM PLANS AND FRAMEWORKS	EFFECTIVE PARTNERSHIPS	REVIEW AND UPDATE RBM	NOT EFFECTIVE & EFFICIENT

THANK YOU!

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