2009

RBM Training Report

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Contents

1. Introduction to RBM

### 1.	WHAT IS RBM?

A format, a framework, a tool that is used for planning and monitoring of projects or programmes. It emphasizes measurement of developmental results more than management of activities. Performance measurement is the heart of RBM. The development partners are bound to work together and jointly monitor and evaluate development projects and programs to make sure that funds are spent on the approved projects and programs whose result are measurable and tangible. To strengthen and streamline the system, Sa-Dhan is keen to introduce Result Based Monitoring (RBM) system. RBM has a wider horizon than just monitoring. Traditional monitoring looks into financial and physical progress but RBM probes into the outcomes and impacts of development projects and programs. RBM has been promoted as an important means to improve the quality and impact of development efforts. It is essentially a special public management tool; governments can use to measure and evaluate outcomes, and then feed the information back into the ongoing processes of governance and decision making.

### 2.	RBM Framework

The RBM framework of a project/activity consists of four phases namely: input; output; outcome and impact which are explained below:

Impact/Strategic Result: The higher-order objective to which a development intervention is intended to contribute.

Outcome: The likely or achieved short-term and medium-term effects of an intervention's outputs.

Output: The products, capital goods and services which result from a development intervention; may also include resulting from the intervention which is relevant to the achievement of outcomes.

Input/Activity: Actions taken or work performed through which inputs such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.
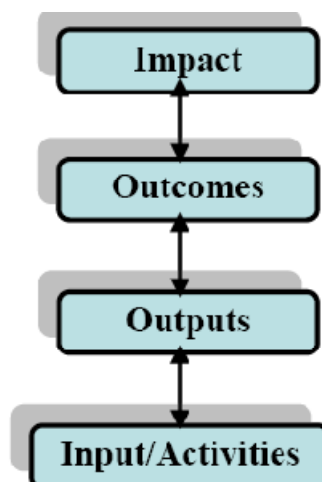
In RBM, use is made of a result chain, which shows how activities, through a number of intermediate causal links, are expected to result in the realization of the goals of those projects, programs and policies.
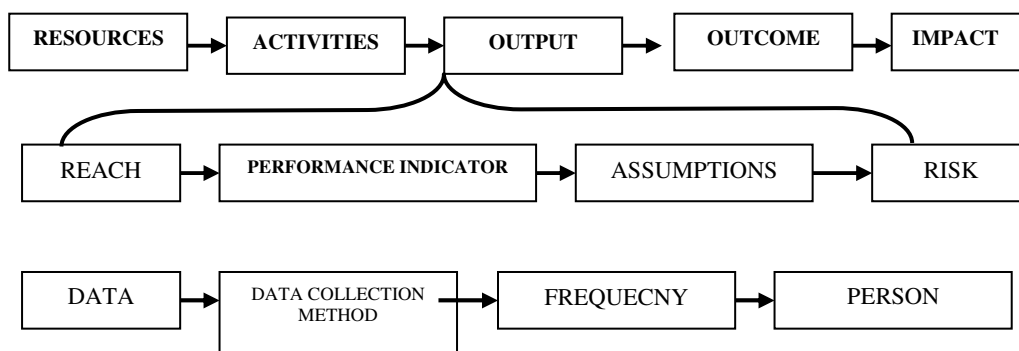
SIX CHARACTERISTICS OF RBM

Fostering Stakeholder Participation

Defining Expected Results

Identifying Assumptions and Risk

Selecting Performance Indicators

Collecting Performance Information

Performance Reporting

WHY IS RBM IMPORTANT IN AN ORGANISATION?

Monitor organizational trend

Obligation to do more with less while maintaining quality

Demonstrate a result oriented and accountable style of operation

Improve internal management procedures and practices

Improve transparency of results reporting

RBM CONCEPTS

| RESOURCES | → | ACTIVITIES | → | OUTPUT | → | OUTCOME | → | IMPACT |

| REACH | → | PERFORMANCE INDICATOR | → | ASSUMPTIONS | → | RISK |

| DATA | → | DATA COLLECTION METHOD | → | FREQUECNY | → | PERSON |

QUESTIONS ASKED IN PLANNING CYCLES:

Where are we now?

Where do we want to go?

How do we get there?

How will we know that we have reached there?

RBM forms the ground for discussion and shared understanding and responsibility for achieving results.

Once the framework is developed it does not remain static, as the data is collected and analyzed, it feeds the management with necessary information to make informed decisions to make adjustments in the design or implementation of the project and make it more inclined towards achieving results.

Changes are inevitable in RBM as stakeholders' understanding level of the results between the result chain and of the project improves.
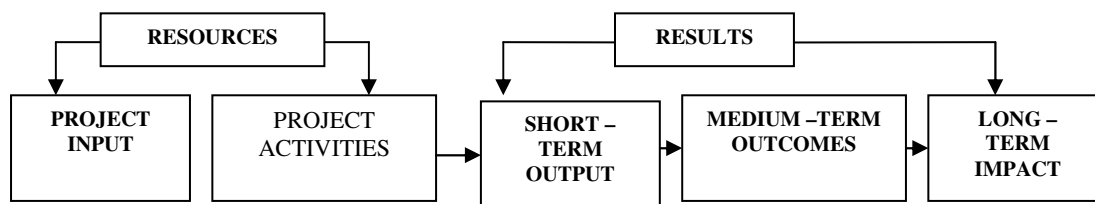
RESOURCES
What resources will have to be invested in the project in order for the population target to benefit from the achievement of the project purpose? We should ask ourselves – for whose benefit and at what cost?

EXPECTED RESULTS
Based on the principle of causality running from programme management through to the different levels of developmental results.

Expected results are linked in cause effect relationship in which a level of result is related to the next higher one by means of achievement *(the if/then phrases – e.g. if outputs are achieved as expected then the project will achieve its outcomes and if the outcomes are achieved as expected the project achieves its impact).*

The main purpose that RBM intends is to help in the following parameters:

- ❖ Describe clear roles and responsibilities for the main partners involved in delivering the policy, program or initiative — a **sound governance structure at the organizational level**;
- ❖ Ensure clear and logical design that ties resources to expected outcomes – a **results based logic model** that shows a logical sequence of activities, outputs and a chain of outcomes for the policy, program or initiative;
- ❖ Determine appropriate performance measures and a **sound performance measurement strategy** that allows managers to track progress, measure outcomes, support subsequent evaluation work, learn and, make adjustments to improve on an ongoing basis;
- ❖ Set out any **evaluation work** that is expected to be done over the lifecycle of a policy, program or initiative;
- ❖ Ensure **adequate reporting** on outcomes.

In RBM there is an emphasis on continuous performance monitoring including self- assessment by project managers and stakeholders and this may result in requiring new methods, techniques and tools for tracking results. It is important to develop performance indicators, which are quantitative or qualitative measures used to monitor progress made toward the achievement of expected results for example outputs, outcomes and impact.

3. RBM Training for Sa-Dhan
RBM training is conducted over a period of 5 days, however Sa-Dhan decided to undergo a brief training on RBM for a period of 2 days. On the basis of materials provided and details available through website it was noted that Sa-Dhan is an association of micro-finance organization whose membership base is spread all over the country – 225 to be more precise. Hence a large proportion of Sa-Dhan's achievement vests on the successful execution of projects by partners that also serves to attain the Sa-Dhan's Mission. Keeping in view the above

understanding the 2 days RBM training was divided into understanding the concept of RBM as well as some exercise pertaining to preparation of RBM matrix on the first day and how to measure performance by utilizing RBM performance template on the second day. Thus the programme schedule was designed as mentioned underneath.

I^st Day: Understanding Result Based Management (Concept & Practice)

Sessions
- Introduction,   - Discussions & Expectations from the workshop   - Introduction to RBM   - What does RBM bring to Development Sector Management?   - Levels and Application of RBM
TEA
- Tools for RBM   - Benefits of RBM   - Pre conditions and constructing RBM
LUNCH
- Aligning Vision / Mission / Objectives of the organization   - Group Exercise –I   - Presentation   - Identify agency's key output areas   - Group Exercise -II

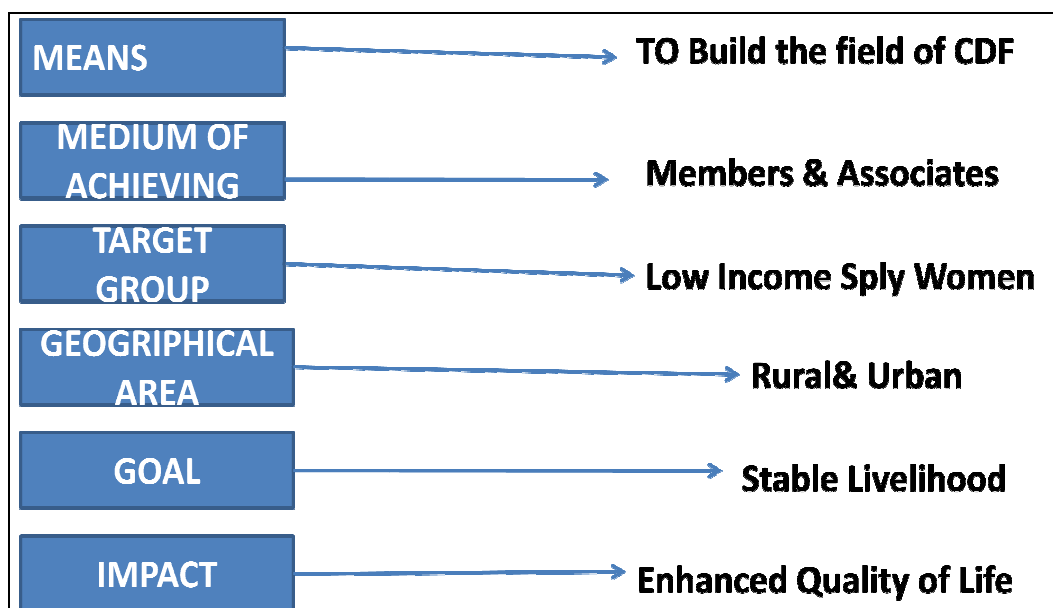IInd **Day: Understanding & Development Monitoring Format**

Sessions
- Understanding how to monitor   - Simultaneous Group Exercise as per templates   - Conclusion

With the initial introduction of all the members the schedule was explained and kept open for discussion for any changes and suggestion that may better suit the organization's requirement. Ms. Achla Savyasaachi, Vice-President stated that the organization is undergoing major change hence keeping in view the forthcoming requirement, the exercise of RBM should be done. It was further realized that the Mission statement of Sa-Dhan needed to be shared and discussed along with all the participants so that it would become clear as to how each of the sector was contributing in achieving Sa-Dhan's Mission.

Accordingly, Sa-Dhan's Mission statement was displayed with and all the participants were requested to underline the key words. The key words underlined in the Mission statement are marked in RED.

The mission of Sa-dhan is to build the field of community development finance in India, to help its members and associate institutions to better serve low income households particularly women in both rural and urban India in their quest for establishing stable livelihoods and improving their quality of life.

There was an open discussion and participants were asked to share their views and position themselves according to their sector of work as to how they were contributing to the overall mission of the organization. It was further analyzed on the basis of key words that building the field of Community Development Finance (CDF) was the means to achieve the mission, the members & associates were the medium of achieving, the target group was low income groups specially women, the operational area being within the geographical boundary of India (rural & urban) to achieve the goal of stable livelihood that would ultimately impact in enhancement of Quality of life.

MEANS	TO Build the field of CDF
MEDIUM OF ACHIEVING	Members & Associates
TARGET GROUP	Low Income Sply Women
GEOGRIPHICAL AREA	Rural& Urban
GOAL	Stable Livelihood
IMPACT	Enhanced Quality of Life

On discussing the Mission statement in details and with further interjection from Ms. Savyasaachi, Mr. Mathew Titus, CEO Sa-Dhan and Mr. Balasubramanyam made a power point presentation on the new structure of Sa-Dhan. It was then felt that the programme be redesigned so that it becomes a better suited exercise for the organization. Accordingly the following schedule was followed.

Iˢᵗ Day: Understanding Result Based Management (Concept & Practice)

Sessions
• Introduction, • Discussions & Expectations from the workshop • Introduction to RBM • What does RBM bring to Development Sector Management? • Levels and Application of RBM • Tools for RBM • Benefits of RBM
TEA
• Presentation & Discussion on the proposed new organizational structure • Pre conditions and constructing RBM
LUNCH
• Group Exercise I: Preparing strategic results on the basis of thematic groups • Theme-wise Presentation & Discussion

IIⁿᵈ Day: Understanding & Development Monitoring Format

Sessions
• Recapitulation of previous day • Explaining outcome & outputs
TEA
• Group Exercise II : Preparing outcomes on the basis of thematic groups • Presentation & Discussion
LUNCH
• Presentation & Discussion continued …. • Preparing outputs • Preparing logframe • Conclusion

Thus it was decided that further work should be done keeping in mind the new proposed structure. Accordingly, participants were divided in 7 groups based on their existing and expected functional areas;

1) Standards and Code of Conduct
2) Member Development & Support
3) Sector Representation & Policy Advocacy
4) Media & Communications
5) Admin & Accounts
6) Human Resources
7) Knowledge & Think Tank

While the 6 groups worked for 2 days on the RBM structure, the members from 7th group (Knowledge & Think Tank) could not give their inputs since they had to attain other engagements in the office. The group exercise done by all the 6 groups are presented below in the form of RBM matrix. It may be noted that due to paucity of time it was decided that only one group will attempt to prepare output level in a plenary session so that everyone could contribute and discuss. Hence it was unanimously decided to take one outcome from Human Resources group and prepare the output.

4. Result Based Management MATRIX

Strategic Result	Outcome	Output	Activities

The mission of Sa-dhan is to build the field of community development finance in India, to help its members and associate institutions to better serve low income households particularly women in both rural and urban India in their quest for establishing stable livelihoods and improving their quality of life.

Strategic Result	1 STANDARDS & CODE OF CONDUCT - To promote transparency and accountability in the sector through setting standards and norms.	2 MEMBER DEVELOPMENT & SUPPORT - To support and strengthen members & associate institutions to facilitate improved services to low income groups particularly women	3 SECTOR REPRESENTATION & POLICY ADVOCACY - To create enabling environment through working with policy makers, regulators and people's representatives in formulating conducive policies and regulations to ensure access to wide range of financial services by low income groups	4 MEDIA & COMMUNICATIONS - To build the image of the Sector and brand of Sa-Dhan among all levels of stakeholders through effective and efficient means of communications	5 ADMIN & ACCOUNTS - To facilitate smooth functioning of the organization by providing logistics, mobilizing & making available financial resources as well as ensuring all statutory compliance in a stipulated timeframe.	6 HUMAN RESOURCES - To make available skilled and qualified human resources, at all times.

RBM – Standards & Code of Conduct

Strategic Result	To promote transparency and accountability in the sector through setting standards and norms.					
Outcome	1.1 Achieved Compliance of CoC by all Sa-Dhan members	1.2 Social Performance indicators are measured and reported.	1.3 Risk Management framework is adopted and implemented by MFIs	1.4 Best practices in Governance are put in practice by MFIs in accordance with their respective statutes.	1.5 Financial Performance of MFIs are measured and compared with set standards.	1.6 All MFIs are adhering to accounting standards prescribed by ICAI
Output	1.1.1	1.2.1	1.3.1	1.4.1	1.5.1	1.6.1
Activities	1.1.1.1	1.2.1.1	1.3.1.1	1.4.1.1	1.5.1.1	1.6.1.1

RBM – Member Development & Support

Strategic Result	To support and strengthen members & associate institutions to facilitate improved services to low income groups particularly women		
Outcome	2.1 Members and Associate institutions are facilitated for improved services	2.2 Enhanced mutual support, peer learning and cooperation among Members and Associate institutions	2.3 Institutional capacities of members and associate institutions are strengthened
Output	2.1.1	2.2.1	2.3.1
Activities	2.1.1.1	2.2.1.1	2.3.1.1

RBM – Sector Representation and Policy Advocacy

Strategic Result	To create enabling environment through working with policy makers, regulators and people's representatives in formulating conducive policies and regulations to ensure access to wide range of financial services by low income groups			
Outcome	3.1 Policy makers, regulators and people's representatives understand & appreciate MF sector	3.2 Favorable policy & regulatory environment in place	3.3 Community has enhanced access to integrated financial services	3.4 Policy advocacy Strategies of Sa-Dhan are treated as best practice and replicated
Output	3.1.1	3.2.1	3.3.1	3.4.1
Activities	3.1.1.1	3.2.1.1	3.3.1.1	3.4.1.1

RBM – Media & Communications

Strategic Result	To build the image of the Sector and brand of Sa-Dhan among all levels of stakeholders through effective and efficient means of communications			
Outcome	4.1 Enhanced positive visibility of mf sector among bankers, donors/funders, multiple departments of both Central and State governments,and general public	4.2 Enhanced positive visibility of mf sector among national and regional print and electronic media	4.3 Sa-Dhan has established its brand image and created a favourable environment to work with bankers, donors/funders, members, and associate institutions and multiple departments of both Central and State government.	4.4 Sa-Dhan is recognized as a credible association of CDFIs by media and all levels of stakeholders.
Output	4.1.1	4.2.1	4.3.1	4.4.1
Activities	4.1.1.1	4.2.1.1	4.3.1.1	4.4.1.1

RBM – Admin and Accounts

Strategic Result	To facilitate smooth functioning of the organization by providing logistics, mobilizing & making available financial resources as well as ensuring all statutory compliance in a stipulated timeframe				
Outcome	5.1 Internal Control Systems and policies & procedures of organization are constantly reviewed, upgraded and followed	5.2 Budgets are well prepared & managed and budgetary control system in place and implemented	5.3 To maintain a true and transparent financial statement	5.4 All Staff are well aware of the organizational policies and procedures and comply with them	5.5 Improved Intra and inter organizational communication with efficient and optimal use of Office resources.
Output	5.1.1	5.2.1	5.3.1	5.4.1	5.5.1
Activities	5.1.1.1	5.2.1.1	5.3.1.1	5.4.1.1	5.5.1.1

RBM – Human Resources

Strategic Result	To make available skilled and qualified human resources, at all times.	
Outcome	6.1 Competent professionals work and are associated with Sa-Dhan.	6.2 Conducive work environment for the better functioning of staff
Output	6.1.1 Transparent & efficient recruitment procedures are available by the end of FY 2009-10	6.2.1
	6.1.2 Realistic and time bound recruitment process.	
	6.1.3 TNA of staff is completed by the first quarter of FY 2010-11	
	6.1.4 Appropriate Training calendar is prepared.	
Activities	6.1.1.1	6.2.1.1

It was further felt that the last session should be dedicated in understanding how to prepare logframe for monitoring purpose by transferring the results from RBM matrix. Thus it was agreed upon that a template from any other work may be displayed for better understanding of the phenomena.

Result Based Management (RBM) is a combination of 2 techniques i.e. Strategic Planning and Logical Framework Analysis (LFA). By combining the two it has gained strength to be one of the most popular method of planning which demands measurable results, appropriate time planning as well as a host of parameters for monitoring. Thus it uses the logframe matrix from the concept of LFA for preparation of its monitoring sheet as well as planning for its risk management. Template was displayed and explained for one of the collaborative projects of UNICEF and Government of Maharashtra i.e. Centre for Community Managed Programming (CCMP). One example was elaborated from the RBM of CCMP for the sector Policy Advocacy for which the logframe was displayed which is depicted below;

Logframe Sample

A	ADVOCACY			
No.	**Levels**	**Indicators**	**MOV**	**Assumptions**
1	Strategic Result – To promote and advocate the institutionalization of community managed programming among government and bureaucracy for appropriate adoption in all state public policy and decision making.	1. Government adopts CMP as an approach & strategic in all development programmes	• Development Programme guidelines .	• Political will
1.1	**Outcome** The government and systems functionaries understand and appreciate the importance of community managed programming and adopt as a key component for policy making.	• Sensitized Government & systems functionaries actively advocating CMP. • Inclusion of CMP in all new development policy documents .	• Minutes of Departmental review meetings. • Programme Policy documents and guidelines.	• Sanitized senior systems functionaries.
1.1.1	**Output** - *Appropriate GR and government orders in place and disseminated at district levels*	• Issue of GR by respective department.	• GRs of respective department available at District level.	•
1.1.1.1	**Activities** Intersectoral meeting of secretaries for creation of a task force	• Secretaries meeting convened • Task force formed.	• Minutes of the meeting. • Task force members list.	•
1.1.1.2	Preparation of sector specific and thematic case studies for advocacy	• No. of case studies prepare.	• Case study documents.	•
1.1.1.3	Meeting with individual secretaries and relevant senior functionaries	• No. of meetings held.	• Trip report.	•
1.1.1.4	Coordination with State Planning Department	• Periodic coordination with state planning departments	• Minutes of the meeting.	•
1.1.2	**Output** Appropriate budget allocation is made by the government for community managed programming.	• Appropriate budget for CMP reflected in annual plan of all departments at all level.	• Departmental annual action plan.	•
1.1.2.1	**Activities** Exposure visits to micro planning districts of government and senior level system functionaries	• No. of visit conducted.	• Visit reports.	•
1.1.2.2	Consultation meet with key Secretaries under the chairmanship of Chief Secretary for budget allocation.	• Meeting convened by Chief secretary. • Budgetary planning process initiated.	• Minutes of the meeting. • Budget document of various departments. • CMP concept reflecting in budget speech.	•

5. Conclusion

The workshop was concluded with a detailed feedback from one of the participants who elaborated the learning from the workshop under 4 specific headings;

1) Concept of Result Based Management was clear with the participants specially the logical sequence of result orientation, how inputs and activities contributed to attainment of outputs which further contributed in achieving the outcome which ultimately resulted in making an impact in the society.

2) The analysis of Mission statement brought closer to the understanding the organization and how each team worked towards attainment of organizational mission.

3) It brought in better understanding how resources needed to be well spent with essence of time and ultimately achieve result.

4) The importance of monitoring and how individual as well as team performance can be measured through RBM. It also brought clarity regarding one of the most important parameter of planning by translating assumptions for preparation of Risk Management Chart.

The workshop concluded with vote of thanks.

6. Way Forward

To complete Result Based Management and adopt as an organizational policy the following steps are essentials which is illustrated in the form of a matrix;

Sr. No.	Steps	Status
1.	Understanding concept of RBM	Completed
2.	Understanding & aligning Vision and Mission	Completed
3.	Understanding objectives & purpose	Not discussed since restructure in the process where organization may realign certain objectives
4.	Preparation of theme-wise Strategic Results	Completed
5.	Preparation of theme-wise Outcomes	Completed
6.	Preparation of theme-wise Output level	Not complete due to shortage of time (Only one group was able to prepared outputs for one outcome.)
7.	Preparation of activities	Not complete due to shortage of time
8.	Preparation of tasks & budget	Not complete due to shortage of time
9.	Preparation of Logframe	Not complete due to shortage of time (Demonstration on Logframe was done)
10.	Monitoring of performance	Concept discussed
11.	Individual performance monitoring	Not completed

The RBM matrix in this report has been put into the appropriate format for easy follow up of the thematic groups, who now needs to complete the matrix particularly the outputs and activity level. It is recommended that this exercise may further be completed under the supervision of one of the senior leaders of the organization. It is further recommended that RBM concept should be discussed among partners and members who also become result oriented so as to achieve the ultimate goal of Sa-Dhan in enhancing the quality of life of the low income group with particular emphasis on women.