



Results Based Management 201

Module 1: Applying RBM Fundamentals:
The Logic Model



Course Objectives

- This comprehensive training programme aims to build upon the foundation of RBM 101 to equip Canadian SMOs with the knowledge and skills to apply Results-based management (RBM) principles, standards, tools, processes and best practices in the context of Canadian SMOs. The workshop will contribute to SMOs' understanding and ability to identify the interconnections between gender equality and Results-based management.
- Allow participants to apply their learning, and deepen their skills and understanding of RBM in a collaborative setting.
- Reinforce participants capacities to integrate gender sensitive, responsive, and transformative approaches



Module Agenda

Module 1 RBM Fundamentals

- **Lesson 1:** Situational Analysis and How to Apply an Intersectional Gender Lens
- **Lesson 2:** Stakeholder Analysis
- **Lesson 3:** Theory of Change

Module 2 Logic models and Indicators

- **Lesson 4:** Logic Modelling
- **Lesson 5:** Performance Measurement Indicators

Module 3 Monitoring and Reporting on Results

- **Lesson 6:** Performance Measurement Framework
- **Lesson 7:** M&E Plan
- **Lesson 8:** Reporting on Results

Module 1 Objectives

- Participants understand the approaches and importance of a situational analysis
- Participants are able to apply knowledge to build a theory of change for real or example programs
- Participants understand entry points for gender inclusion and mainstreaming
- Participants understand the importance of stakeholder engagement to project implementation and success

Reflection: *What are your expectations for this session based on today's objectives and the workshop agenda?*

Why use RBM?

RBM helps to create a link between activities and budgets and intended results.



Activities



Results

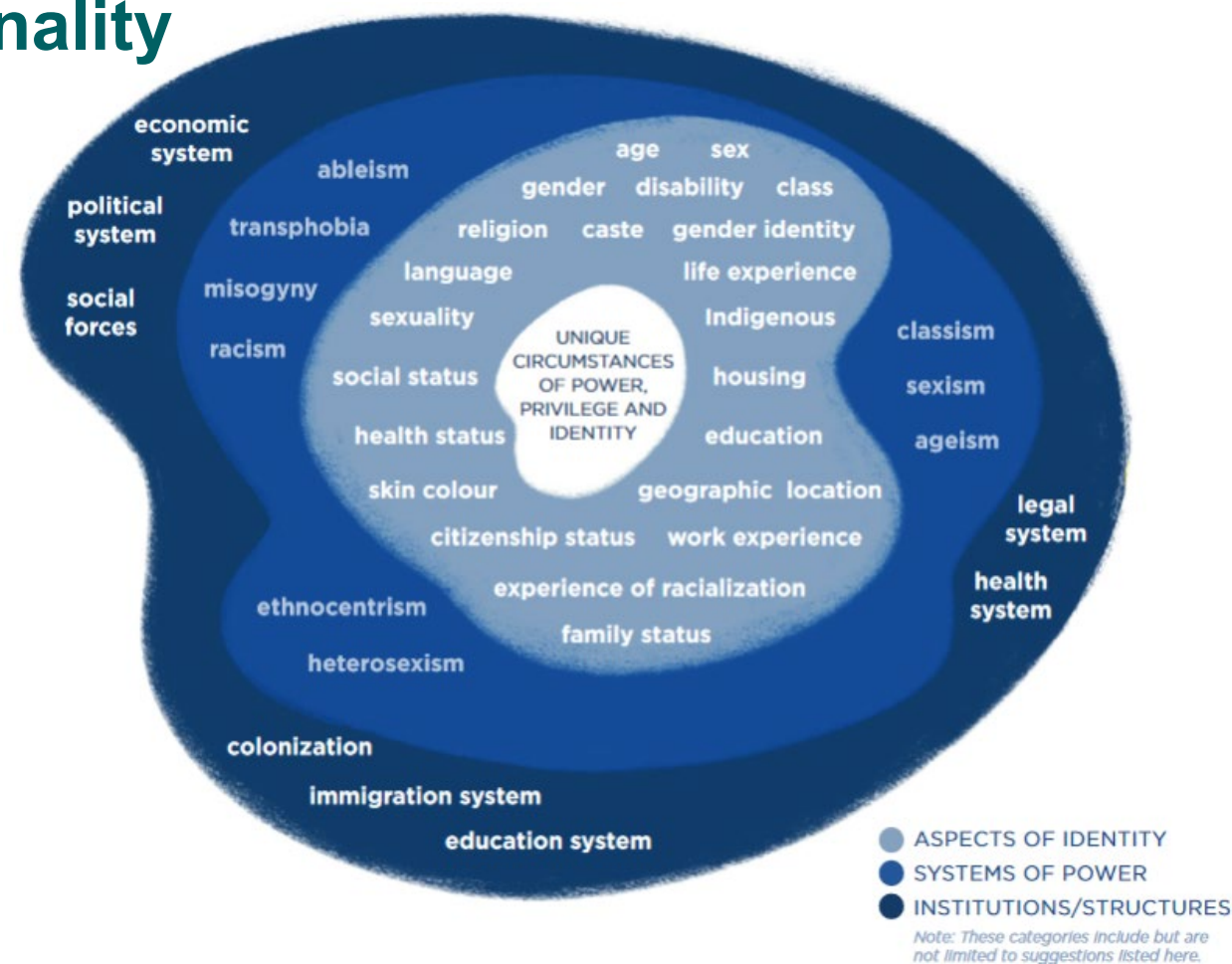
RBM and its use Internationally

- RBM was adopted by many Organization for Economic Cooperation and Development (OECD) countries in the 1990s as a part of extensive public sector reforms in response to economic, social and political pressures. A focus on performance and results measurement emerged in response to declining public perceptions of aid effectiveness.
- RBM is a management approach which focuses on achieving results.
- RBM is used by many donor agencies, Non-governmental organizations, and governments around the world to maximize and understand tangible change.

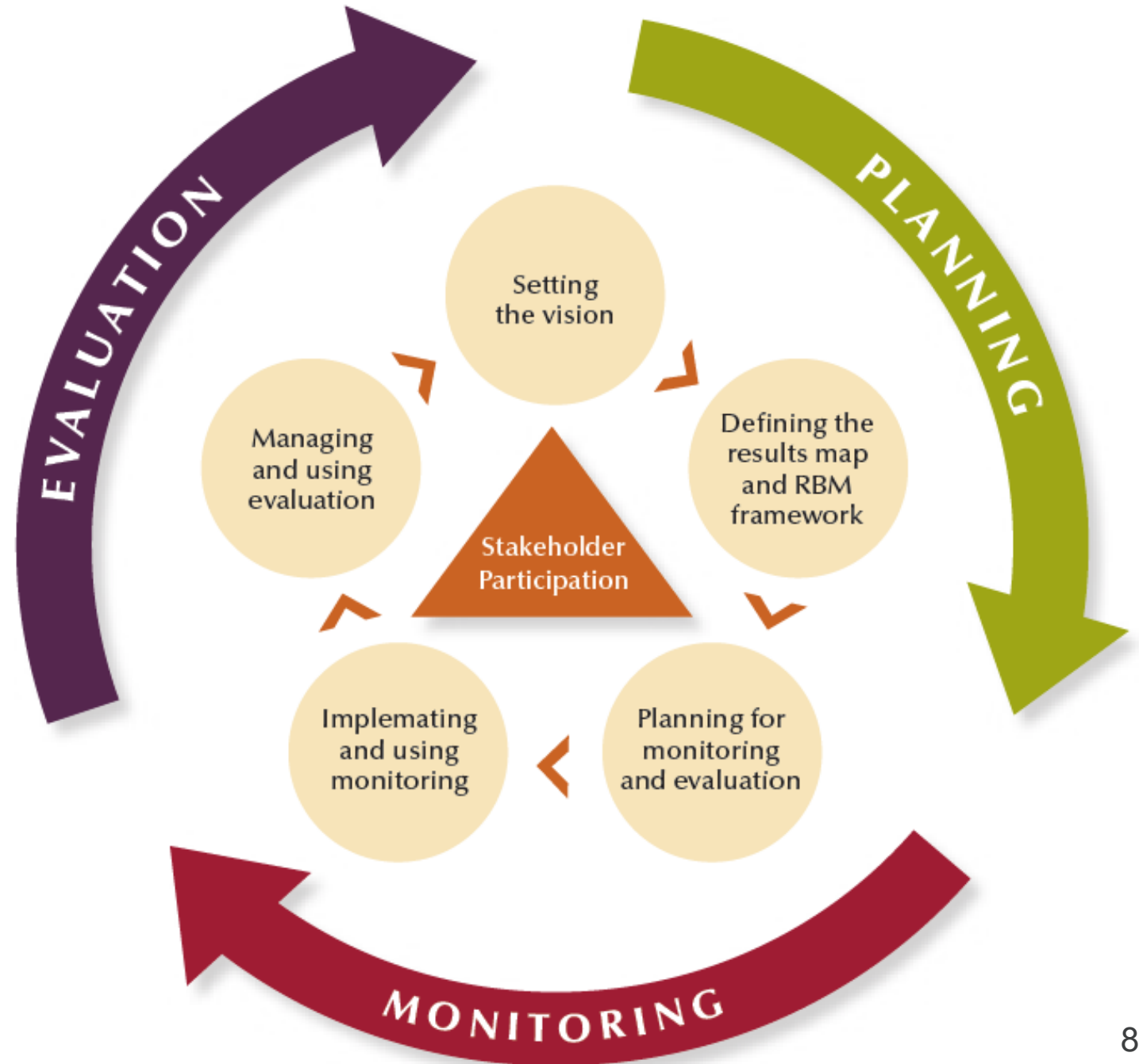
Gender Equality and Intersectionality

An intersectional gender approach to RBM considers how diverse groups of women, men and gender diverse people may experience policies, programs, and initiatives and acknowledges that within a gender based analysis grounded on biological and socio-cultural differences there are many other intersecting identity factors, such as race, ethnicity, religion, age and mental and physical disabilities.

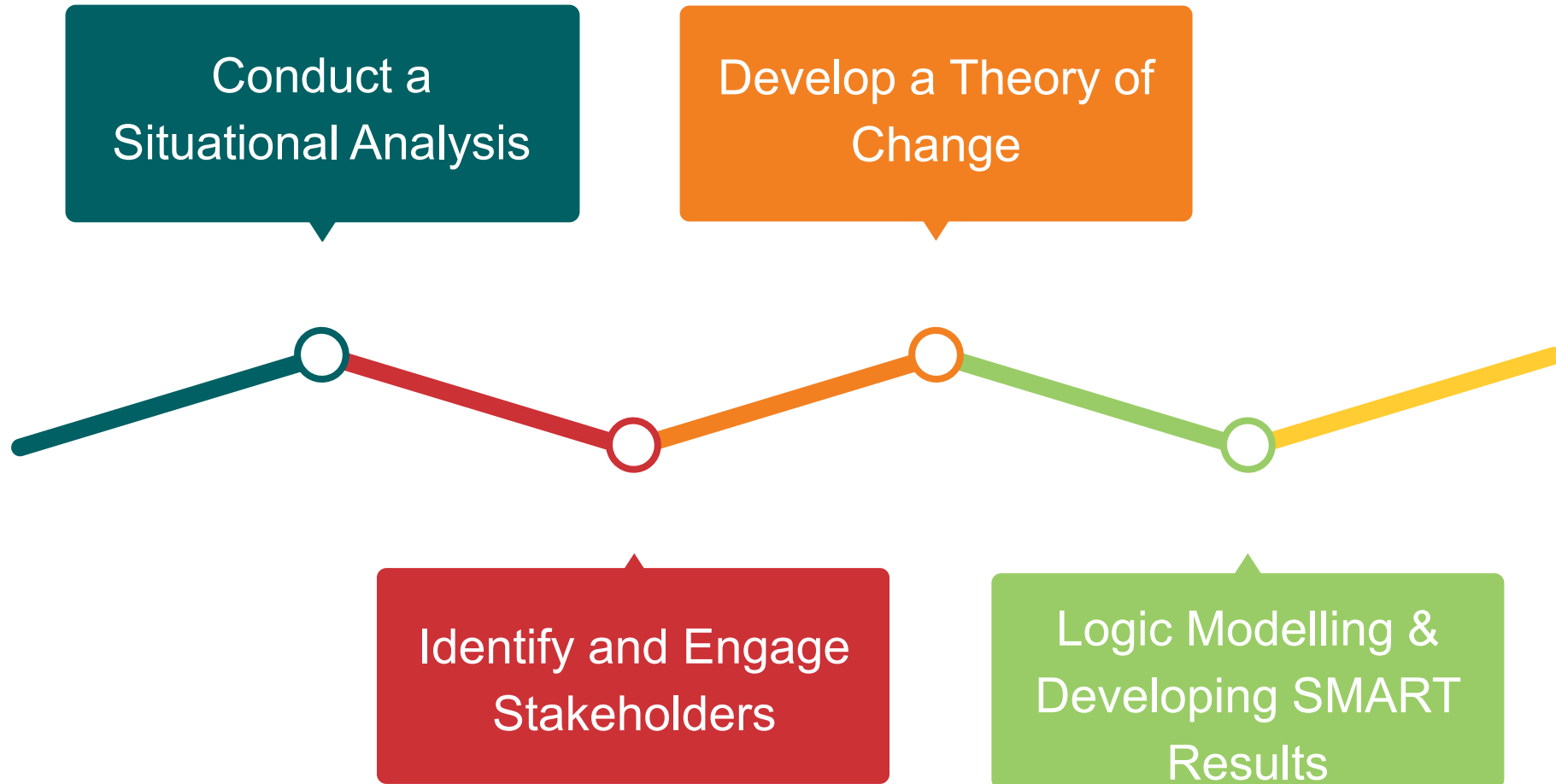
These cross-cutting issues must be considered at every stage in the project cycle.



The Planning Phase



RMB Planning Phase



Lesson 1: Situational Analysis

Situational analysis is often used to help understand a problem and the assets available and/or ways to address it.

A situational analysis helps develop a basis of understanding of the environment in which a plan or project is to be delivered. It provides a common reference point for the planning process and prioritizes actions.

The situational or problem analysis provide the basis of the formulation of a project design, Theory of Change and logic model.

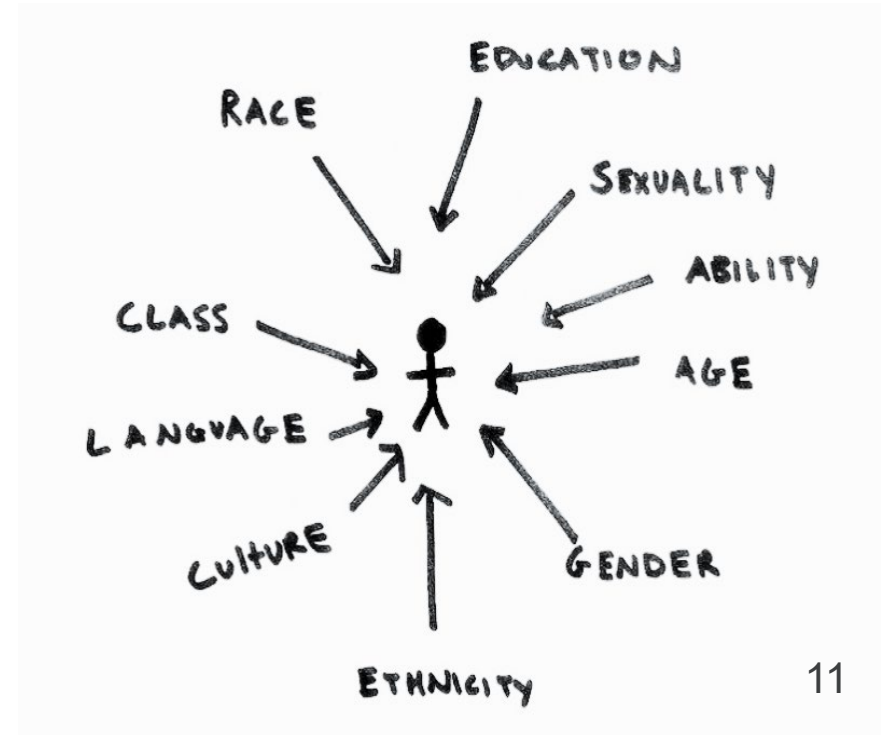


Situational Analysis Methods

Gender Equality and Intersectional Analysis

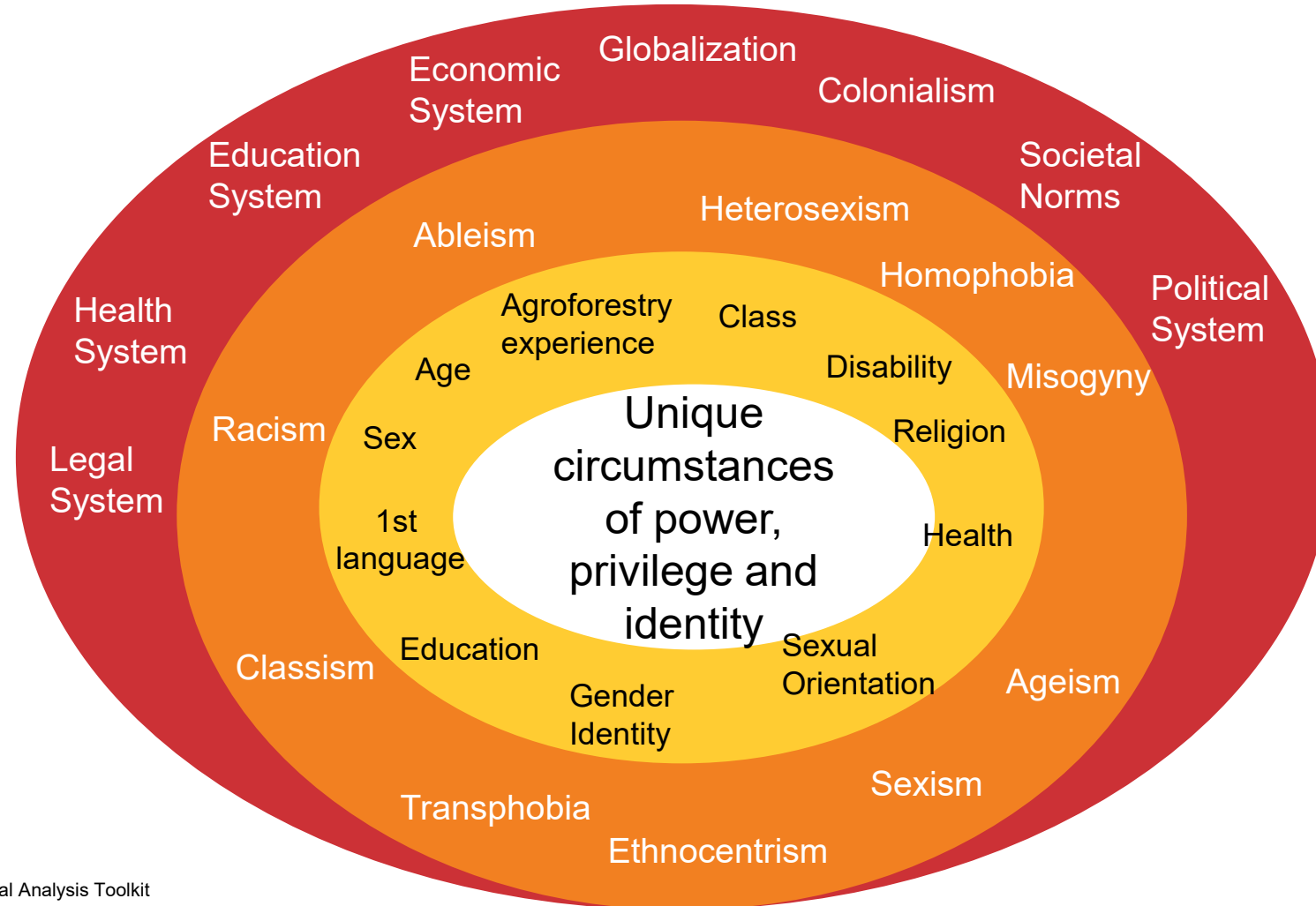
Gender Equality and Intersectional Analysis (GEIA) allows us to examine and challenge gendered power dynamics and other social relations between and within groups of diverse women, men, and gender-diverse people, considering sex, age, race, ethnicity, Indigeneity, class, ability, language, location, immigrant status, and other relevant factors.

- Gain an understanding of gender relations and the impacts of overlapping systems of oppression **and exclusion**
- Use participatory processes
- Gain an understanding of the practical needs and strategic interests of diverse groups including women, gender diverse individuals, and individuals with disabilities, and identify opportunities to support
- Consider the differential impact of the initiative on different groups, and identify consequences to be addressed



Situational Analysis Methods

Gender Equality and Intersectional Analysis - Agroforestry Cooperatives Project



Situational Analysis Methods

SWOT Analysis

- SWOT stands for **strengths, weaknesses, opportunities, and threats**.
- Conducting a SWOT analysis can help you improve your project planning process, reduce project risk, as well as to increase the likelihood of your project being successful.



Situational Analysis Methods

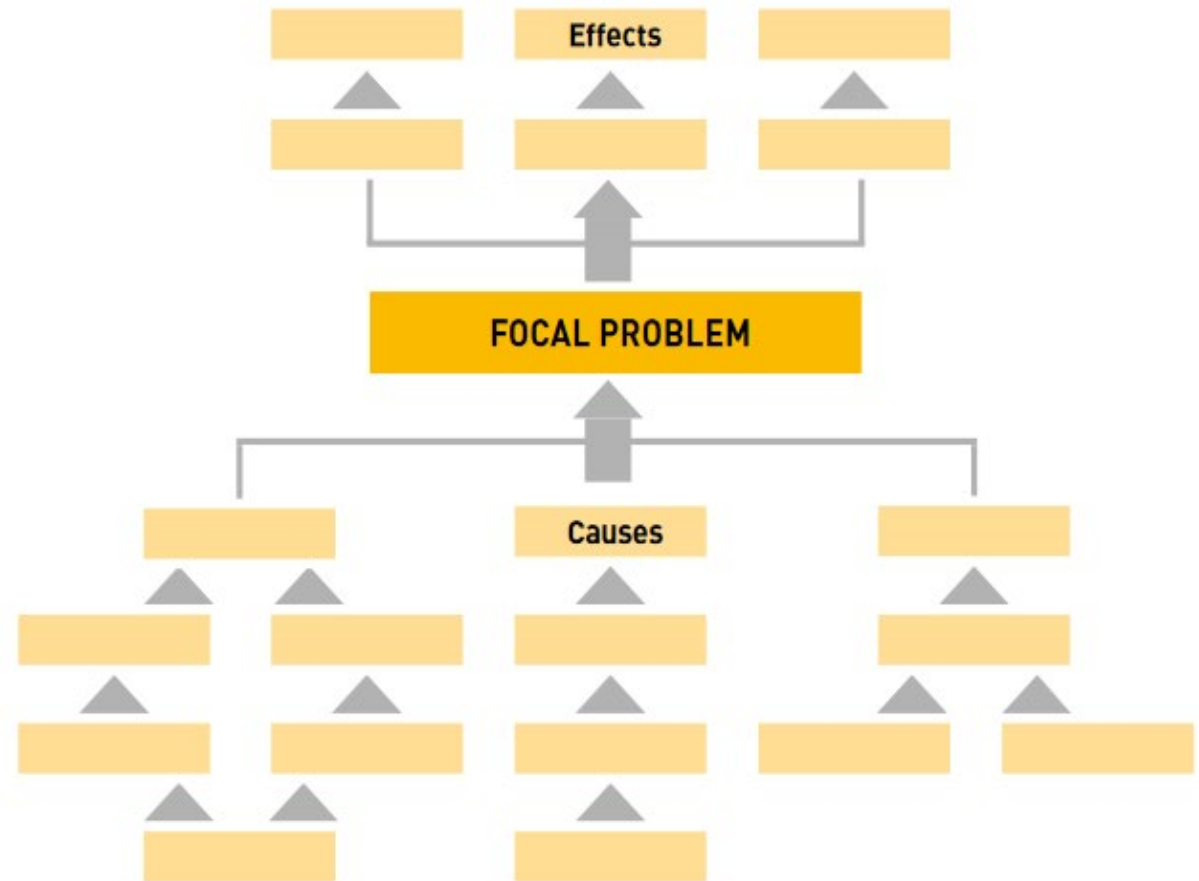
SWOT Analysis - Agroforestry Cooperatives Project



Situational Analysis Methods

Problem Tree

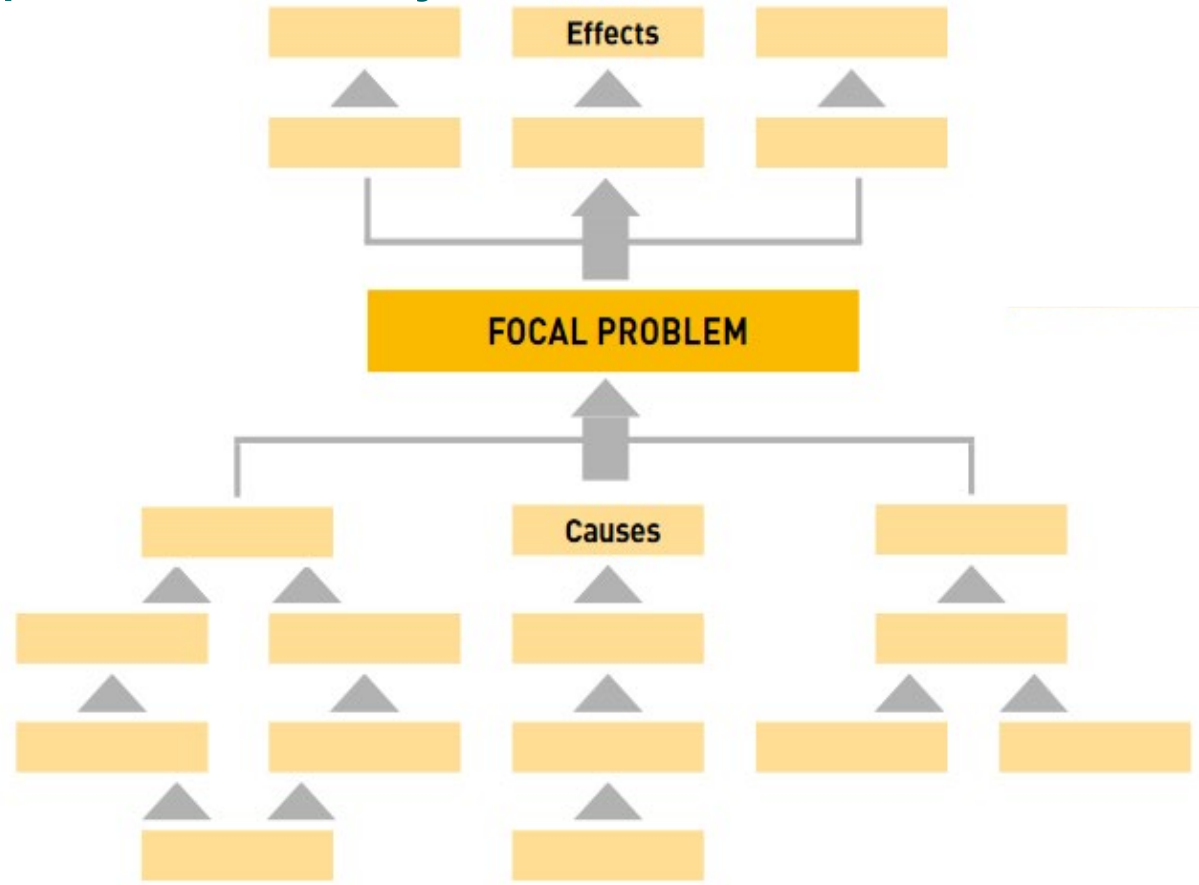
- **The focal problem:** the one problem that the project shall focus on.
- **Reasons/causes:** The underlying reasons behind the focal problem, which help explain why the focal problem exists.
- **Effects:** refer to the consequences of the focal problem for the individual and the community, e.g. increased poverty, decreased GDP, increased pollutions etc.



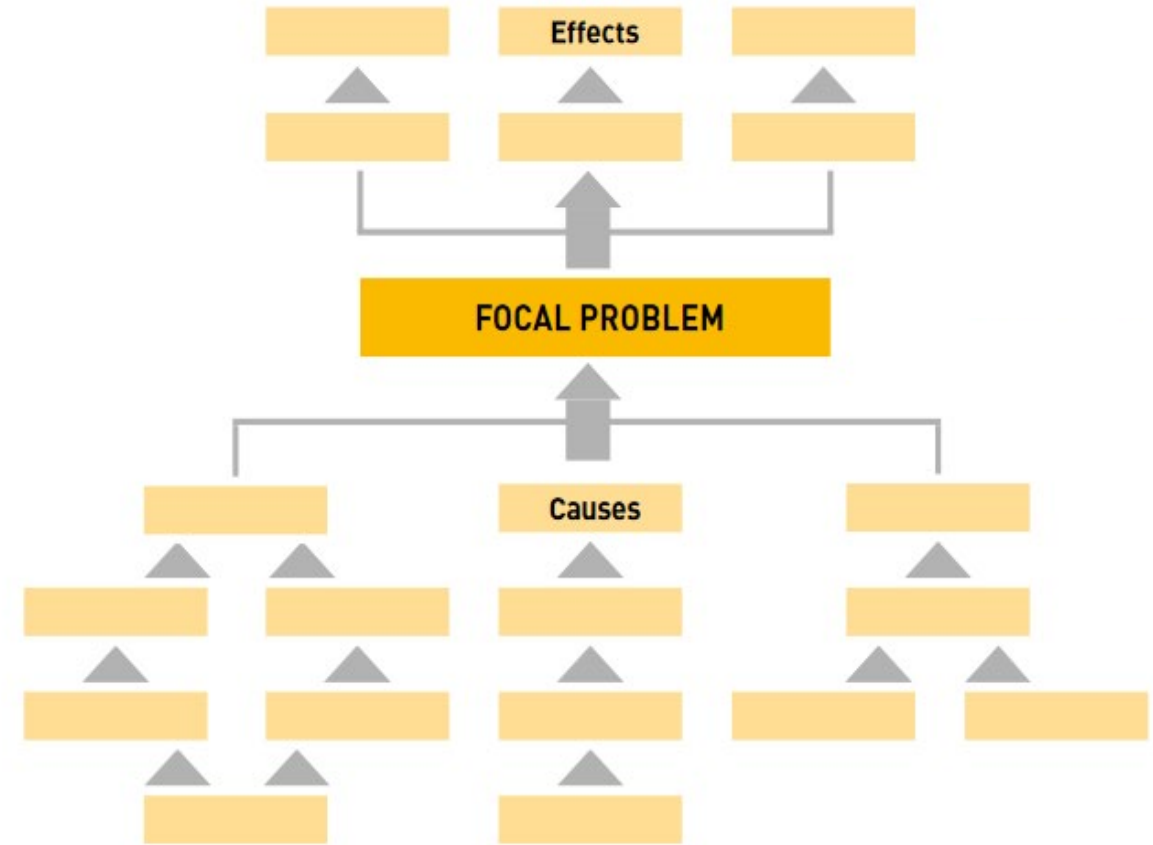
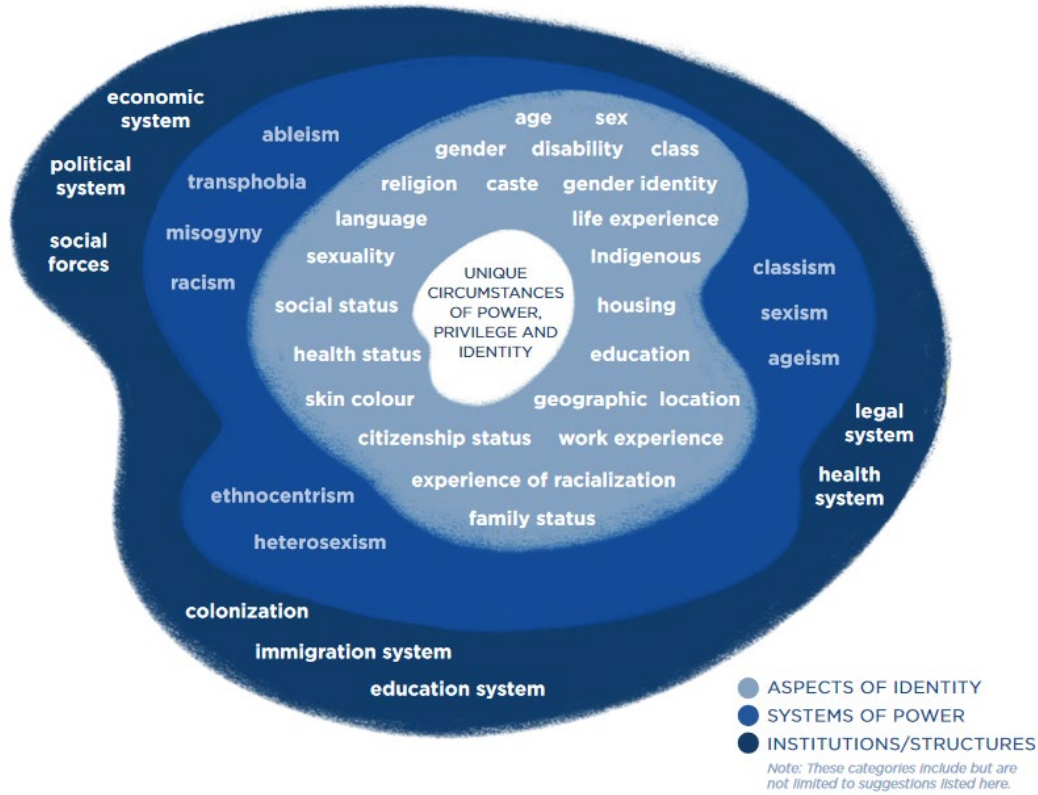
Situational Analysis Methods

Problem Tree - Agroforestry Cooperatives Project

- **The Focal Problem:** Insufficient climate smart agroforestry practices
- **Reasons/causes:** Lack of climate change awareness and adaptation knowledge
- **Effects:** Increased poverty, Increased climate vulnerability



Conducting a Situational Analysis



Activity 1: Conduct a Situational Analysis

**Case Study - Building Community Resilience to
Climate Change in Senegal**

Activities found in:

Activity Book, pages 4-8

Worksheet, pages 1-3

Lesson 2: Stakeholder Analysis

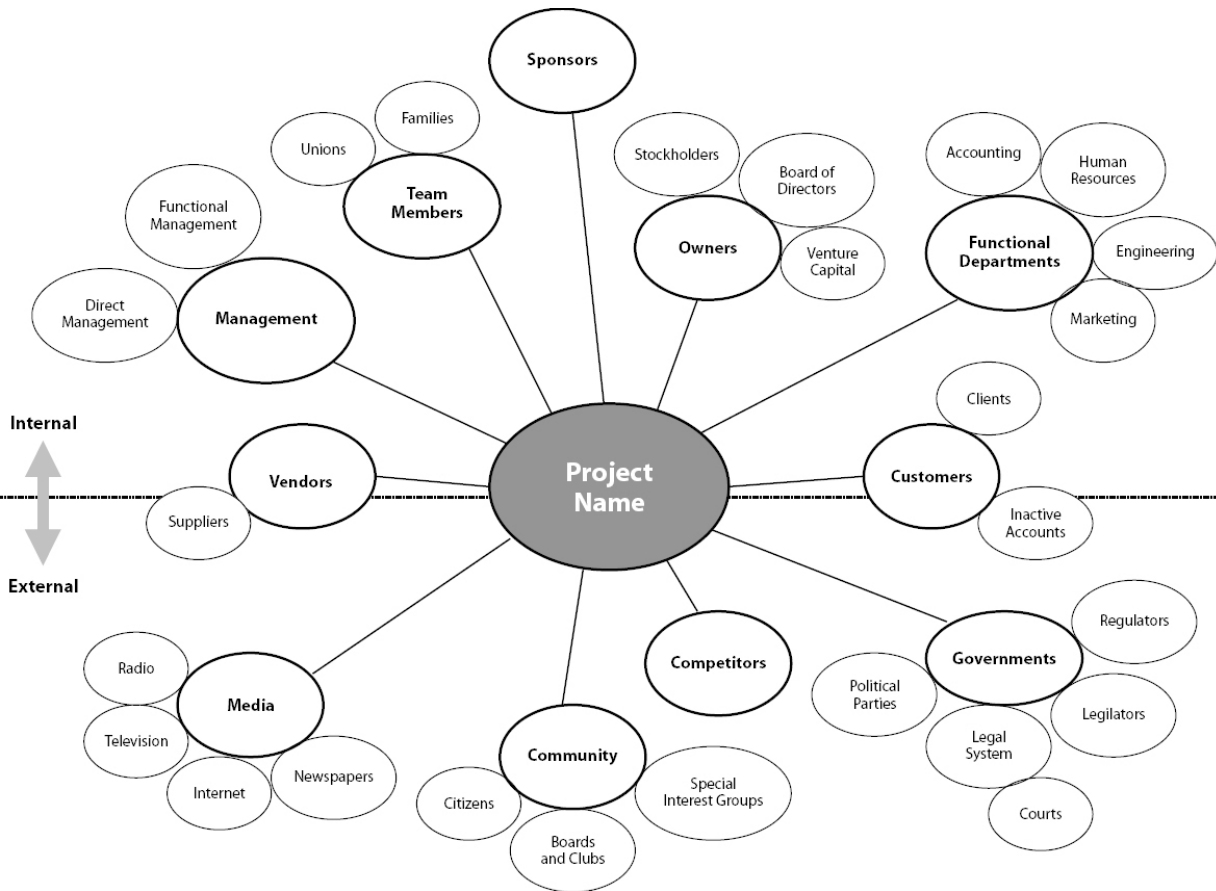
Stakeholders are those who are affected by and those who affect what takes place in the project, either directly or indirectly.

Stakeholder analysis typically refers to the range of techniques or tools to identify and understand the needs and expectations of major interests inside and outside the project environment. Understanding the attributes, interrelationships, interfaces among and between project advocates and opponents, assists us in strategically planning our project.



Stakeholder Analysis

Mind Map



Stakeholder Interest and Impact Table

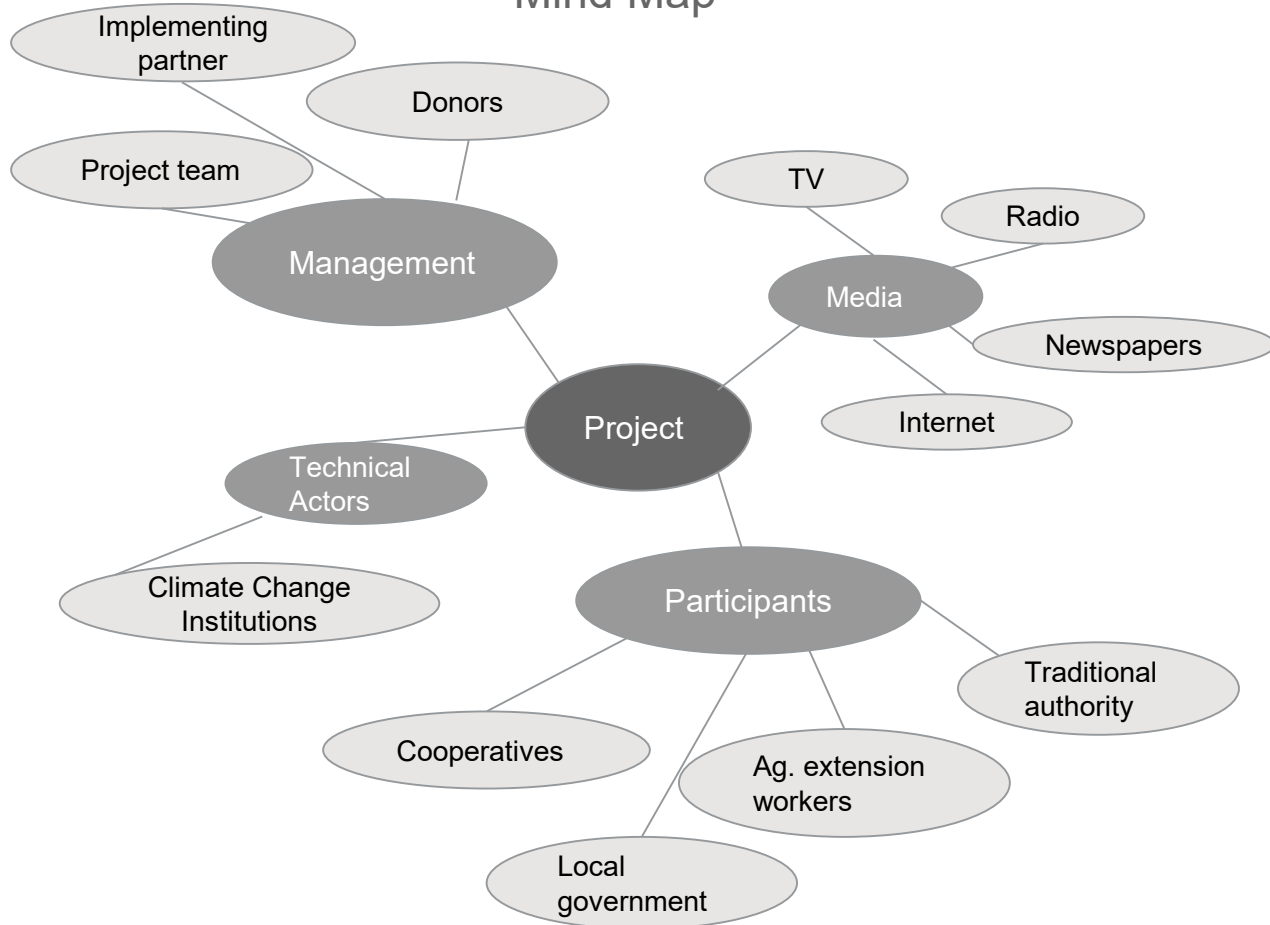
Stakeholder	Interests	Estimated Project Impact	Estimated Priority
Owner	Achieve targets Liability (avoid at all costs) Increase sales margin	Med + High - Med +	1
Sponsor	Successfully addresses needs of adjunct customer Appears competent among peers Provides new market to expand ventures	Low + Low - Med +	3
Team Members	New product excitement Demand end-of-year bonus Retain and expand skill level Strike (if basic demands aren't met with new process)	Med + ? Med + High -	2
Project Manager			

Primary

Secondary

Stakeholder Analysis

Mind Map



Stakeholder Interest and Impact Table

Stakeholder	Interests	Estimated project impact	Estimated Priority
Coops	<ul style="list-style-type: none"> Increased income Decreased forest loss to climate change 	High	1
Donors	<ul style="list-style-type: none"> Achieve targets Accountability 	Med	1
Project team	<ul style="list-style-type: none"> Reliable & meaningful employment 	High	2

Planning Phase: Setting the Vision

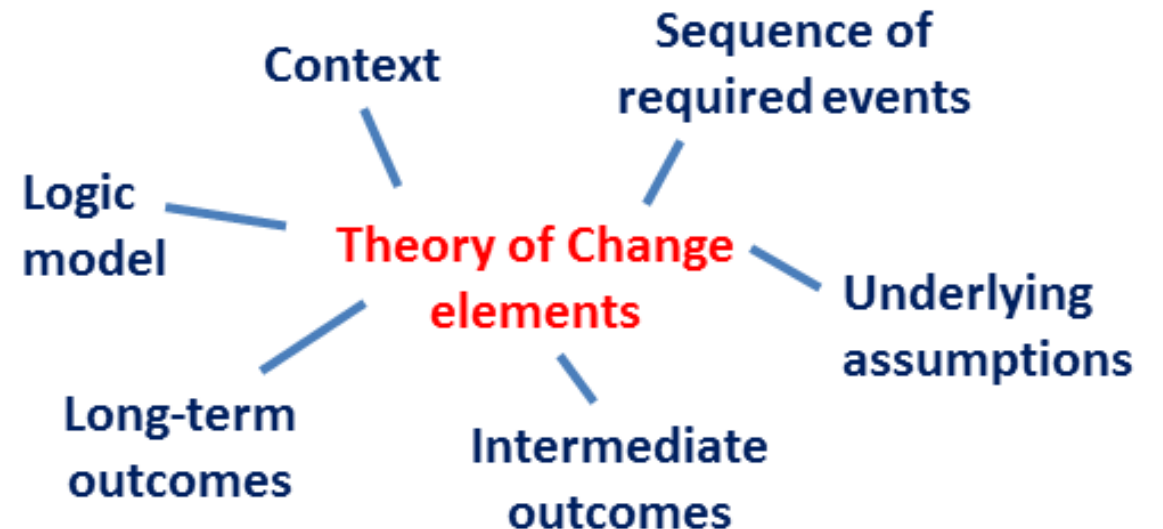


Lesson 3: Theory of Change

A Theory of Change is the core hypothesis and guiding rationale of a program. It explains the cause and effect relationships of the planned intervention. A TOC connects activities and impact, explaining how and why inputs and activities will lead to the desired outcomes over time, based on assumed cause and effect relationships.

A theory of change should be:

- **Focused** – problem specific, change focused
- **Credible** – based on experience and evidence, insight from stakeholders, or relevant research
- **Achievable** – with available resources and time



Activity 2: Building a Theory of Change

**Case Study - Building Community
Resilience to Climate Change in Senegal**

Activity found in:

Activity Book, pages 8-9

Worksheet, page 4

Next Steps and Homework

- Reflect and Consider:
 - How could the tools and approaches reviewed in this module be applied to your own projects?
 - Which tools did your project use during the planning phase?
 - How could these tools be used to further strengthen your project?
- Try to fill any gaps in your project planning using the tools explored in this module.

Homework Activity: Conduct Stakeholder Analysis

Homework found in:
Activity Book, page 10



Capacity-Building
& Knowledge Sharing
for Small and Medium
Organizations (SMO)

