

RBM: Meaning

- Management strategy of an organization
- Processes and inputs → desired results
- Accountability for results
- Monitoring progress towards results
- Reporting on performance

Results Based Programme Planning:

The sum of interventions is sufficient to achieve the expected result

Results Based Programme Management:

Resources are focused on achieving the expected results

Definitions

- Results
- Change
- Causality
- SMART
- Impact, Outcome, Output
- Results chain

What is a result?

A result is a measurable or describable change resulting from a cause and effect relationship.

Three types...

Impact

Outcome

Output

Two major elements

Change

Visible transformation

- In a group
- In an organization
- In a society
- In a country

Causality

Cause and effect relationship between an action and the results achieved.

“If-then” logic.

S Specific

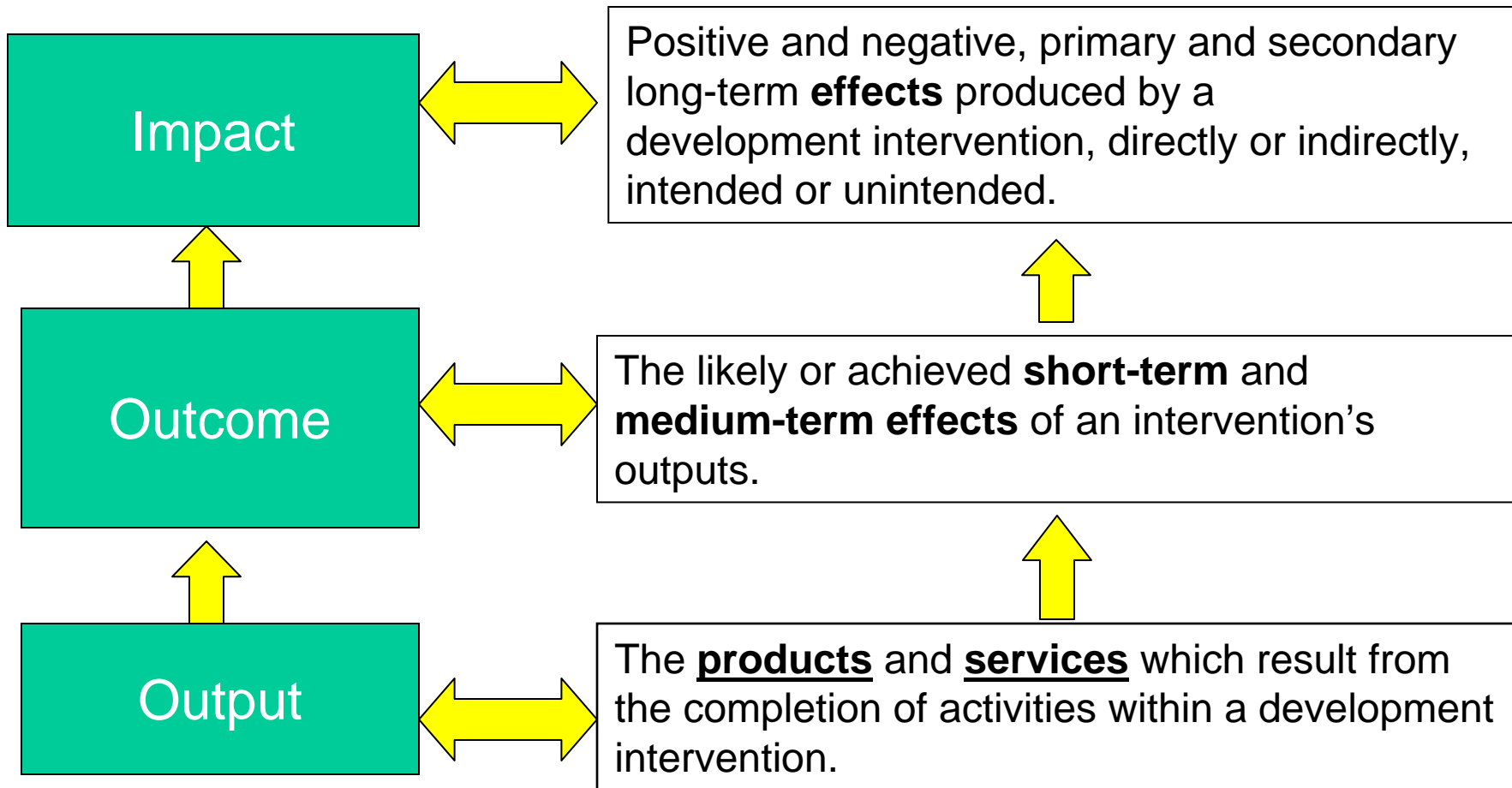
M Measurable

A Achievable

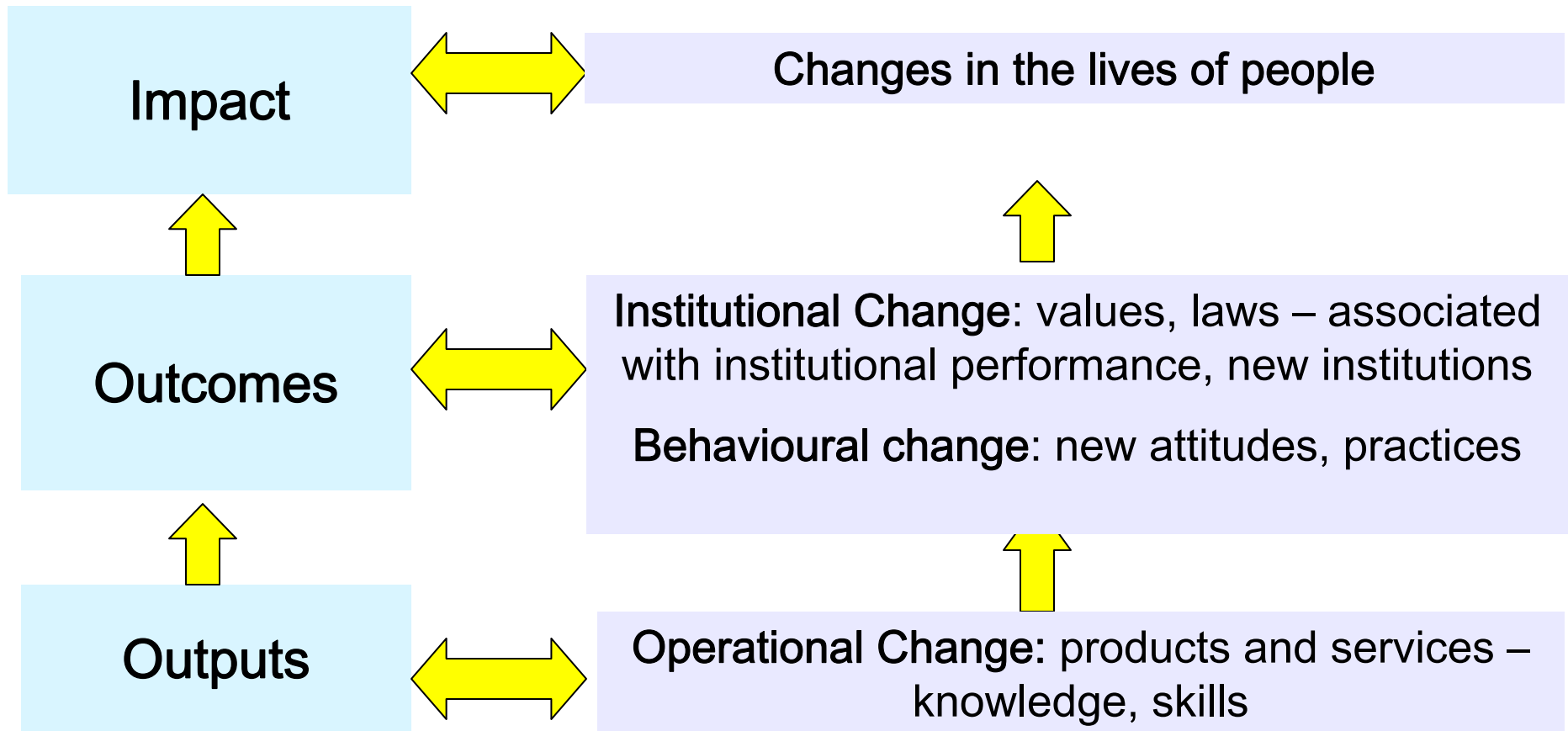
R Relevant

T Time bound

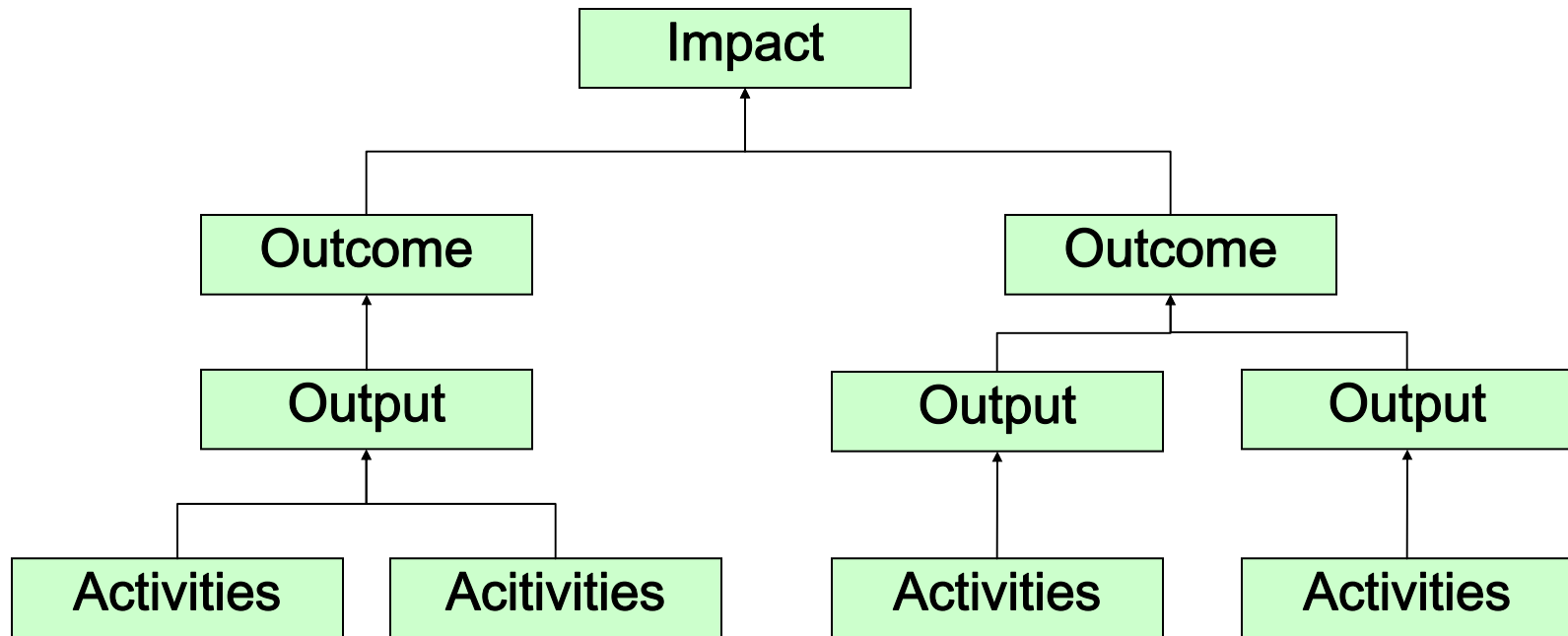
Definitions



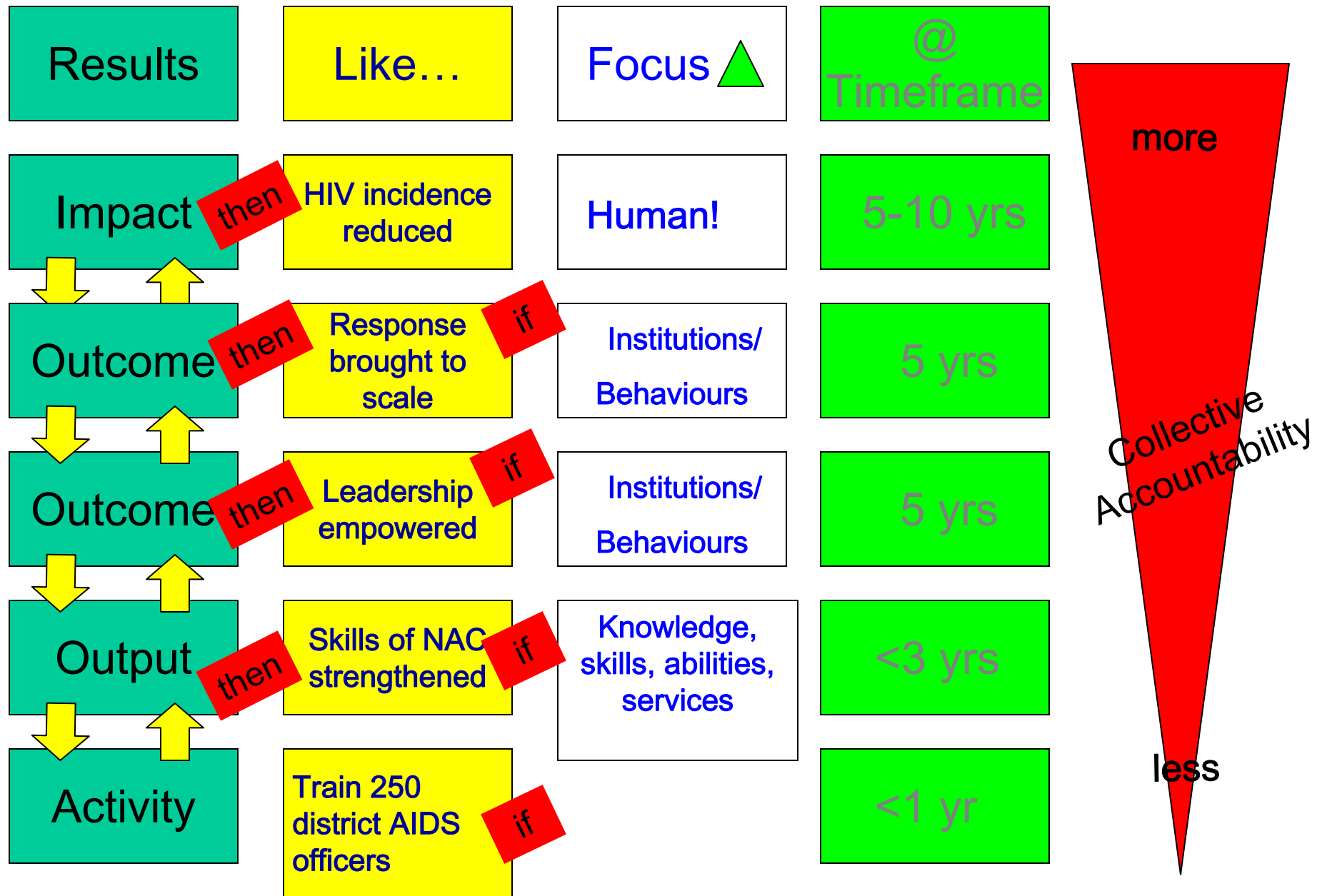
Types of Change



Most often the results chain takes the form of a **results framework**



A Typology for RBM



A Typology for RBM: Poverty Reduction

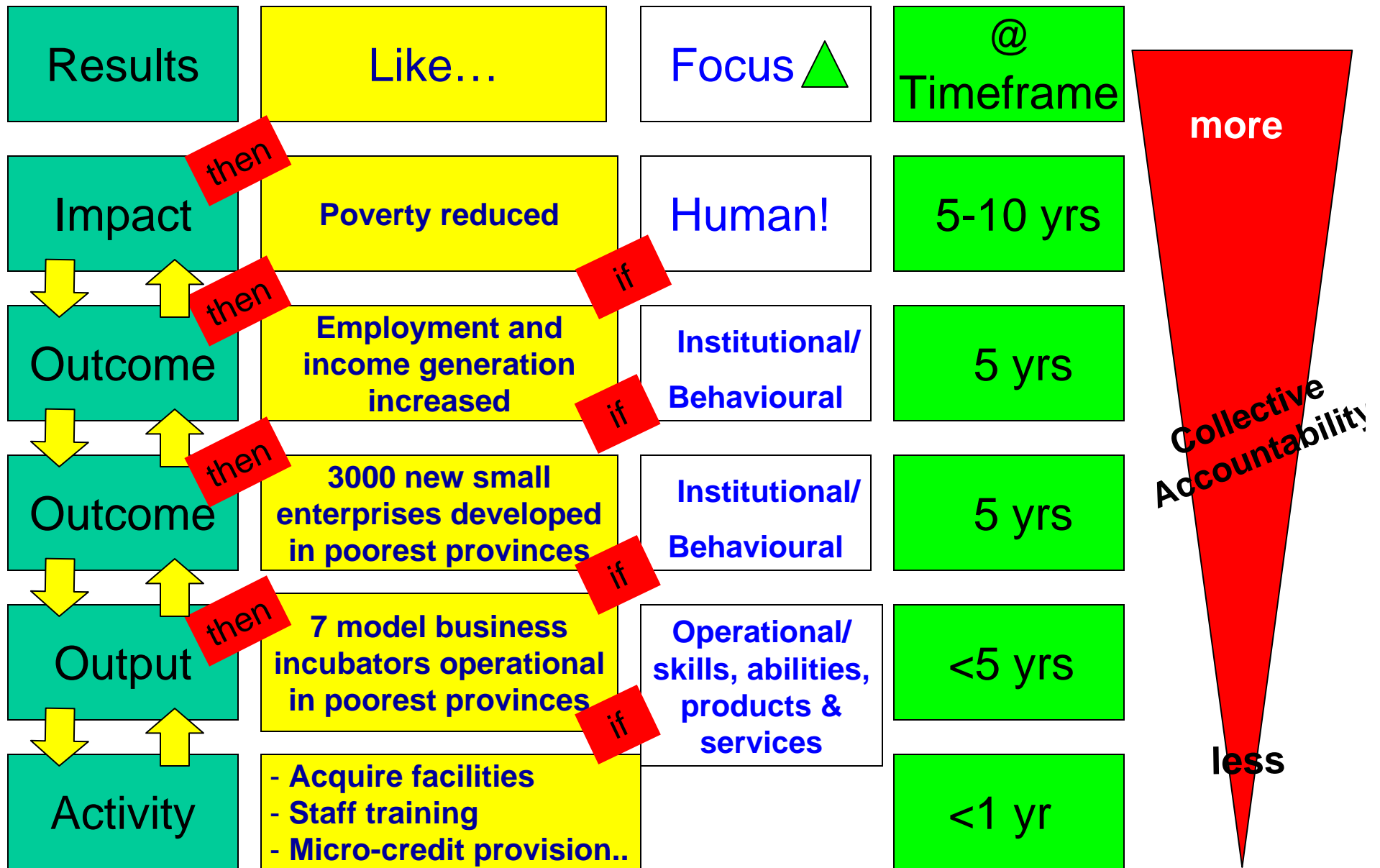
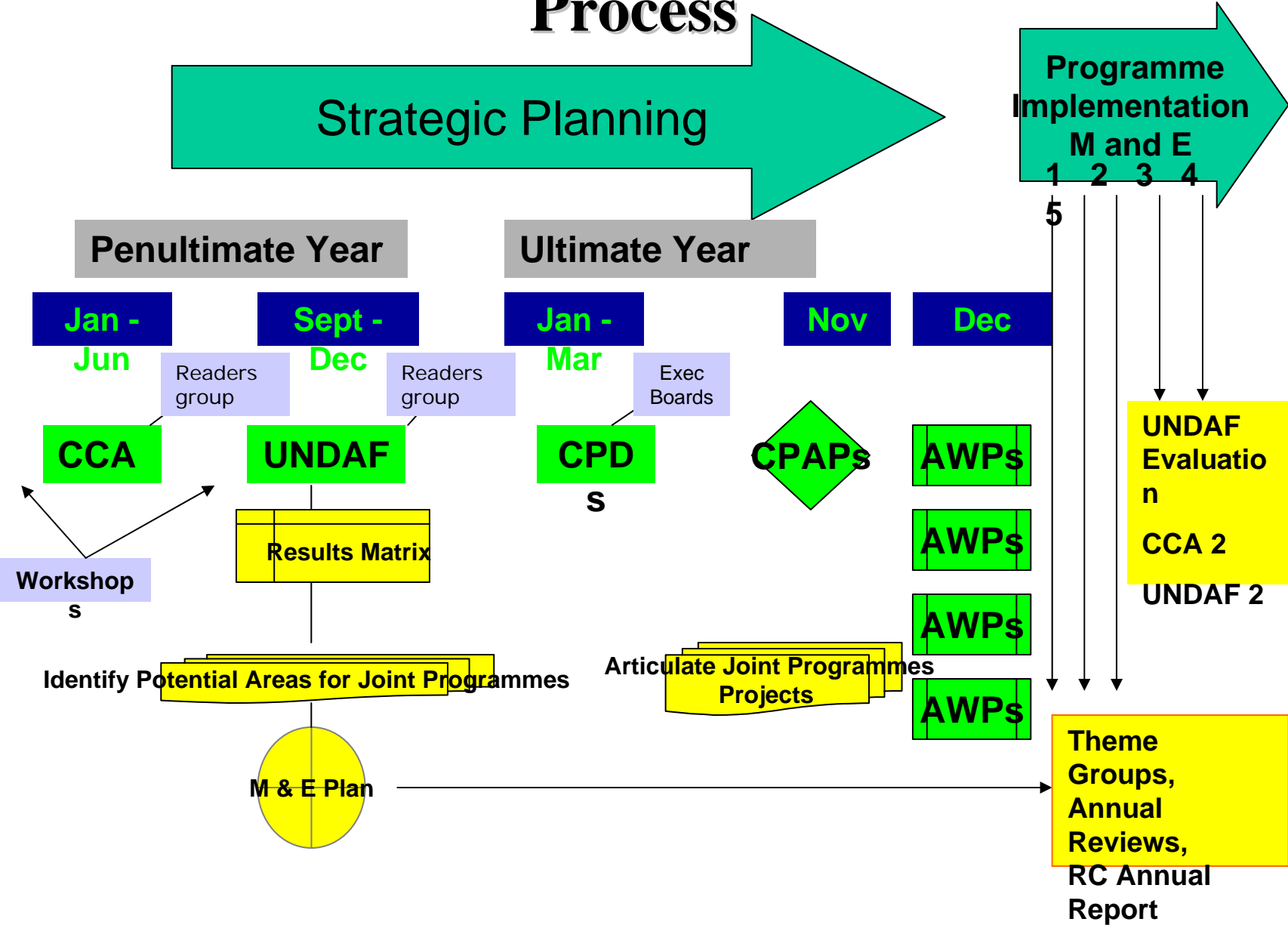


Table 1: Alignment of PRS priorities and the CCA focus areas with the MDGs

	PRS Goal	Broad CCA Cluster	MDG & MD Goal	UN Lead Agencies
1	Employment Creation & Income Generation	Poverty Reduction <ul style="list-style-type: none"> ● Employment Creation ● Food Security ● Basic Social Services 	Eradicate Poverty & Extreme Hunger	UNDP ILO
2	Agriculture and Food Security	Poverty Reduction <ul style="list-style-type: none"> ● Employment Creation ● Food Security ● Basic Social Services 	Eradicate Poverty & Extreme Hunger	FAO WFP
3	Infrastructure Development	-	-	-
4	Deepening Democracy, Governance, Safety & Security	Preserving Good Governance <ul style="list-style-type: none"> ● Institutional Reform ● Human Rights ● Decentralization 	<ul style="list-style-type: none"> ● Millennium Declaration (MD) Objective ● Promote Gender Equality 	UNDP UNFPA
5	Improve Quality & Access to Essential Health Care & Social Welfare Services	Poverty Reduction <ul style="list-style-type: none"> ● Employment Creation ● Food Security ● Basic Social Services 	<ul style="list-style-type: none"> ● Reduce Child Mortality ● Reduce Maternal Mortality ● Combat HIV/AIDS 	WHO UNFPA UNAIDS UNICEF
6	Improve Quality & Access to Education	Poverty Reduction <ul style="list-style-type: none"> ● Employment Creation ● Food Security ● Basic Social Services 	<ul style="list-style-type: none"> ● Achieve Universal Primary Education ● Promote Gender Equality and Empower Women 	UNICEF UNESCO UNFPA WFP
7	Manage & Conserve the Environment	Environment and Natural Resource Conservation	<ul style="list-style-type: none"> ● Ensure Environmental Sustainability ● Eradicate Poverty and Hunger 	UNDP/FAO WFP
8	Improve Public Service Delivery	Preserving Good Governance <ul style="list-style-type: none"> ● Institutional Reform ● Human Rights ● Decentralization 	Millennium Declaration (MD) Objective	UNDP
9	Cross-Cutting	<ul style="list-style-type: none"> ● Gender Equality & Women's Empowerment ● Youth & Adolescents ● HIV/AIDS 	<ul style="list-style-type: none"> ● Eradicate Poverty & Extreme Hunger ● Combat HIV/AIDS ● Promote Gender Equality and Empower Women 	UNDP UNAIDS WHO UNFPA WFP

Source: Developed at June 2006 UN CC Programme Strategy Team & July 2006 UNCT Workshops, from the Lesotho PRS, CCA and MDG Status Report documents

UN Common Country Programming Process



IEC, BCC

- The term “IEC” is variously understood and used for describing programmes. for family planning, population education in schools, public media campaigns, print and other communication materials, etc. In recent years, the emphasis has been on the production of communication materials, especially printed materials with very little reference to the process of communication that is critical for modifying or changing individual health risks behaviours.
- The terminology of BCC was brought in use in the late 1990s in line with the use of the logical framework (“logframe”) and results-based programming.
- *Behaviour change communication or “BCC” is a set of organized communication interventions and processes aimed at influencing social and community norms and promote individual behavioural change or positive behaviour maintenance for a better quality of life.*

BCC and MDGs

- Behaviour change communication is a critical component to achieve the Millennium Development Goals (MDGs). For example, in order to achieve;
- MDG 1 - “***Eradicate extreme poverty and hunger***”: BCC interventions can promote family planning for smaller family size, higher female participation in the labour force and thus reduce poverty by increasing the household income.
- MDG 2 - “***Achieve universal primary education***”: BCC interventions can promote the elimination of harmful practices such as early marriage so that girls are able to attain the highest level of education.
- MDG 3 - “***Promote gender equality and empower women***”: BCC interventions can encourage male participation to reduce gender based violence and promote gender equality. Similarly, BCC interventions contribute immensely to ARH and RH programmes in reducing child mortality, improving maternal health and prevention of HIV/AIDS through provision of appropriate information and communication skills to negotiate for safer health behaviours.
- MDG 4 and 5 - “***Reduce Child Mortality***” and “***Improve Maternal Health***”: BCC interventions can promote behaviours related to safe motherhood and child immunization thus reducing maternal and child mortality and morbidity.
- MDG 6 – “***Combat HIV/AIDS, malaria and other diseases***”: BCC interventions are critical for reducing health risk behaviours to prevent the spread of HIV/AIDS.

E. Link Between UNDAF Results and CPD

- Agency-specific Country Programme Documents derive their expected outputs from the UNDAF Results Matrices, to a large extent
- The CPD Preparation Workshop may warrant the fine-tuning of the draft UNDAF Results Matrices (at the Country Programme Output levels)
- Such modifications may have implications for the relevant sections for the M&E Matrices also.

Results and resources framework

National priority or goal (related to ICPD/ICPD+5, Millennium Development Goals and/or other International Conference Commitments)				
UNDAF outcome: extracted from the UNDAF document				
Programme component	UN country programme outcomes, including outcome indicators, baselines and targets.	UN country programme outputs, including output indicators, baselines and targets	Role of partners	Indicative Resources by programme component (US\$)
State the programme component .	Specify outcomes. For each outcome, state associated indicator(s). Include baseline and target to facilitate monitoring of change over time.	Specify the outputs planned to help to achieve the outcome and state the output indicators. Include associated baselines and targets to facilitate monitoring of change over time.	State the national and international partners, who contribute to attaining the same CP outcomes and outputs.	Regular Resources
				Other Resources
				Regular Resources
				Other Resources
UNDAF outcome: extracted from the UNDAF document				
				Regular Resources
				Other Resources

Behaviour Change Communication Strategic Activities & Indicators

CP Outcome: Improved quality and utilization of gender-sensitive RH information and services, including sexual health and family planning for the population, particularly adolescents and youth, ethnic minorities and migrants (from Viet Nam 2006 – 2010 CPAP)

Outcome Indicators:

- Increased number of babies delivered in health centres and hospitals
- Reduction in the incidence of HIV infections from 2005 levels

Output 1: Increased demand for high-quality, gender-sensitive reproductive health information and services. (from Viet Nam 2006 – 2010 CPAP)

Output Indicators: (from Viet Nam 2006 – 2010 CPAP)

- Increased proportion of people having adequate knowledge of more than three modern contraceptive methods
- Increased proportion of people who can recognize danger signs during pregnancy, delivery and post-delivery
- Increased proportion of people having adequate knowledge of STI/HIV prevention
- Increased proportion of people who prefer to have skilled health personnel at delivery (by ethnicity and in mountainous areas)
- Increased proportion of fathers and mothers who accept having their adolescent children access adolescent reproductive health information and services
- Increased % of young people, ethnic minorities and migrants receiving reproductive health and family planning information
- Increased % of men and women who discuss reproductive health issues, including the prevention of domestic and reproductive health-related violence, with their spouses or partners

Text from original CPAP

Strategic Activities

BCC Interventions		Social Mobilization		Advocacy	
Activities	Indicators	Activities	Indicators	Activities	Indicators
<ul style="list-style-type: none"> ■ TOT of peer educators 	<ul style="list-style-type: none"> ■ # of YP covered by the peer education programme 	Organize provincial level dissemination of national BCC strategy and development of local BCC strategies and action plans	<ul style="list-style-type: none"> ■ # provincial strategies and Action Plans developed ■ Provincial allocation of budgets for HIV/AIDS prevention 	Assist VCPFC to finalize the "National BCC Strategy for Population/RH/FP and Children: 2006 – 2010"	<ul style="list-style-type: none"> ■ BCC strategy document approved by government ■ Budget for BCC activities in various ministries and provincial budgets
<ul style="list-style-type: none"> ■ Develop, produce and broadcast series of 25 radio soap opera prog. on HIV/AIDS prevention 	<ul style="list-style-type: none"> ■ % recall by listeners on HIV/AIDS prog. content 	Involvement of CBOs, teachers, military personnel, TBA in providing safe motherhood & HIV/AIDS information and home / community services	<ul style="list-style-type: none"> ■ # of activities implemented by partners (ministries / CBOs) 	Lobby to integrate MMR issues into instructions issued at the political and administrative levels	<ul style="list-style-type: none"> ■ # political statements and office circulars on HIV/AIDS prevention

ANNUAL WORK PLAN

CP Component: _____

Year _____

Implementing Partners: _____

Project IDs (use ATLAS code): _____

EXPECTED CP OUT-COME: <i>Improved quality & utilization of gender-sensitive RH information & services, including sexual health & FP for population, particularly adolescents & youth, ethnic minorities and migrants.</i>	PLANNED ACTIVITIES <i>List all the activities, incl. M&E activities, to be undertaken during the year towards stated CP output</i>	TIMEFRAME				RESPONSIBLE PARTY <i>(can be the implementing partner or the contractee. When listing the contractee, also specify the implementing partner)</i>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Account Description	Amount
Outcome Indicator: <i>Increased number of babies delivered in health centres and hospitals</i>									
Output 1: <i>Increased demand for high-quality gender-sensitive RH information & Services.</i> Output Indicators: <ul style="list-style-type: none"> ■ <i>Increased proportion of people having adequate knowledge of more than three modern contraceptive methods.</i> ■ <i>Increase proportion of people who can recognize danger signs during pregnancy, delivery & post-delivery.</i> ■ <i>Increased proportion of people who prefer to have skilled health personnel at delivery.</i> 	Develop provincial BCC strategies through community participation		X	X	X	PCPFC, Provincial counterparts & NGOs	UNFPA		\$\$\$
	Develop, pretest and production of IEC materials			X		PCPFC, Provincial counterparts & NGOs	UNFPA		\$\$\$
	TOT of peer educators				X	PCPFC, Provincial counterparts & NGOs	UNFPA		\$\$\$
	M & E Visits to the field		X	X	X	UNFPA, VCPFC			\$
	Organize provincial level dissemination of national BCC strategy and development of local BCC strategies and action plans	X	X			VCPFC & Provincial CPFCs	UNFPA		\$\$\$
	Assist VCPFC to finalize the "National BCC Strategy for Population/RH/FP and Children: 2006 – 2010"	X				VCPFC, UNFPA CO & CST	UNFPA		\$\$\$
	TOTAL								

Note: (a) Where the CP is more complex, the matrix can be adapted by breaking CP outputs into sub-outputs, each with corresponding indicators.

Annex-6 Country Programme Communication Strategic Framework

Whether you are planning a communication strategy for the purpose of **advocacy, social mobilization** or for **behaviour change**, the principle is the same.

CP Outcome:	Outcome Indicators:
CP Outputs :	Output Indicators:

Areas For Intervention : (e.g. Young People and Adolescent Reproductive Health)

Communication Strategy	Intended Audience		Key Existing Knowledge, Attitudes & Behaviours	Key Communication Messages	Communication Channels
Behaviour Change Communication Interventions	Primary	(list the MAIN / primary person to be addressed here)	(list existing knowledge, attitudes & behaviours that will affect the outputs / outcomes in order of priority)	<ul style="list-style-type: none"> ■ keep in mind the message format, message approach – and the tone used for delivering messages ■ message design depend on the type of media it is sent through. ■ do not clutter posters with too much text. 	(Do NOT list all and every kind of channels. List ONLY those
	Secondary	(list other people of immediate importance to the primary audience here)			that will be the most appropriate and effective for the intended audience. Keep in mind the
Social Mobilization	(list all those who can support and influence both the primary & secondary audiences)		(list existing knowledge, attitudes & behaviours that will affect the outputs / outcomes in order of priority)		purpose of the communication whether it is for BCC, social mobilization or advocacy. Select the channel only after doing
Advocacy	(list all those who are in position to make decisions that affect the implementation of programme that impacts on outcome)		(list existing knowledge, attitudes & behaviours that will affect the outputs / outcomes in order of priority)		a communication channel analysis.