Business Consulting Services

Reviewing Results Frameworks

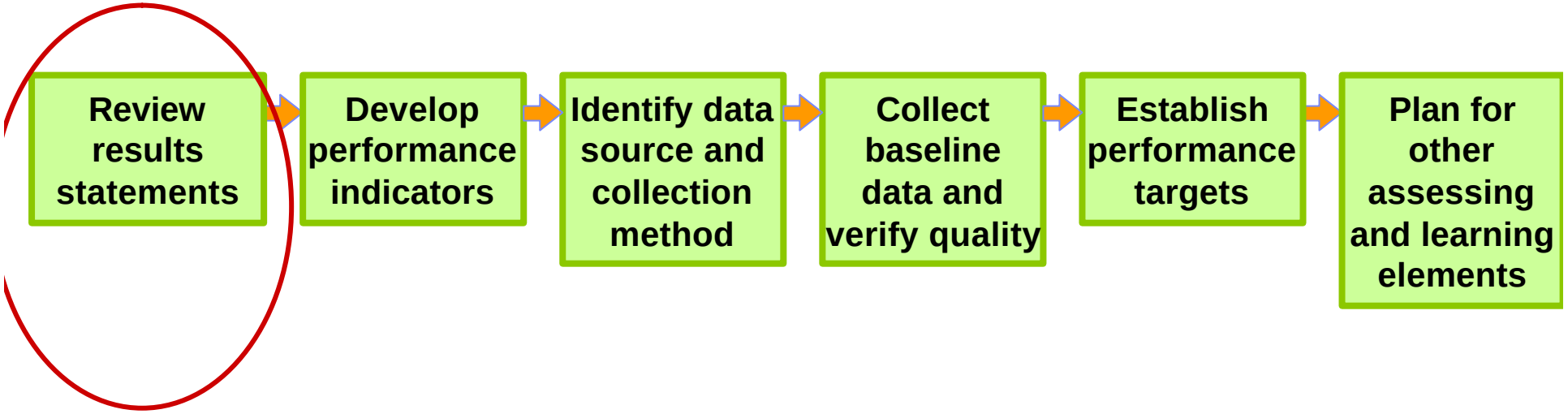
USAID Performance Management Workshop
2004

Integrated Managing for Results (IMR) Project
Contract AEP-C-00-99-00034-00

Learning Objectives

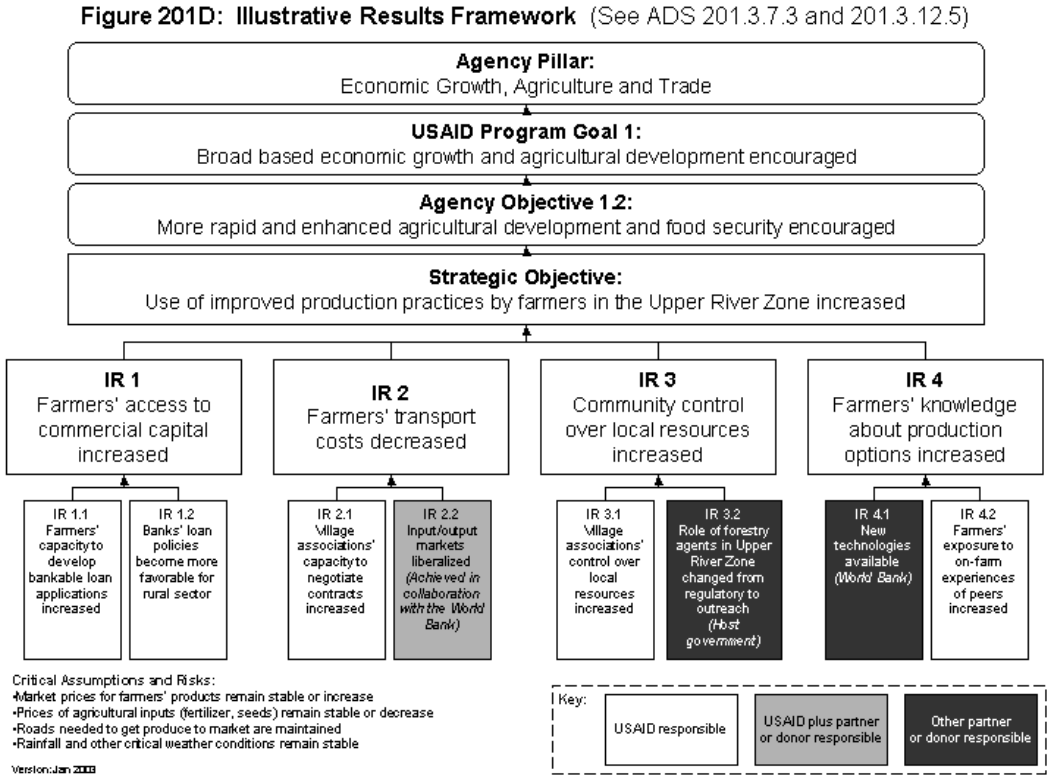
- Understand how strategic planning and planning for performance management are linked
- Be aware of USAID standards and guidelines for results statements and results frameworks
- Understand better how partner results fit into USAID frameworks

The PMP Development Process



What is a Results Framework?

- Graphic representation of a strategy for achieving a specific objective
  - Includes the objective, necessary intermediate results, and any critical assumptions that must hold
  - Conveys the implicit development hypothesis (cause-and-effect linkages)
  - Used as a planning, communications, and management tool



Review Quality of Results Statements

Characteristics of Good Results Statements

- **Statement of a result (not an activity or process)**
  - Train health workers NO
  - Provision of primary health services improved YES
- **Measurable and objectively verifiable**
  - Liberalized markets NO
  - Legal and policy constraints to marketing selected agricultural products reduced YES
- **Meaningful and realistic**

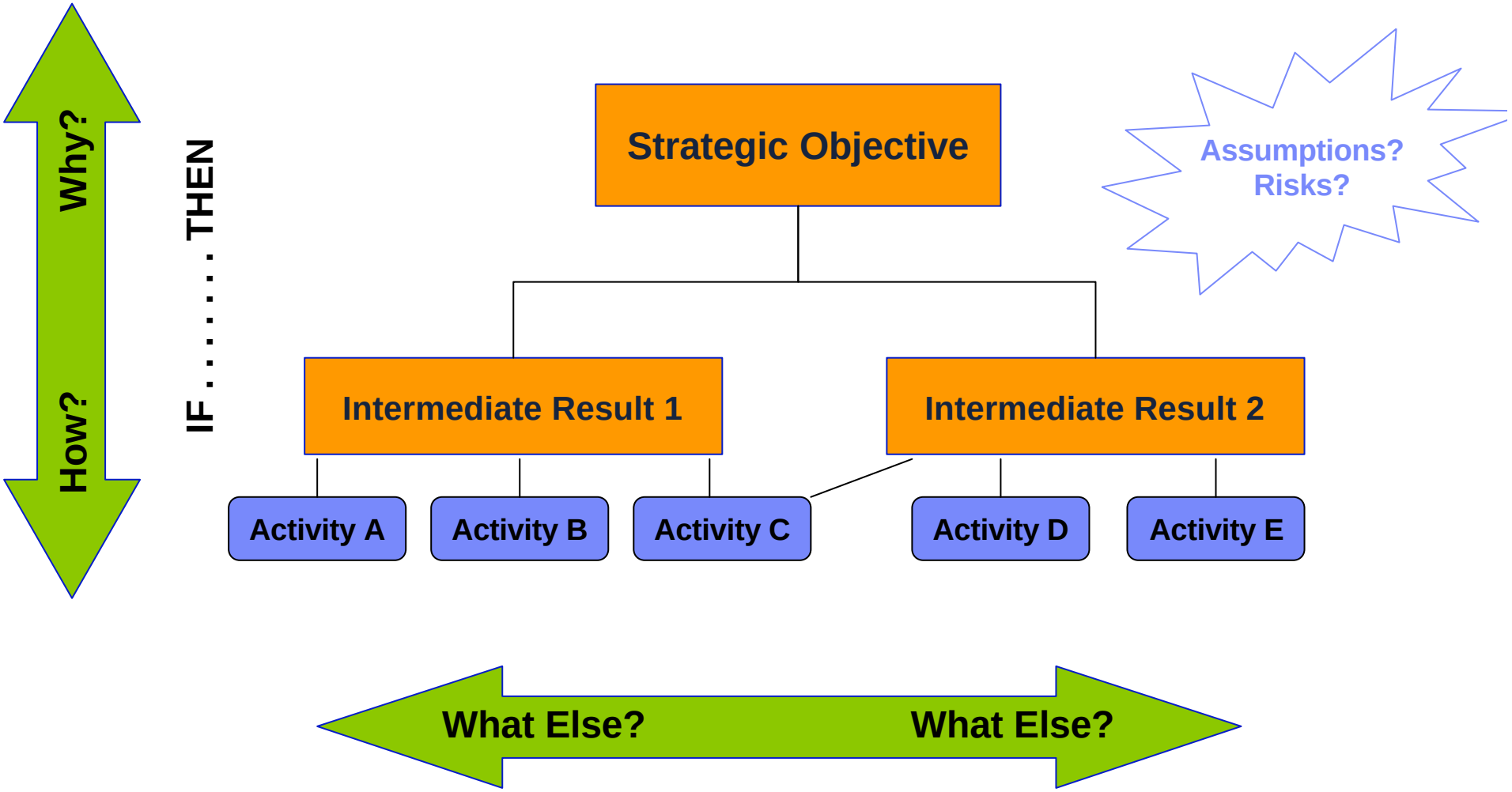
- **Unidimensional (not a combination of results)**
  - Healthy, better educated families
  - Knowledge of families about sanitation improved

- **Focused on strategic commitments**
- **Customer or stakeholder driven**
- **Can be materially affected by missions and partners**

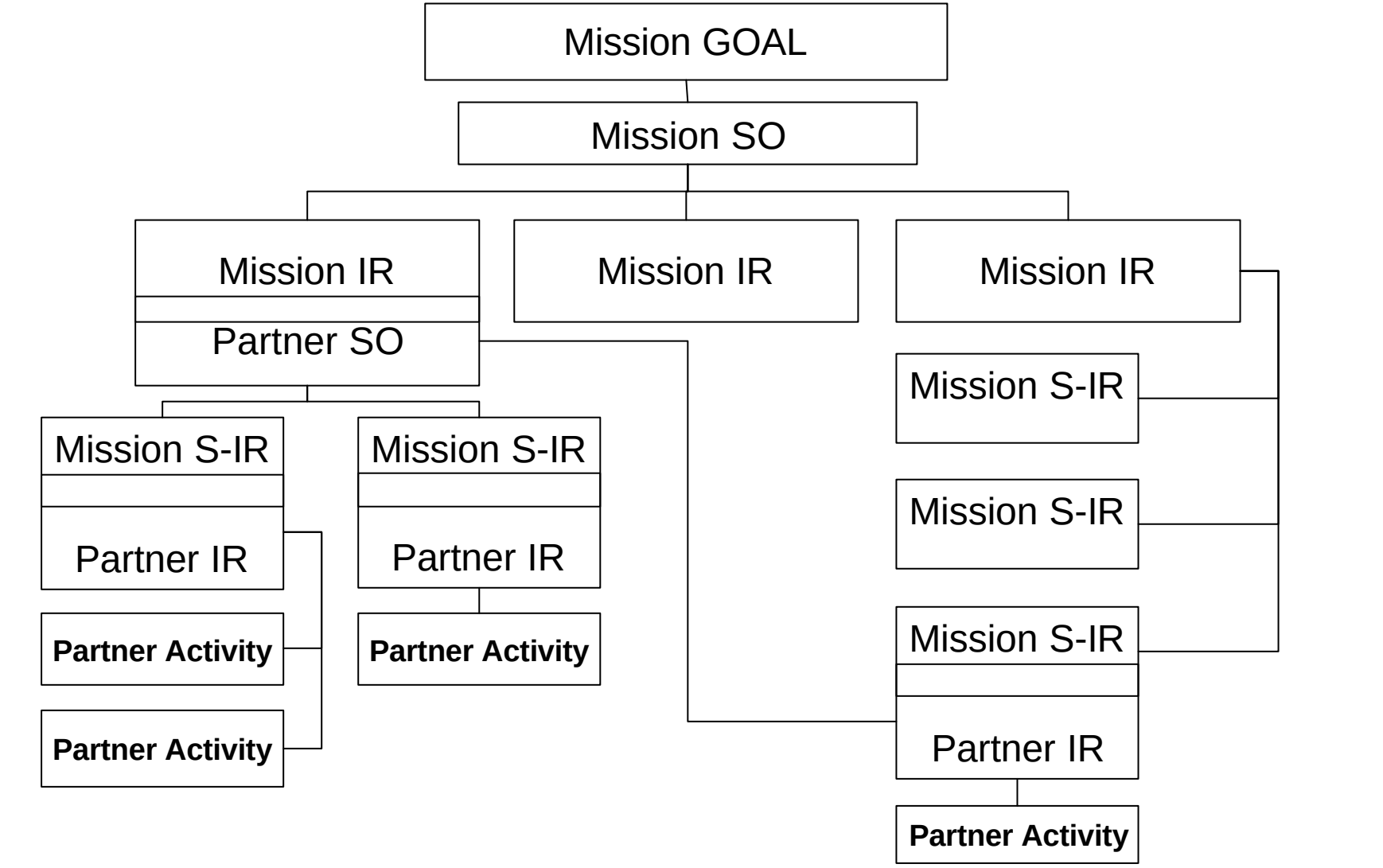
Exercise: Review Quality of Results Statements

- Review of selected USAID/Armenia results statements
- Group discussion and reporting of the opportunities and challenges identified

Characteristics of Results Framework Logic



Linking Partner Results to Mission Results Frameworks



Partner Role In USAID Results

- Partner activities generate USAID results
- Mission ensures that its results are within its manageable interest
  - Can USAID interventions lead to achievement of the desired result?
  - Is the SO team and its partners willing to be held accountable for all results within the results framework, including the highest level result?
- If USAID is not involved, would the expected level of the result be achievable?

Critical Assumptions

- Ensure all critical assumptions have been identified
  - Critical assumptions reflect the contextual conditions required to achieve a particular objective
  - Critical assumptions are outside the control or influence of USAID and its partners
- Determine how to monitor critical assumptions

Resources

TIPS 13: Building a Results Framework

- Available at: http://www.dec.org/pdf_docs/PNACA947.pdf