

Results-based Management (RBM): What Can Nepal Learn?

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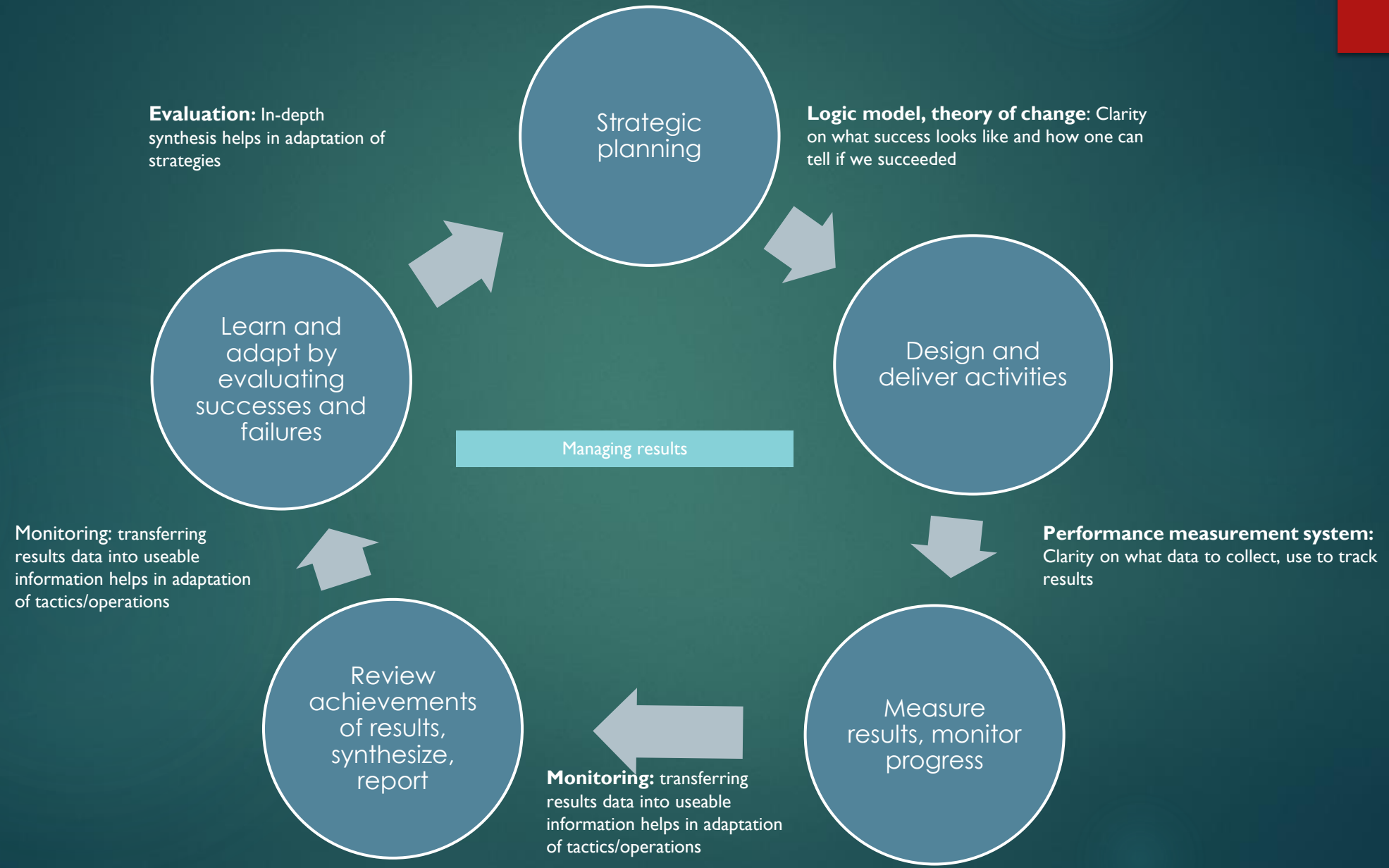
***CAVEAT**: THOUGHTS PRESENTED IN THIS DECK ARE THOSE OF THE PRESENTER AND NOT OF THE AFFILIATED ORGANIZATION.

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Outline

- ▶ Review of current results-based management (RBM) practices
- ▶ Steps and challenges in RBM
- ▶ Current status of RBM in Nepal and way forward
- ▶ Proposal/idea: A potential RBM action research

Results-based management cycle



Why results-based management?

- Learning/improvement for program effectiveness
 - ✓ Tactical: Operation adjustments/ program management
 - ✓ Efficiency: inputs (\$, people) vs outputs (zone of control)
 - ✓ Effectiveness: outputs vs outcomes (zone of influence)
 - ✓ Strategic: Policy adjustments

- Accountability
 - ✓ What happened to the other people's money (OPM)?
 - ✓ Value for money (VfM)

Results-based management: Key steps

1. Identify design team and stakeholders
2. Conduct situation analysis
3. Develop the project's results (desired state) and associated logics
 - Outputs/deliverables
 - Outcomes/milestones: Immediate; Intermediate; Ultimate
 - Assumptions, risks
4. Develop performance measurement framework
 - Realistic, clear and measurable indicators
 - Roles, capacity: hardware, software, 'human ware'
5. Design/implement data collection system (lifecycle approach)
 - Collect/maintain database
 - Use/analyze data to information
 - Share analyses with various audience: information to decision
6. Support transparency
 - Planned successes
 - Unexpected successes, failures
 - Promote result-based culture

Common pitfalls in results-based management

1. Design team, stakeholders lacking information and vision
2. Skipping situation analysis
3. Patchwork of developing the project's results and associated logics
4. Inaccurate, incomplete, missing performance measurement framework
5. Inaccurate, incomplete data.
6. Missing data lifecycle perspective.
7. Lack of transparency

Results-based management in Nepal

- ❖ Pre 2000: Lack of national approach; donor-led, specially GTZ (now GIZ)
- ❖ Past efforts:
 - ❖ 2004: The Asian Development Bank piloted its first Results-Based Country Strategy and Program (RB-CSP) in Nepal, to better align its strategies and programs with the development priorities expressed in Nepal's National Poverty Reduction Strategy.
 - ❖ 2010: The NPC published results-based monitoring and evaluation guidelines 2067
- ❖ Currently:
 - ❖ Gap exists: Regular government policy, programs and projects are rarely evaluated
 - ❖ The NPC leads program evaluation
 - ❖ Donor funded projects are evaluated: own/third party
 - ❖ Good example: National Agricultural Policy Research Centre under NARC
 - ❖ Review studies/ program evaluations rather than rigorous impact evaluations to attribute interventions to outcome impacts
 - ❖ Unavailability of necessary records and publications

Evidence gaps in Nepal

- ❖ Example: Living Food Systems and Nutrition Evidence & Gap Map by International Initiative for Impact Evaluation (IIIE)
 - ❖ Source: <https://developmentevidence.3ieimpact.org/egm/food-systems-and-nutrition-evidence-gap-map>
 - ❖ Areas of interventions: water, production system, distribution and storage, communication
- ❖ Limited evidence from Nepal
 - Total studies: 2226 reviewed across the world
 - India: 264; Bangladesh: 177
 - Nepal: 53 (household: 15); Cost-effectiveness: 0;
 - Pakistan: 54; Bhutan: 1; Sri Lanka: 20; Afghanistan: 2
 - Many are low confidence or medium confidence reviews
- ❖ Most evidence comes from donor funded projects, not from the government implemented projects/ programs.

Emerging issues on results-based management

Intrinsic power dynamics at play during the production of evaluation knowledge

1. 1980s/1990s

- Participatory, capacity exchange: Close work with the target groups, stakeholders. Eg NEPAN

2. 2000s: Developmental

- Celebrate complexity! Result tracking as a regular project milestone.

3. Mid 2010s: Decolonizing, Reconciliation

- Identifying, addressing white supremacy.

Way forward

- Develop culture of results-based management
- Adoption of rigorous approaches for results tracking and reporting
- Ensure availability of necessary records and publications for results, progress, evaluation

Are you interested?

- ▶ Potential RBM actional research project in Nepal
- ▶ Team: 3 people
- ▶ Sampling unit: A municipal government as a case (eg Hetauda Municipality)
- ▶ Tasks and commitment:
 - ▶ Establish a benchmark for RbM culture- 10 hours.
 - ▶ Access Nepali training materials from the NPC – 5 hours.
 - ▶ Conduct an online RbM training and assist them to pilot their learning – 10 hours
 - ▶ On-going support for a couple of years- 2 hours per month

QUESTIONS/COMMENTS?

Thank you!