

Key Components of a successful Proposal

OAS / IACML Workshop on Technical Assistance.

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Agenda

- Presentation

- Key Factors for a Technical Cooperation Proposal
- Main Questions to be Solved
- Relevant Aspects for Donor Organizations

- Dialogue

- *Results Based Management* (RBM) in Labor Ministries and IACML
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- Feed-Back

Key Factors for a Technical Cooperation Proposal

- Methodological Approach
 - The meaning of *Formulation*
 - *RBM*
 - *What is RBM?*
 - *The Evolution of RBM*
 - *Key Concepts*

Meaning of Formulation

- One of the most important factors to be considered is the difference between the tools applied for making a proposal (forms) and the process by which the proposal *is developed*.
- An adequate methodological approach such as the RBM will allow from the beginning the construction of the concept of the project.

What is RBM?

- Definition:
 - “RBM is a management strategy focusing on performance and achievement of outputs, outcomes and impacts” (DAC OECD 2002)

Facilitates the systematic thinking about three basic questions:

- ❖ What is our goal? : “Are we doing the right thing?”
- ❖ How will we reach that goal?: “Are we doing it right?”
- ❖ How do we know whether we have achieved our goal and that we are doing it right?: “How do we know?”

Logical Framework

	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
GOAL			
PURPOSE			
PRODUCTS			
ACTIVITIES			

What is RBM?

- RBM is not:
 - A management strategy focusing on inputs and activities...

It *should* include, but not be limited to, the following elements:

- Performance Measurement**
- Performance Reporting**
- Performance Based Budgeting**

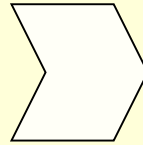
The Evolution of RBM

- Focus on management, not administration
- Client-centered and citizen focused
- Emphasis upon Outputs versus Inputs; reduction in ex-ante controls
- Extensive use of outsourcing, competition and private service providers

The evolution of RBM

- Focus on performance not compliance

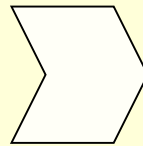
“Did projects spend their budget and comply with rules and procedures?”



“Did projects achieve their objectives and deliver results?”

**Focus on outputs, outcomes and impact,
(not input, activities)**

“How many cases of conciliation and mediation of labor conflicts were attended by Ministries of Labor?”



“What was the development result e.g Improved and better use of conciliation and mediation of labor conflicts by Ministries of Labor”

RBM in Development Cooperation

- | | |
|---|--|
| <input type="checkbox"/> 2000 MDGs | <input type="checkbox"/> Coherence |
| <input type="checkbox"/> 2002 Monterrey | <input type="checkbox"/> Partnership |
| <input type="checkbox"/> 2003 Rome | <input type="checkbox"/> Harmonization |
| <input type="checkbox"/> 2004 Marrakesh | <input type="checkbox"/> Alignment |
| <input type="checkbox"/> 2005 Paris HLF-2 | <input type="checkbox"/> Results |

Mutual responsibility for shared results

Lessons

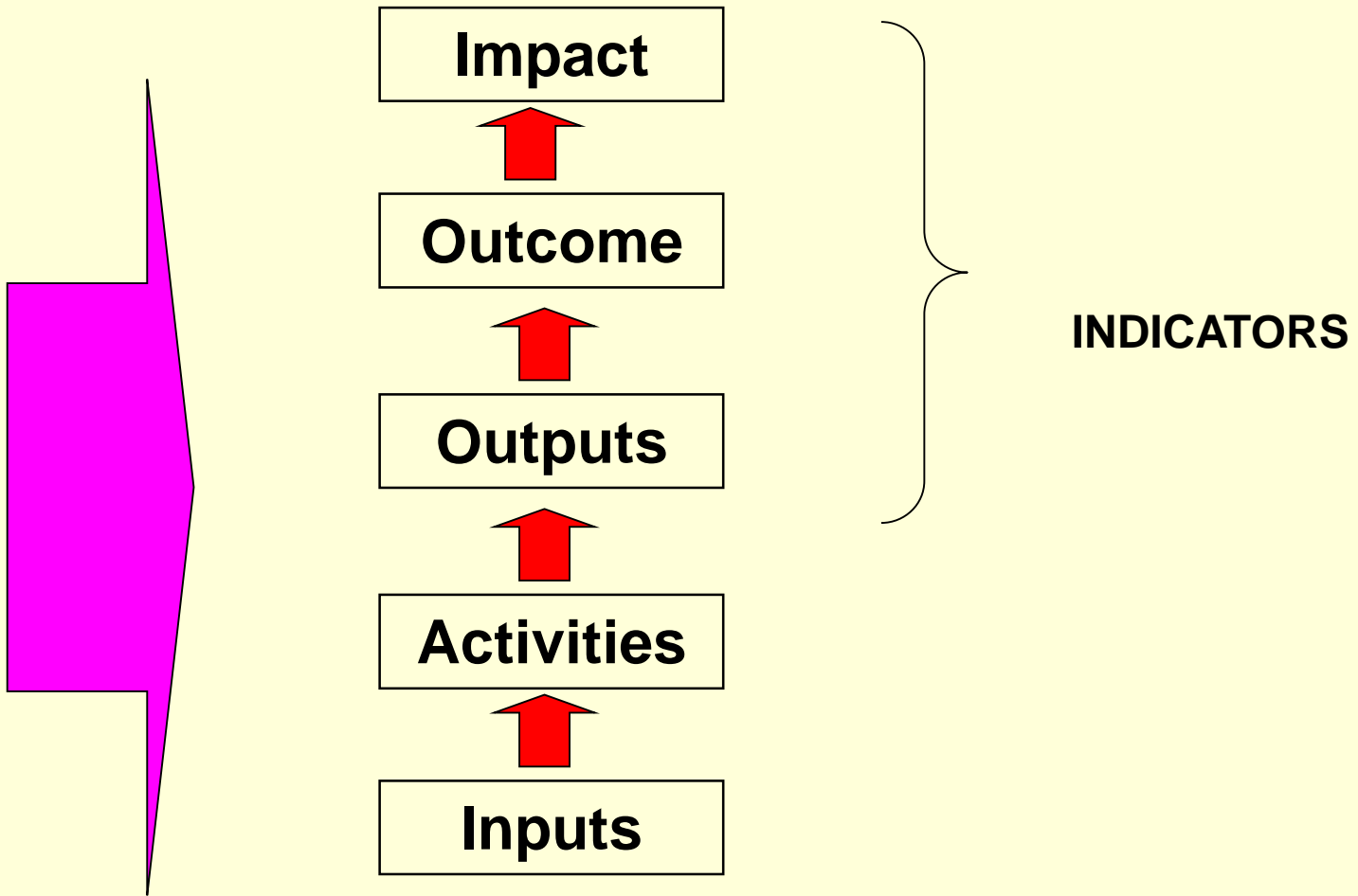
- Indicators and evaluations should go beyond compliance and accountability
- M&E should contribute to build bridge between individual projects and sector-wide or global programmes
- Indicators should measure contribution to *relevant mandates & commitments*, (e.g. Summit, ILO, IACML)
Evaluation of the performance of partners should be based on results achieved towards *shared* objectives

Key Concepts

- Glossary of Key Terms in Evaluation & Results Based Management
 - www.oecd.org/dac
 - www.acdi-cida.gc.ca

Key Concepts

The Results Chain

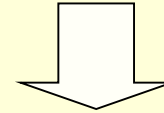


Key Concepts

- **Input** : the financial, human and material resources for the development intervention
- **Activities** : The coordination, technical assistance or training tasks delivered
- **Output** : The products, capital goods and services which results from a development intervention
- **Outcome** : short term and medium term effect of an intervention's outputs
- **Impact**: Positive and negative, primary and secondary long term effects produced by a development intervention, directly or indirectly, intended or unintended

RESULT

A describable or measurable change resulting from a cause-and-effect relationship (CIDA)



The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention

Key concepts

- Indicator
 - A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention or to help assess the performance of a development actor

Quality-test of indicators:

- ☐ **S** **Specific**
- ☐ **M** **Measurable**
- ☐ **A** **Available**
- ☐ **R** **Relevant**
- ☐ **T** **Trackable**

Key Concepts

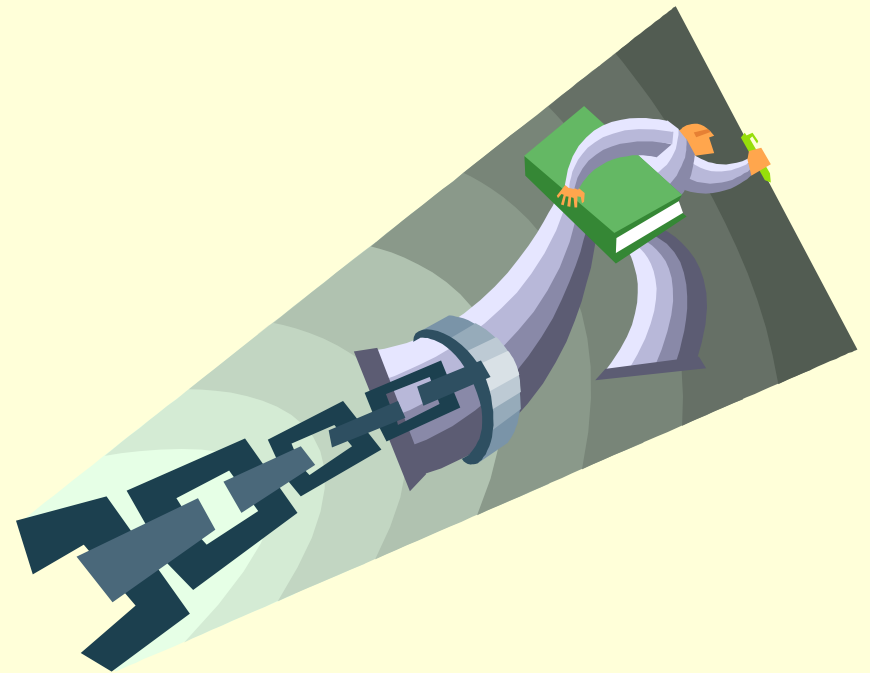
- Identify **indicators** for output, outcome, impact
 - Specify exactly what is to be measured
 - Use a mix of qualitative and quantitative indicators
 - Use project rating systems, where aggregation is needed
 - Consider proxy indicators where direct indicators are not available
 - Make sure to have baselines and target value

Main questions to be solved

- *What is the problem which this project responds to?*
- *What is the purpose or main reason for this initiative? What is the long-term goal which this project contributes to achieving?*
- *What type of out-comes or effects are expected to be achieved in the middle term? What transformation is anticipated?*
- *What are the specific objectives/ outputs that will be accomplished in the short term within this project?*
- *What are the qualitative and quantitative indicators that will be used to measure the success of the different results of the project?*
- *What kind of means of verification will be used to assure the evidence of the project's expected results?*
- *What sort of external or relevant assumptions or risks may affect the likelihood of achieving the expected results? What is the risk mitigation strategy to minimize potential impact of risks and to maximize adaptability of the project to facilitate success?*
- *What are the main activities of the project? What are its approximate costs?*

Facing donor organizations, which factors make a project proposal successful?

- Logical coherence
- Sustainability of Results
- Monitoring Systems
- Organizational Learning & Capacity Building
- Gender Approach
- Budget



Logical Coherence

