



KNOWLEDGE MATTERS

Results Matter:
Results-based Management
in Concern's programmes

Issue 24 | October 2019

CONCERN
worldwide

**ENDING
EXTREME POVERTY
WHATEVER
IT TAKES**

If you have any contributions, ideas or topics for future issues of Knowledge Matters please contact the editorial team by email at knowledgematters@concern.net.

The views expressed are the authors' and do not necessarily coincide with those of Concern Worldwide or its partners.

Knowledge Matters basics

Knowledge Matters offers practice-relevant analysis relating to the development and humanitarian work of Concern Worldwide. It provides a forum for staff and partners to exchange ideas and experiences. The publication is committed to encouraging high quality analysis in the understanding of Concern's work. Concern staff and partners document their ideas and experiences through articles. Articles are very short – 500 – 1,500 words. Usually you only have space to make two or three interesting points. Here are some tips on writing a short feature article:

- Start by imagining your audience – a Concern colleague. Why are they interested – why do they want to read what you have to say? When you identify what your most important point is, say it straight away, in the title or first sentence.
- What can others learn from your story? Focus on this. Remember to back up your story with evidence. This can be taken from evaluations.
- It's easier to get people reading if you start with the human perspective – mentioning real people and real-life events. (You don't have to give names).
- Use short sentences. Use Concern's style guide to help you.
- Keep paragraphs to a maximum of six lines long.

- Use clear language. Many of the readers of Knowledge Matters are non-native English speakers, so think carefully about using idioms or colloquial language that might not be easily understood by others.
- Always avoid assuming too high a level of knowledge of the topic you are writing about, on the part of the reader.
- Use active sentences ('we held a workshop' not 'a workshop was held by us')
- Use short and clear expressions.
- Keep your title short - no more than eight words.
- Where necessary use photos to accompany the narrative but ensure that you follow the Dóchas Code of Conduct on Images and Messages.

Cover photo: Concern Case Manager Charles Ndekha carries out a survey with farmer Assima Ayiloni, in Mangochi, Malawi, using a digital data gathering (DDG) device. Concern has been carrying out Conservation Agriculture programming in Malawi since 2012, with the assistance of Accenture Ireland. Photo: Kieran McConville / Concern Worldwide

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From the Issue Editor:

Welcome to the Results-Based Management (RBM) Edition of Knowledge Matters. This edition has been in the works for some time, starting with the identification of best practice in the 2018 Global M&E Workshop in Addis Ababa. Despite the drive to roll out a results-based management approach in Concern over the last ten years, documentation of best practice is hard to come by. There is however, no doubt that we have made great strides over recent years.

Where we have come from and current systems are outlined in the first article, where I describe some early experiences with RBM and how and when we have made commitments to strengthening our approach. The Malawi programme is often referenced as a current good practical example of quarterly review reflection and there is an article in this issue, which references this practice and the benefits seen by the team. Articles from Ethiopia and Lebanon outline how activity and output data from post distribution monitoring feed into making quick changes to planned distributions. An article from the Syria team demonstrates how it uses digital data gathering (DDG) in cash and vouchers distributions to monitor programme progress and make adjustments according to information collected. Rwanda's article outlines how performance contracts have helped households to achieve targets in its Graduation programme. The annual review experiences of Liberia and the Dublin office are also outlined, showing how RBM operates at more strategic levels.

It is clear that we are using our data to inform our decision-making, but there is still room to make sure that teams create the space for reflection and adjustment and then document this as evidence. The need to continually reflect on what data we need to collect, how we collect it and what we then do with it, is simple in theory but always more difficult in practice!

I wish to thank all authors who have contributed to this edition.

Samuel Fox

What is Results-Based Management?

By: Samuel Fox

Introduction

This Results-Based Management (RBM) edition of Knowledge Matters looks at the organisation's experience of how we have approached RBM and adopted related systems. The discourse around measuring development results has witnessed a huge focus and corresponding growth in the last ten years. Very few humanitarian and development actors have avoided the rhetoric. This article explores our own experiences with measuring development, sharing an early experience of RBM in Cambodia, to more up to date challenges and donor trends. Whilst people may object to the way the results drive within the aid sector has taken shape, the reality is as funding for aid comes under increasing threat, there will be increasing calls for all development actors to effectively demonstrate the impact of public funds, despite some donors' recent dialogue and desire to allow a more flexible adaptive management approach.

Concern has committed to adopting a results-based management approach in delivering on its strategic objective to improve programme quality and impact. This commitment was first demonstrated in part by the design and roll out of the 2009 Planning, Monitoring and Evaluation Guide, which is based on a RBM approach. This was followed up by the drive to define and submit programme results frameworks for MAPS II Annual reports in 2010 and 2011. The Irish Aid 2012-15 Programme

Funding Proposal built on this further and committed us to 'Strengthened Results Based Management Processes' with clear systems and activities to strengthen and implement. The 2016 - 2020 Global Strategic Plan restates the organisation's focus to 'Build on progress in results-based management, specifically the focus on outcomes, use of indicators, baselines, end-lines and survey-based monitoring'. The current approach to developing supporting tools and processes such as the programme toolkit for development and humanitarian programmes, the continued development and support of digital data gathering (DDG) systems and standard indicators, digital monitoring tools and renewed focus on integrated annual review processes are enabling a RBM approach to be more systematically applied.

The table below summarises the commitments made to improved RBM systems over the last 10 years within Concern Worldwide.

Table 1: Concern RBM systems proposed and implemented over the last ten years

Level within the Organisation	Processes pre-2012		Strengthened Result Based Management Process 2012-2015		Building on gains made 2016-2020	
	Management Processes	Corresponding Guidelines/Tools	Results Based Management Systems	Corresponding Guidelines/Tools	Results Based Management Systems	Corresponding Guidelines/Tools
Policy	Policy Reviews	Three year sector policy review with PM&E Committee of Council	Additional policy reviews on new timetable agreed with PM&E Committee	Reports against Policy Meta-evaluation	A more streamlined policy review process, bringing together some of the programme approaches into one report	
Strategy (Global)			Strategy Results Performance Review (participatory internal and external)	Organisational Strategy Results Framework and 'pmPoint' system for managers		
Strategy (Sector)	Programme Planning & Monitoring Groups (PPMGs)	Sector Strategy M&E Frameworks	Annual Sector Strategy Reviews by PPMGs with revised TORs Annual Advocacy/PE review	Sector Strategy Results Framework; Advocacy Results Frameworks	The consistent design of results frameworks against new strategy development	
Strategy (Country)	Country Annual Review	Annual Report MAPs II Result Frameworks (14)	Structured HQ level country annual review Country Annual Programme Performance Review	Annual review guideline Country Annual Report, Country Strategy Results Framework	Country/IPD/ SAL Annual Programme Performance Review	HQ Annual review guideline
Programmes	Regular Monitoring and Evaluation	Field reporting, support visits, monitoring visits, Evaluations as per PM&E Guide	Clearly documented Project/ Programme Performance Reviews	Country Programme Results Frameworks based on HCUEP	Internal support for mid-term/final evaluation (HPP & IAPF)	Programme Toolkit Standard Indicator lists and tools
Programmes	Programme Planning	PCMS Logical Frameworks, M&E plans	Contextual Analysis Logical framework	Impact Chain/ Theory of Change and Contextual Analysis Guidelines		Updated contextual analysis with strengthened risk and vulnerability, conflict and protection analysis

What is Results-Based Management?

RBM puts solid planning processes in place in order to be able to set realistic programme objectives and targets. These results should be routinely monitored and reflected on periodically, which can then lead to programme adjustments and realignment of targets as necessary. Programme outputs should be assessed periodically towards the achievement of programme outcomes. The achievement of programme outcomes should be assessed through an evaluation process, including collection of baseline and end line data. Collectively, programme outcomes should be assessed annually or more often, towards their contribution to country strategic outcomes as defined in strategic plans.

These processes may lead to either programmatic or strategic adjustments and if necessary, realignment of targets. The different levels of review and reflection can be seen visualised in Diagram 1.

Key to effective RBM is having evaluative evidence and conducting reflective practice that facilitates learning and continuous improvement. It is about analysing credible evidence (internal and external) on what we know works and then using our best judgment to plan what we will do in the future (through a contextual analysis process); and having systems and mechanisms in place that allow for reflection and adjustment of programme design to create the best possible chance for sustainable results.

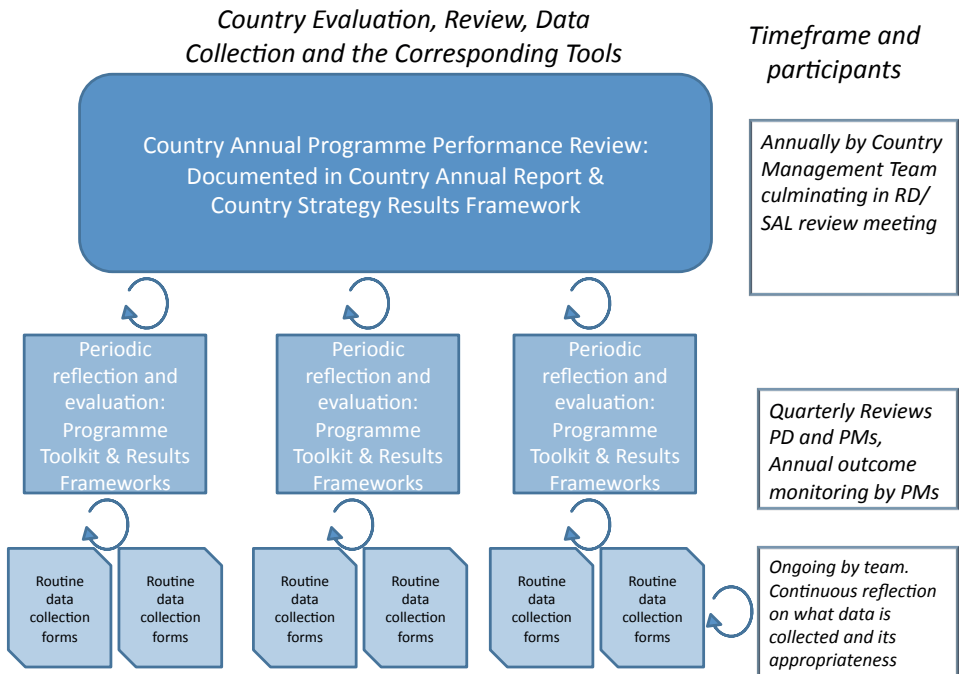


Diagram 1: Different levels of RBM

Country practice past and present

One of the first country examples I came across of a formal quarterly review process was in Cambodia in 2011. Concern Cambodia scheduled a number of weeks in January, April, July and October to visit the programme areas and partners and use specific partnership tools to assess progress to achieving programme results. The purpose of the visit was to:

- Verify that activities/outputs as described by the partners were happening in the field.
- Pinpoint activities that were not working or appropriate and adjust projects accordingly.
- Look for any indicators of outcomes / impact eg changes in poverty levels that were coming about as a result of the project, linked to the programme logical frameworks
- Check the quality of a partner's work including looking at their targeting, M&E systems and verifying data collection
- Find out about any new techniques or processes that would be useful to share within Concern or with other partners
- Promote collective learning and reflection within the team and partners

A three-member team including a Senior Manager (County Director or Programme Director), technical staff member and finance or procurement staff member conducted the visit. Programme and finance staff both reviewed the partner's work together so that both programming and systems aspects of the project were coordinated. It also meant that Concern staff made sure there was consistency in financial and programme report information. Partners did a presentation on both

programme and financial achievements of their operations that were funded by Concern.

This approach enabled the team to help to improve performance, identify any abnormalities in partners' systems earlier, develop a longer-term capacity building process, support with detailed knowledge by the Senior Management Team (SMT) on their programmes, build team spirit, make quick decisions on resource management and identify problems that may exist early. An example of this included improved targeting mechanisms to increase access to water filters and water jars, so that they could reach the (intended) most vulnerable.

This was a good example of results-based management, although this was not labelled as such by the management team. Consistent quarterly review processes do take place in other Concern country programmes, but the application of review, reflection and adjustment, which is then documented, is still rare to find on technical support visits. The Malawi programme is often referenced as a current good practical example and there is an article in this issue, which references this practice and the benefits seen by the team. Articles from Ethiopia and Lebanon outline how activity and output data from post distribution monitoring feed into making quick changes to planned distributions. An article from the Syria team demonstrates how it uses DDG in cash and vouchers distributions to monitor programme progress and make adjustments according to information collected. Rwanda's article outlines how performance contracts have helped households to achieve targets in its Graduation programme. The annual review experiences of Liberia and the Dublin office are also outlined, showing how RBM operates at different levels.

What lies ahead?

Based on the experiences of those that have implemented results-based management, it seems that it takes a number of years for it to be fully embedded within an organisation. It takes time to develop strategic plans, to monitor results data long enough to establish trends and judge performance vis-à-vis targets, and to develop new organisational decision-making and reporting processes in which performance data is used.

We have collected a huge amount of digital data over the past five years and efforts to support the analysis, access and visualisation of data in ways where decisions can be made quickly and easily will continue to receive increased support. Simply taking the time to reflect and review can still often be missed due to everyone's increasing workloads.

There is also a trend developing of adaptive management, where programme design and planning become more of an ongoing process, constantly reacting to emerging results and learning, as well as external changes and events. This approach could work alongside RBM and perhaps could be used in protracted crisis context and areas where traditionally it has been difficult to demonstrate/achieve longer-term results due to the changing context. However, the reality is that donors are often unwilling to allow too much flexibility in terms of making budget and results framework changes.

“ Ultimately, for results-based management to be successful, organisations need to develop and nurture a culture of results where enquiry, evidence and learning are valued as being essential to good management practice”

Whilst results-based management can be a helpful guide on the development journey, one must not remain prisoner to it to the point whereby the capacity to critically reflect and learn is compromised. Having a space, say on a quarterly basis, where staff and partners can meet, share and document their experience-based knowledge will ensure that results-based management is not implemented mechanically, leaving little scope for active learning to occur. Ultimately, for results-based management to be successful, organisations need to develop and nurture a culture of results where enquiry, evidence and learning are valued as being essential to good management practice...we still have some way to go.

Enabling the Results-Based Management process through quarterly programme reviews in Malawi

By: Mzondi Ziba

Background:

In Concern, Results-Based Management (RBM) is understood as a broad management strategy by which all actors, contributing directly or indirectly, achieve defined results and make any necessary changes to improve performance. Concern has committed to adopting an RBM approach in delivering on its strategic objective; to improve quality and impact of its programmes. RBM ensures that results are being routinely monitored and reflected on periodically, which can then lead to adjustments and realignment of results, activities and targets.

Concern Malawi's approach to RBM

Under the strategic plan (2014 – 2018), Concern in Malawi committed to being an organisation which delivers results, continuously learns from its programmes, and uses learning to influence policies, programmes, and people at all levels. Concern in Malawi is thus committed to RBM, using the organisational programme cycle management system (PCMS).

Under Strategic Goal 3 of the aforementioned strategic plan, Concern Malawi's programmes are intended to achieve the highest standards of quality, effectiveness, and accountability, through among other things, improving cross-

programme learning, and developing regular and systematic sharing of best practice, promising practice and results within the organisation. One of the key RBM methodologies being implemented to attain these objectives is the programme quarterly reviews.

Across Concern country programmes, routine data collection and annual review, RBM processes are common and not a new idea, but quarterly reviews are peculiar to a handful of countries, including Malawi. Quarterly reviews enable RBM processes mostly at output level, by providing a platform for programme outputs to be periodically assessed.

The process

Planning

In Malawi, quarterly reviews ideally happen within two weeks after the end of a quarter.

- Planning is led by the monitoring and evaluation (M&E) team, in consultation with the Programme Director (PD), Programme Coordinators (PCs) and District Programme Managers (DPMs). The timetable for quarterly visits is proposed at least one month before the start of the reviews.
- The Country Senior Management Team (SMT) is involved in the consultation process. The Project Managers are also consulted to agree the proposed dates.





Concern Officers interacting with government officials during a quarterly programme review field visit in Nambiro TDC, Phalombe Boma, July 2018.
Photo: Mervis Myirenda.

- A maximum of a three-person team from the Country Head Office (HO) attends the reviews in each programme district: ideally one each from the Country Management Team (CMT), programme technical person and finance or systems.
 - The DPM is responsible for preparing a district review timetable, including which villages are to be visited and what project activities will be seen.
 - One person from the HO team randomly selects which villages are to be visited. Usually, these are villages or sites not visited during the last round of quarterly reviews.
 - Before embarking on the field trip, both programme and finance team review key documents that relate to the projects that will be visited.
- financial reports, output performance vs targets), Day 2 includes field visits (community structures and beneficiaries), and Day 3 (1/2) is reserved for debriefing, action planning and planning the next quarter's activity plans.
- The focus is on activities for the past three months, eg January to March for quarter one.
 - Within 5 days after the activity, a report is compiled and shared with appropriate team members and filed in shared folders. The report compilation process is led by the District Programme Managers with support from the MEAL team.

Implementation

- The reviews cover 2.5 - 3 days; where Day 1 involves presentation of updates (plans, achievements, Monitoring, Evaluation, Accountability and Learning (MEAL) reports,

Tools

A number of tools have been developed to ensure that the process is properly coordinated and standardised, including;

- **A joint quarterly review Standard Operating Procedure**, which ensures consistency in the timing and method by which Concern's programme and finance staff conduct quarterly reviews.



- **A timetable for the quarterly reviews**, which is approved through email discussions between senior managers and guides the review process.
- **A village profile**, which contains information about the sites to be visited such as the villages, Village Development Committees (VDC), groups, trainings conducted.
- **A presentation template** that acts as a guide for the presentation formats.
- **A quarterly Review Reporting template**, a standardised reporting tool that is shared with district programme managers for report compilation.

Benefits and Lessons learnt

Over the years, the process has led to a number of programmatic and strategic adjustments. For example in Phalombe, one of Concern’s implementation districts in Malawi, the team developed an action plan for developing and sharing success stories every month after witnessing many positive changes in communities. According to Gift

Mwembe, the Livelihood and Resilience Monitoring and Evaluation Advisor, the process has brought heightened awareness of all programmes and projects across Concern Malawi. “Both the programme and finance team are claiming more awareness and have developed an appreciation for different projects in the districts”, he said. The process has also helped to enrich the induction process for new staff due to the variety of presentations and discussions. More importantly, the review also offers a platform to interact with partners and beneficiary communities.

Using the quarterly reviews as a method for conducting results-based management resulted in some changes being made to the programmes. Firstly, the reviews highlighted challenges beneficiaries of the Graduation programme were having with income-generating activities (IGAs). Originally, beneficiaries were encouraged to stick with the IGA that they were trained on in the programme, allowing no flexibility for the beneficiary to respond to market changes such as supply and demand. Following a quarterly review where this was highlighted, it was decided to change the advice given



Officers Interact with community volunteers during a quarterly review visit in Msisi Village, TA Kaduya, Phalombe district, July 2018. Photo: Mervis Nyirenda.



“For the foreseeable future, quarterly reviews will continue to form the backbone of the Malawi programme RBM process.”

so that beneficiaries were encouraged to follow the business skills learned in the programme and were free to change IGAs if the primary one was no longer looking promising.

Another change that was made to the programme following the issue being raised at a quarterly review was that of the ease of connecting to our toll-free complaints and response mechanism (CRM) line. During the quarterly review, it was noted that some communities were finding it difficult to connect to the toll-free line, especially at night. It was decided at the review meeting to change to a voicemail phone so that voice messages could be recorded and addressed the following day. It was also agreed that a toll-free texting line would be set up for the same reason.

Without the quarterly review process, it could have taken a year or longer for these issues to have been raised, and an even further delay in creating solutions which improve the quality of work and services for our beneficiaries.

Challenges and next steps

For the foreseeable future, quarterly reviews will continue to form the backbone of the Malawi programme RBM process. The activity will continue to be improved upon through more integration of staff from non-programme departments such as the finance and procurement teams.

As any RBM process, the programme reviews also come with their own challenges and issues. For example, competing priorities have led to some delays in implementing the reviews on time. This has been addressed by releasing dates for all quarterly reviews in advance for the year ahead, so that managers are able to plan around them. Another challenge has been the delays in compiling timely review reports, which has been addressed by appointing specific people to support DPMS with report compilation and providing a standard quarterly review reporting template to simplify documentation.



A household performance contract approach and its impact on the Graduation Programme's achievements in Rwanda

By: Gaspard Uwumukiza

Introduction

This article examines the contribution of the household performance contract tool in Concern's Graduation Programme as part of the overall results-based management (RBM) of the programme. The performance contract approach, termed '*imihigo*' in Kinyarwanda, is one of Rwanda's home-grown solutions that has been put in place to ensure citizen-centred development and accountability by government entities. In Rwanda, the administrative organisational structures are Province, District, Sector, Cell and Village. The performance contracts are mandatorily signed by all administration entities through these structures, from national to community level. This has been replicated all the way to the household level.

Traditionally in *imihigo*, people would proactively present their targets to their leader publicly, and present a timeline for which these targets would be achieved. After the agreed period, an evaluation is conducted. Currently in Rwanda, the *imihigo* carries great importance among citizens especially in planning, implementation and monitoring of government programmes for the development of the country. Concern in Rwanda realised the importance and relevance of the performance contract and decided to introduce this indigenous tool into its programmes.

Background

Since 2011 Concern Worldwide in Rwanda has been implementing a programme called "*Enhancing the Productive Capacity of Extremely Poor People*" known as the 'Graduation Programme' in two phases in different districts. The first phase reaching 3,200 households was carried out in five cohorts in Huye, Nyamagabe and Gisagara Districts from 2011 – 2016. The second phase is being carried out in three cohorts in Mugombwa, Muganza and Gishubi sectors in Gisagara District from 2017 – 2021 and will reach 2,200 households.

Concern has adapted the 'graduation model' to the Rwandan context by combining social protection and livelihood aspects. This includes cash transfers to meet basic needs; sensitisation and reinforcement of savings promotion activities for risk mitigation and potential investment in productive activities; asset transfer in the form of cash and skills development to facilitate the access to development of productive income generating activities (IGAs); and reinforcing community-based support mechanisms to enhance non-farm employment and enable access to financial services. The performance contract was designed and developed after various consultations with stakeholders at all levels.



Introducing the performance contract approach into the Graduation programme

Following from the success and wide acceptance of *imihigo* in Rwanda, it was decided to introduce a performance contract based on *imihigo* into Concern's Graduation programme. Each household draws up their own performance contract through which the head of household commits to reaching a number of detailed targets within a specific timeframe. The contract is signed by the head of household along with a designated programme staff and is witnessed by a local authority representative (Executive Secretary of the Cell). The performance contract is a tool used in the household planning process that helps beneficiaries to stay focused on achieving improved wellbeing. Each household is required to have a performance contract before they can receive any programme inputs.

Beneficiaries are supported by Community Development Animators (Concern staff case workers) to analyse their household situation and to identify the key issues that keep them in extreme poverty. Once these issues are known, the beneficiaries together with Concern staff draw up a list of suitable and appropriate solutions, which form the base of the performance contract. The planning is conducted annually and allows the programme participants to explore the different pathways to graduation out of extreme poverty by increasing resilience and sustainability over time. A well-designed performance contract serves as a roadmap specifying what beneficiaries should do on a daily basis to achieve their goals.

The performance contract also serves as a follow-up and evaluation tool. As one beneficiary in Gishubi sector reported "... when I remember that I committed and signed to buy land for doing agriculture

activities, rehabilitate my house, buy three goats and one pig and ensure my child will go to school, this creates a form of pressure. I have to do it seriously because one day the ones with whom I have signed (Cell Executive Secretary and Concern staff), will come to evaluate my achievements." During the closing ceremonies at the end of the programme, the best performers are awarded small gifts publically in order to further incentivise households to work to achieve the targets in their performance contracts.

The beneficiaries are well monitored and well supported by the Community Development Animators. The CDAs provide coaching and mentoring to households together with village management committees. They conduct joint home visits to programme participants at least twice a month and provide advice and training/ refresher training based on each performance contract and action plan. Once a quarter the village management committees and CDAs meet to analyse data from home visits and make recommendations in order to address the identified issues and challenges and missed targets. A procedure is also in place to deal with any suspected misuse of programme inputs. The committee may decide to suspend the beneficiary for a period of three to six months and during this period, the cash transfers from the programme are kept on their account with the SACCO (savings and credit cooperative) without the right to use them. After adopting corrective actions, the beneficiary will again be allowed to use the support provided. In this way, the performance contract is used as an effective management tool.

The table below shows some of key findings from surveys conducted for Graduation Programme Phase I:



#	Indicator and hypothesis	Baseline		+12 months		+36 months	
		Control	Treatment	Control	Treatment	Control	Treatment
1	Productive assets index (More households that participate in the Graduation Programme will register higher levels of productive assets than at baseline, in comparison to control group households)	3.10	2.43	3.27	4.59	2.82	4.48
2	Consumption assets index (More households that participate in the Graduation Programme will register higher levels of consumption assets than at baseline, in comparison to control group households)	4.45	3.44	3.71	6.87	4.77	7.98
3	Proportion of households who saved (More households that participate in the Graduation Programme will have <u>savings</u> than at baseline, in comparison to control group households)	9%	12%	8%	96%	8%	44%
4	Proportion of children school aged in schools (More households that participate in the Graduation Programme will send some or all of their primary school-age children to primary school than at baseline, in comparison to control group households)	64%	63%	75%	80%	81%	84%
5	Proportion of households with members who are malnourished (Fewer households that participate in the Graduation Programme will perceive that members of the household are malnourished than at baseline, in comparison to control group households)	42%	25%	31%	12%	8%	2%
6	Deprivation index (Households that participate in the Graduation Programme will register lower levels of deprivation than at baseline, in comparison to control group households)	2.26	1.94	2.51	6.96	3.75	5.89

(IDS quantitative report "Consolidated Analysis Cohort 1: Follow up 1, 18 Months after end of last cash transfer, February 2015).





Figure 1: Mukantwari Seraphine stands with her two children (Blaise and Steven) in front of an old house where they were hosted by a neighbour at the beginning of the programme in May 2017 (Photo by Gaspard Uwumukiza).



Figure 2: Seraphine standing in front of her house with her two children in March 2019. Constructing her own house was Seraphine's first target in her performance contract in the Graduation programme (Photo by Gaspard Uwumukiza).

4. Conclusion

Performance contracts based on *imihigo* have been successfully incorporated into the Graduation programme in Rwanda. The performance contracts serve as an effective tool to set targets and monitor

progress in this programme and as such, assist in the results-based management of the programme. The approach was subsequently adopted by Concern Malawi after a learning visit was undertaken in early 2017 and performance contracts are now embedded in their graduation programme.

Annual Programme Review and Accountability Learning Workshop (APRAL-W) – a participatory practice towards Results-Based Management in Concern Liberia

By: Fariduddin Barzgar

Introduction

In adherence to Concern's global commitment to apply Results-Based Management (RBM), Concern Liberia initiated a number of practices to insure RBM happens within the country programme. An Annual Programme Review and Accountability Learning Workshop (APRAL-W) is one of these practices. The overall objective of the participatory Annual Review and Accountability Learning Workshop is to determine and explore the programme participants' views on programme implementation, outcomes, success, gaps and recommendations for improving programme quality in future. Simultaneously, it seeks to capture programme participants' opinions on how accountable and transparent Concern has been in the last 12 months and how effective and accessible the Complaints Response Mechanism (CRM) has been for programme participants.

APRAL-W in practice

Concern has been present in Liberia since 1991, working specifically with poor communities in Grand Bassa, Lofa and Montserrado Counties. The Irish Aid funded programme 'Accelerating Nutrition, and Sustainable Agriculture and Resources Management' (ANSARM), is implemented in two counties, Grand Bassa and Rivercess.

In the longer term, the programme strives to achieve an improved and sustainable health and socio-economic status, through integrated interventions that focus on WASH, health, livelihoods and agriculture, with nutrition as a lens.

Concern Liberia also implements a project funded by Irish Aid in collaboration with the Liberia WASH Consortium 'Tapping into Liberia WASH Potential: Strengthening sustainability in schools and communities'. The country programme also has funds from the European Union (EU) to implement the 'Prosperous Agriculture Roadmap to Nutrition & Entrepreneurship, Reinforcing Sustainability (PARTNERS)' programme.

My experience shows that programme quality and RBM are inextricably linked together as stated in Concern's RBM guidance notes: 'Results based management can be defined as a broad management strategy aimed at achieving important changes in the way organisations operate to improve performance. RBM and the related Results-Based M&E builds on the log frame but places the emphasis on defining and measuring results rather than monitoring outputs'¹.

Monitoring and evaluating changes (outputs, outcomes and impacts) according to Concern's Programme Cycle

¹ Results Based Management in practice, PALU Guidance Note, March 2014



Management System (PCMS)² take place through the whole life of the programme cycle via different means. The RBM approach suggests annual surveys to track the progress of outcome indicators within current programmes. To support the quantitative annual surveys it was considered very important for Concern Liberia to collect qualitative data about the changes that were expected from a variety of stakeholders, especially the beneficiaries who had the opportunity to freely share their thoughts, feedback, opinion and recommendations. Moreover, Concern defines achieving impact as ‘Lasting changes in people’s lives as identified by them (including unexpected changes both positive and negative)’. Therefore, we believe the people’s views should be gathered and considered in the programme development process through participatory review of the programme with them.

The APRAL Process

The annual review process involves inviting representatives of target communities from each district to a one day workshop in a central location. To ensure the workshop is well managed and participants have the time and opportunity to contribute and offer their reflections the total number of participants for each workshop is set at a maximum of 50. From each target community two people are invited to the workshop (one male and one female). Concern sends the invitation letter to the communities and communities’ members decide in a group discussion, who is to represent them in the workshop. The local government authorities and sectoral departments in a district e.g. Agriculture Department, Environmental Health Department and any functioning INGOs

within the district are also invited. Where there are more than 25 communities in one district, the programme team decides to organize more than one workshop on different days to avoid overcrowding the workshops. The Programme Quality Unit (PQU) leads this process in collaboration with the implementing team.

Key discussion points of the APRAL-W:

- What went well and what did not go well this year about the programme?
- What are the most significant changes in your communities as a result of Concern’s programme?
- Who are mostly benefiting from the programme?
- What were the key challenges in the last 12 months of the programme?
- What are the key recommendations for next year planning?
- Measuring the overall satisfaction of participants about the programme

As Concern’s programmes are multi-sector and participants are also targeted under different groups e.g. Mother Groups (Nutrition), Community Saving and Loan Associations (CSLAs) and Farmer Associations (Livelihoods), Water Management Committees (WASH) and We Are One (Gender and Equality), the facilitators split the participants in to their relevant working groups. This allows everyone in the room to reflect their views on the support they have received, the timing and effectiveness of the services, relevance and appropriateness of the support, behaviour of staff and level of mutual interaction and finally how they are satisfied with whatever has been done.

The workshop is designed for 5-6 hours (9 am to 4 pm) based on the context, distance of communities and weather conditions. After the introduction sessions, participants start working in groups facilitated by one

². Concern Programme Quality Guide (https://concern2com.sharepoint.com/sites/PQ_Guide/)



of them and co-facilitated by a technical Concern staff and a Field Assistant to make sure the discussions are documented properly and members keep the discussion stick to the point. By the end of the day, groups come together and share their major discussion points to get further opinions from wider participants. The Complaint Response Mechanism (CRM) is always an integral part of all workshops, training sessions and meetings the team organize with beneficiaries. Within the workshop, it is also announced to the audience that if they have any issues to raise, they are welcome to meet a Concern staff in person, share their concerns with the group or make a formal complaint and seek for a response. The CRM phone numbers are hung on the wall so everyone has access to it in the case they need it. The workshop ends with a Happy Face Exercise to capture the satisfaction levels of participants in secret. Once the exercise is finished, the results are shared with the participants and if there is a high level of dissatisfaction, the facilitators ask for reasons behind this. The workshop ends with a group photo and good wishes for next year.

“ Experience shows that programme quality and RBM are inextricably linked together”

The input from each single workshop is collected, documented and compiled in an APRAL-W report for each workshop participant. Once all the workshops are done a consolidated report is produced. The findings from the reports feed into the Annual Country Programme Report, New Year plans, procurement planning, seasonal planning, programme Results Frameworks review and overall organizational continuous learning. The process has been particularly important for the Irish Aid programme where changes to annual activities and results framework targets have been made due to feedback received from target communities.



Digital Solutions for Results-Based Management in Syria

By: Colin Brennan

Digital Solutions for Results Based Management in Syria

The Concern Syria team use digital data gathering (DDG) devices widely for data collection, analysis and decisions making. The main system used for the collection of digital data is the iFormBuilder platform, where the Information Management and Monitoring and Evaluation (M&E) team oversee development of tools.

As planning for winter 2018/2019 commenced, it became evident that while the voucher platform on iFormBuilder was meeting current programme requirements, to evolve and take our voucher distributions to the next level would require a dedicated third party e-voucher platform. The programme team wanted to expand on food and agriculture voucher activities to include winter non-food items (NFIs) and vouchers for fuel. Both of which included very specific challenges for the iFormBuilder platform:

1) NFI Vouchers – These were be predominantly distributed to 9,608 households (55,913 individuals) who were also receiving food vouchers. Using the iFormBuilder platform, this would require a distribution whereby the team would distribute and activate two separate vouchers (food and NFI). As per the food voucher it would also mean that people using the NFI voucher had to select a single vendor to spend their voucher in and also had to spend it in one go. Ideally, however, Concern

wanted to distribute a single voucher with credit for two separate modalities included. The spending on this could be tracked by Concern and the voucher could be used multiple times with vendors specific to the modality of spend. This was not possible using the iFormBuilder platform and required a third party platform.

2) Vouchers for Fuel – Concern wanted to provide vouchers that could support 594 households (2,740 individuals) with one month's winter fuel support (5 litres per day for 30 days). Ideally, the programme team would distribute one voucher every month to each household and then participants could use that to purchase fuel, when required and for the quantity required. Unfortunately, this was not possible, as the lack of flexibility with the iFormBuilder voucher meant that only one transaction is allowed on each voucher. This would mean that the programme participants would have to purchase 150 litres of fuel in one transaction, which in camp settings is clearly not possible.

In the end, the team were required to distribute 30 fuel vouchers per family at 5 litres per voucher. While this worked well, it was more time consuming for the programme team who had to prepare 30 vouchers for each household and for the IM team who had to track the spending of each voucher.

By the end of planning, it was decided that despite the limited functionality of the iFormBuilder platform, there was not enough time to procure and test a new system during a period where the team was required to distribute an unusually high caseload of vouchers. This meant that the team had to find solutions using the current system, while planning for the future procurement of a new system with the required functionality.

Real time data collection using the iFormBuilder platform

The Information Management and M&E teams helped to both create the digital tools and develop corresponding dashboards to visualize the data collected. Several dashboards showing routine data collection including NFI and fuel voucher distributions and project baseline/endline data have been developed for managers and their teams to use in ongoing meetings and to review project progress. This data enables management to make decisions on project activities' timelines and relevance and make adjustments accordingly.

Future improvements

While the team decided to maintain its current platform for Winter 2018/2019, after a review of what additional data collection and system functionality was needed the decision was taken to commence the procurement of a new third party e-voucher platform in 2019.

At time of writing, the tender process for procuring a new platform is underway but Concern is still using iFormBuilder for its voucher activities in Syria. iFormBuilder vouchers have been used for food, agriculture, NFI's, fuel, and summer clothing on our education and child-friendly spaces

(CFS) projects. The tender dossier was drafted based on the learnings ascertained from almost three years of voucher programming using iFormBuilder and from an e-voucher pilot that was carried out in October 2018 using block chain technology.

Some of the programming requirements for the new platform include:

- Purchasing summary for each participant displaying all forms of assistance provided i.e. food voucher or NFI voucher and each item purchased displayed with corresponding value.
- Online software to record the beneficiary expenditure for all e-voucher cards used during the project period.
- A sales report is generated by each vendor's individual point of sale (POS) machine to show how much was spent for that particular month.
- Ability for Concern to control the upload of value onto voucher
- Ability to handle multiple projects, funds and assets during different periods and across numerous vendors
- E-voucher cards shall have multiple fund entry features (i.e. funds can be loaded more than once and designated exclusively for different purposes e.g. food, hygiene kits)
- The platform must be able to function offline with only occasional internet access

Using DDG and RBM to improve shelter for Syrian refugees in Akkar, Lebanon

By: Obayda Hamdach

Introduction

Concern Worldwide is working to support Syrian refugees in Lebanon across a range of humanitarian needs. This includes distributing shelter kits to refugees living in informal camps to ensure their tents are waterproofed and resistant to cold and wet winter weather. In 2018, Concern led a joint initiative with partner NGOs to monitor the impact of the support provided to make tents warmer and more resistant to harsh winter conditions (called ‘winterization’ efforts) with digital data gathering (DDG) and used the results to adapt its programme approach and to advocate to donors. This article will discuss how this initiative transpired.

Developing the Post-Distribution Monitoring of Shelter distribution

Concern began working in northern Lebanon in 2013 as a result of the massive influx of refugees into the country from Syria. To ensure that Syrian refugees can live in adequate conditions and with dignity, Concern delivers winterization campaigns annually in the informal camps in which 17% of the refugees in Lebanon live. In emergency or disaster response situations and as winter approaches, winterization activities include the distribution of kits used to improve the condition of tents or shelters. In Lebanon winterization includes three different kits: Light Repair Kit (LRK), Medium Repair Kit (MRK) and Heavy Repair Kit/ New Arrival Kit (NAK) distributed depending on need and eligibility criteria. The composition of the kits is shown in Table 1.

Kit Type	Items					
	Tarpaulin	Timber (3 sizes)	Plywood (4mm)	Plywood (8mm)	Small Toolbox	Large Toolbox
Light Repair Kit (LRK)	3	-	-	-	-	-
Medium Repair Kit (MRK)	3	10	4	-	1	-
Heavy Repair Kit / New Arrival Kit (NAK)	5	39	10	1	-	1

Table 1: Composition of the winterization kits provided to refugees to make their shelters more resistant to harsh winter weather



Lebanon's shelter actors deliver kits in a uniform manner and with standard procedures guided by the Shelter Working Group and its lead agency, the United Nations High Commission for Refugees (UNHCR). Concern and other NGOs delivered winterization kits to refugees in informal settlements in the autumn of 2017, and again in 2018 ahead of the winter weather.

To measure the impact of the winterization campaign, the implementing partners (Concern Worldwide, Solidarités International – SI, Première Urgence – PU AMI and Danish Refugee Council – DRC) conducted joint Post-Distribution Monitoring (PDM) exercises in March 2018 and May 2019. The PDM centred on key questions the partners shared. These related to the efficiency of distribution, the improvement that the kits had had on the shelters themselves, the ease of installation, satisfaction with quality and quantity of materials distributed, and beneficiaries' preference for modality of assistance. This exercise provided valuable data and learning, feeding into future shelter project design and implementation.

The PDM exercise used a standardized questionnaire survey administered to randomly selected beneficiaries of the weatherproofing assistance. The survey was conducted using a 95% confidence level and 8% margin of error.

Findings and learning from the Post-Distribution Monitoring

The PDM sought to understand to what extent winterization kits had contributed to the desired outcome of improved and adequate shelters for Syrian refugees in informal settlements and to highlight any changes that were necessary for success. Key results demonstrated the success of the winterization campaign and satisfaction from

beneficiaries. For example, 76% said that the kit provided had improved privacy inside the shelter, whilst 84% said that the provided kit had improved their living conditions. The PDM found improved conditions of the material forming the roof, external walls and internal walls across all types of kit. For example for MRK recipients, the percentage of shelters with adequate condition of the roof increased from 2% to 79%.

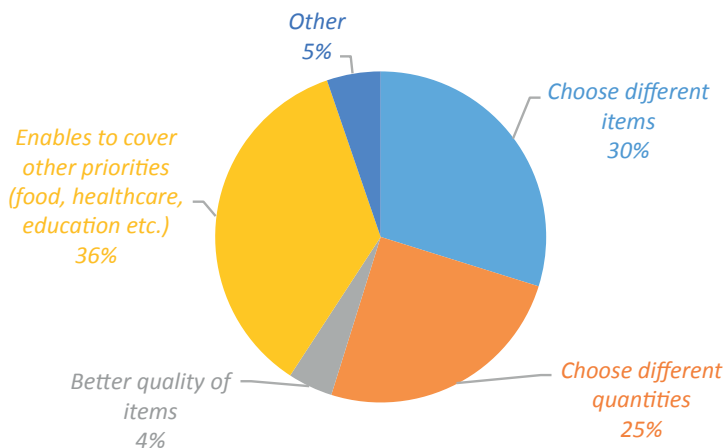
In terms of receiving support either in-kind or in cash, 67% of respondents said that they would not prefer to receive shelter assistance in a form other than in-kind. However, among those who did, cash was the preferred modality. When asked why cash would be preferred, 36% stated cash would allow them to cover other priorities, 30% would have chosen different items and 25% different quantities.

Beneficiary preference was not the only reason for continuing to provide the distributions in-kind rather than as cash. The heavy and bulky nature of shelter items, the limited availability of quality shelter items such as tarpaulins on the local market and movement restrictions on Syrians (especially men) were other reasons why in-kind distributions were chosen. However, the findings of this PDM supported this choice of modality and indicated that this modality of assistance remains effective and preferred.

Feedback on the quantity and quality of the distributed items was also gathered in the PDM. Thirty-seven percent of respondents stated that they had bought additional materials. Only 30% of LRK recipients were satisfied with the quantity of items, overall 55% of respondents wanted more timber, 28% wanted more plastic sheets and 15% wanted more plywood. Plastic sheeting was the item with the lowest satisfaction in terms of quality with 17% of respondents dissatisfied with its quality.



In case you prefer to receive cash, why?



In terms of how the distribution was managed and delivered, 97% said that the distribution was well organised; and 93% said that the materials were received when most needed.

The PDM showed that in general beneficiaries were happy with the timing of the distributions, the way they were informed about them, and the contents of the kits. However, the quality of some of the items such as plastic sheets could potentially be improved and respondents also requested more of the items that they did receive.

Discussion and Conclusion

Through this PDM experience we have seen our Results-Based Management in action. Based on the lessons learned from the PDM, it was decided to continue to deliver the same strategy of implementation in terms of distribution, timing and the means of communicating about the intervention to

the beneficiaries. However, although the quantity of items distributed in 2018 was higher than in 2017, a higher number of beneficiaries (73%) in 2018 as opposed to 2017 (63%) reported being dissatisfied with the quantity of the materials provided.

A results-based review was carried out following the PDM to review all of the results achieved, produce learning materials and prepare a plan of action of changes required. This review was carried out with UNHCR who were the ultimate decision-maker in changes to this programme.

Finally, as the PDMs were jointly designed, carried out and analysed with partner organisations, this exercise led to better inter-agency coordination and advocacy. The PDM findings allowed the partners to advocate as a group to the Sector Lead and represent a stronger voice with evidence from the field. This included advocating to the Sector Lead for improved quality of shelter materials and composition of the shelter kits.



Post Distribution Monitoring Experience of Concern Worldwide in Tigray, Ethiopia

By: Mulugeta Terfa

Introduction

The ECHO Emergency Nutrition, WASH, NFIs & Food Security Support to Crisis Affected Populations in Tigray programme objectives include contributing to the reduction of mortality, morbidity and suffering associated with the severe drought and floods affecting the target populations of Tigray Region. The water, sanitation and hygiene (WASH) component of this project aims to improve access to safe drinking water and increase awareness on appropriate hygiene practices. The project has been providing hygiene promotion messaging at community level and provided target households with non-food items (NFIs) such as soap (laundry/body), jerry cans and Aquatabs (water disinfection tablets). In addition, the project has been rehabilitating or constructing rainwater harvesting systems and pipelines at health facilities. These activities have been implemented in six targeted *woredas*¹ - *Tanqua Abergele, Doga Temben, Erob, Endemehoni, Embalaje and Kola Tembien* in Tigray Region by Concern and *Wore Lehe* by Goal Ethiopia.

Routine monitoring through Post Distribution Monitoring tools

The Program Quality Unit has undertaken a number of Post Distribution Monitoring (PDM) Surveys for those households who received WASH (NFI) materials.

The objectives of the Post Distribution Monitoring Surveys are:

- To track the satisfaction of the process of selection of beneficiaries, distribution procedures, safety, and accountability and use of materials provided to them
- To strengthen more accountability of the projects for beneficiaries
- To improve future programming based on the findings of the survey

The target groups of the survey were infants and children (through their caregivers), pregnant and lactating women, people living in areas of water shortage, elderly and disabled people.

The post distribution monitoring survey tools were developed from Concern's standard indicators (available from the PQ Guide). The tool has four components:

- Selection of beneficiaries
- Organisation of distribution
- Safety and accountability
- Utilisation of provided items

The data collection process is outlined below;

- Preparation for the training for digital data gathering (DDG) device management and data collection
- Compiling the beneficiary data of households by *woreda*, beneficiary category and by sex
- Supporting the field staff to recruit enumerators

¹ Third-level administrative divisions of Ethiopia



- Selecting the sampled households in collaboration with the field staff
- Conducting orientation / training for enumerators who will be involved in data collection on use of DDG device and PDM questionnaire
- Piloting DDG on some households before the actual data collection and reflect on the pitfalls during the pilot
- Undertaking the actual data collection for both survey questionnaire and other data collection tools
- Supervising the data collection

process was fair. Of those interviewed 82.9% households in PDMS2 compared to 63.0% in PDMS 1 said that all deserving targets had been included.

- Based on PDMS 1 changes were implemented such as informing beneficiaries why they were selected and the selection criteria, ensuring that all deserving households have been included based on the set criteria, ensuring high involvement of community on determining who should be in the final list of beneficiaries. This contributed to the improved results seen.

Successes and Key challenges

Key Successes

Two surveys were carried out in the same areas to see the changes in the four thematic areas of PDM such as selection of beneficiaries, organisation of distribution, safety and accountability and utilisation of provided items. It was crucial that we identified the gaps in a timely manner and that all the feedback was reflected. Based on the findings of the first survey, discussions followed mainly on areas in which we could improve for the second survey, which included awareness raising activities. As a result, positive improvements were implemented and observed in the second distribution as per the findings of the follow up PDM survey. The following is the summary of findings with changes observed in Post Distribution Monitoring survey 1 and 2.

Selection of beneficiaries:

- With respect to selection of the beneficiaries, the majority of beneficiaries (79.7% as compared to 61.2% in Post Distribution Monitoring Survey 1) said that they understand why they were selected to benefit from the programme. Overall 91.4% as compared to 79% in PDMS 1 of the targets responded that the selection

Organisation of the distribution

- The first PDMS findings showed that there were challenges related to the distribution of items that included targeting issues, late notification on the days of distribution, tight distribution schedules, long distance between distribution site and some households, delays in distribution after reaching distribution sites and inadequate education on the proper use of materials. Thus, based on findings additional activities were implemented to address these for the second distribution. As a result, the satisfaction of the beneficiaries on the distribution process increased to 97.9% in PDMS2 compared to 88.7% in PDMS 1.

Safety and Accountability

- The finding from the survey on safety and accountability shows that 96.8% compared to 88.5% in PDM1 had no safety concerns at all in travelling to distribution point or travelling after a distribution. Overall, the findings of the survey showed that 99.2% of the households in PDMS2 compared to 93.4% in PDMS1 knew how to make complaint or communicate the problem related to this program to the relevant people.



- This was made possible because distribution sites were changed to be located nearer to communities and education was given to beneficiaries on safety and accountability.

Use of Materials

- Overall findings on the satisfaction of the beneficiaries with usefulness, quality and quantity of items distributed shows that 73.9% in PDMS2 compared to 39.0% in PDMS1 said they were satisfied with the items.
- The improvements seen in the use and utilisation of materials was due to improvements in procurement procedures once issues had been identified in PDMS1, increasing the entitlements of materials based on the communities needs as well as additional education provided to the beneficiaries on the use of materials.

Using results from PDMs to inform programme improvements

Beneficiary Selection

- It is necessary to ensure that beneficiaries know why they were selected and why others were not selected with clear criteria for selection of the beneficiaries to avoid confusion and create transparency and trust among all.
- A separate selection committee at community level that is composed of community members is necessary in each area with their roles, responsibilities and selection criteria clearly outlined so that they can do fair and inclusive beneficiary selection.

Organisation of the distribution

- Informing the days of distribution to beneficiaries beforehand ensures that they can get prepared and that there will be no clash with the daily routine/ schedule of the beneficiaries

- To reduce the waiting time at the distribution site a well-organised arrangement is needed by the staff on the site.

Safety and Accountability

- Awareness raising activities should be carried out with the community on what the Complaints Response Mechanism is before distribution.
- Distribution site location is critical and efforts should be made to locate them near to community as much as possible to reduce safety concerns of the targets as well as to save their time, money and energy in walking or transporting to and from the distribution sites.

Use of Materials

- Purchasing high quality materials ensures more satisfaction among the beneficiaries and reduces complaints.
- Comprehensive awareness raising activities to the beneficiaries on the use of materials provided to them ensures proper utilisation of the materials provided to them.

Concluding thoughts

The PDM has brought changes in Concern's distribution practice in four areas of distribution, which include the beneficiary's selection, distribution organisation, safety and accountability as well as use of materials. Data collected through the PDM process including the complaints received directly contributed to making changes, which were then further monitored. As a result, improvements were seen, demonstrating the value of continuous self-evaluation through feedback mechanisms. Feedback and reflection are strong teaching tools that provide critical opportunities to look back and to self-evaluate one's project in a truly objective way.



Results-Based Management and Country Annual Reporting

By: Chris Pain

Every year country teams produce their Annual Programme Progress Reports (APPR), outlining their key achievements and challenges in the year past. Initially produced as part of the reporting for the Irish Aid programme, these have grown to become much broader records of the direction the country programme is taking, including reporting against the goals established in Country Strategic Plans and the implementation status of all programmes. In effect, this has resulted in the APPRs becoming high quality documents of record, keeping track of everything that is done and achieved in the preceding year. However, the production of the report – an important step in terms of Results Based Management in each country – is just the start of a wider organisational process.

Once submitted, the reports are reviewed by the regional desk and a number of advisers in the SAL directorate. The intention here is not to ‘correct’ the reports, but to identify areas for further discussion with the country team and potential support needs for the year ahead, as well as themes that emerge across the reports. The next step in this process is a discussion between the senior management team in Country (mainly the Country Director and Programme Director), the Regional Director and Desk Officer and two from the SAL directorate. In this meeting, potential adviser support visits to countries are identified as well as detailed discussions on issues of organisational importance; in the meeting minutes, areas for attention are identified alongside steps to address these.

Once this process is complete, it is possible to identify themes that emerge across a number of countries – a very positive one coming out in the 2018 reports was the strong attention that issues of equality were receiving both internally and in our programmes. Areas identified that required some course correction and better guidance were:

1. Strengthening further the links between our development and emergency interventions and the need to clarify the ‘nexus’ for ourselves.
2. Revising the Contextual Analysis Guidelines to make sure they are addressing key issues of vulnerability and are appropriate for all areas where we undertake longer-term work.
3. Paying greater attention to nutrition outcomes in our work, while addressing some of the underlying causes of malnutrition.
4. Making better use of the large amounts of data we collect for decision-making.
5. Having a greater focus on issues of sustainability in programme design, including building in exit strategies.
6. Identifying (and from there, addressing) issues of unintended and unexpected impacts in our programmes and in our reports.

These themes form a major part of the Annual Report that is submitted to Concern's Board, who expect us to provide progress updates on them.

An example of the type of action the discussions can prompt is the development of a tool to help country teams to monitor the unintended consequences of programmes. One of the first steps was to clarify what we are looking for (*any effect, result or outcome of Concern's actions or presence, positive or negative, that was not deliberate*). This was necessary as there seemed to be some confusion in the reporting with unexpected developments or changes in context, which happen outside our control. After that, a small group of advisers developed a series of quantitative and qualitative tools (including a short module that is available for integration in any survey conducted using the DDGs) to help capture unintended consequences. Once this data is captured it then needs to be analysed and used to inform further action, including follow-up using the qualitative tools and a system for reporting on these. Guidance has also been developed on how to report these Unintended Consequences.

“ Results-Based Management can be used at all levels of programming in Concern”

The quantitative tool will be piloted in Afghanistan and Bangladesh over the coming months, and from there will be rolled out to country teams.

In this way, the monitoring of results through the APPRs is being used to inform decision-making in programmes at a top level, showing that Results-Based Management can be used at all levels of programming in Concern.

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All staff involved in designing, implementing, managing, monitoring, evaluating and communicating Concern's work. This publication should also be shared with partners.

What this publication includes

- Promising practice
- Organisational learning
- Promotion of multi-sectoral and integrated approaches to programming
- Links to full reports

What it doesn't include

- Targeted recommendations
- Additional evidence not included in the papers cited
- Detailed descriptions of interventions or their implementation

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KNOWLEDGE MATTERS

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