

# Productive and healthy oceans Fish for food security

Planning for results

Inger K. Stoll, Nairobi November 2014



# Managing for results

«All that counts is goals»



**MBO ZOPP RBM MfR LFA**

A management strategy focusing on the achievement of results (outputs, outcomes, impact).

Used by governments, civil society, business and UN.

La gestion axée sur les résultats

# Workshop – Planning for Results

IMPACT	Project is approved for funding by donor, and can start implementation
OUTCOME	Project document is ready
OUTPUT	Project logical framework is developed
ACTIVITY	Discuss and agree on project elements
INPUTS	Your experience, knowledge Results of workshop in July <b>YOUR MIND, PUNCH, PRECISION</b>

# Managing for Results





# MfR: Approach and concepts

Quality at entry – design

## **Analysis**

Present situation, challenges, stakeholders

Issues and problems to be solved

Desired future situation

**Project design** 

# The objectives hierarchy (Results chain)



## **Impact** (development objective)

The long term, desired situation for the beneficiaries ,towards which the project contributes.

(Project justification)

*Example:*

*Exploitation of fish resources in Lake Kariba by artisanal fishermen is at maximum sustainable yield.*

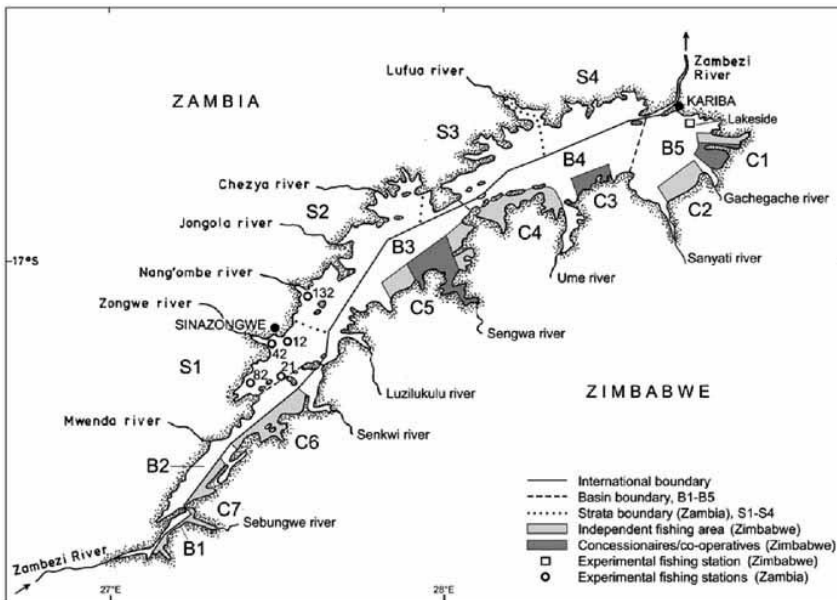
# The objectives hierarchy...

**A management strategy in place**

**Outcome (immediate objective)**

The short or medium term effect of the project for the immediate beneficiaries.

(Project purpose)

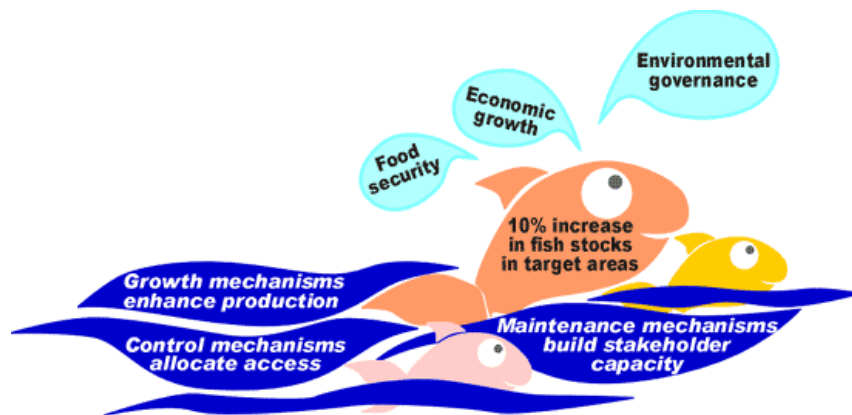


*Example:*

*Strategy for development and sustainable management of inshore stocks is in operation.*

# The objectives hierarchy...

**Model developed and tested**



**Outputs (deliverables)**

The deliverables that the project should be able to guarantee. Their combined effect should be sufficient to achieve the outcome.

*Examples:*

*Model for exploitation of inshore fish stocks is developed .*

*Socio-economic studies are carried out and implications are incorporated into management plan.*



# The objectives hierarchy...

Carry out socio-economic studies

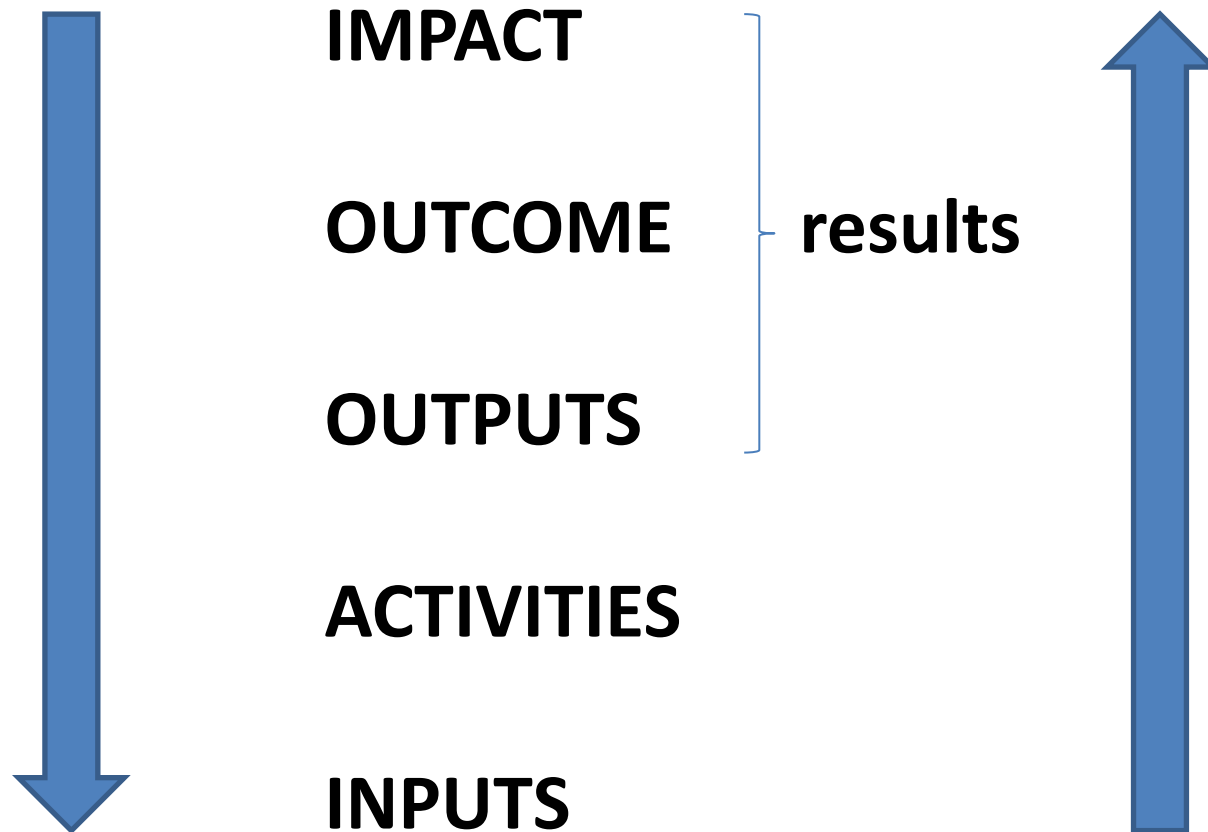


**Activities** = processes

Activities relate to outputs.

**Inputs** = funds, personnel, Infrastructure, goods

# Objectives hierarchy Intervention logic



# Indicators

## What do you want to measure?

- Kg/tonnes/Ha/
- Number of laws passed by parliament
- Number of regulations passed by government
- Capacity of organisation improved: Number of laws recommended by the organisation.

## Indicator

A unit of measurement to reflect change or to assess performance.

*Example:*

***Outcome:*** Access to fisheries by local fishermen has increased by 20% from 2015 to 2019.

***Indicator:*** Number of national fishermen registered by Fisheries Dep.

# Baseline and target

## What is measured how?

PART IV PLANNING FOR RESULTS MEASUREMENT

eea grants norway grants

Result based management



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## Baseline

To measure change we need to know the 0 situation (baseline) prior to a development intervention.

*Example: There are 102 national fishermen (Zambian) in Lake Kariba*

## Target

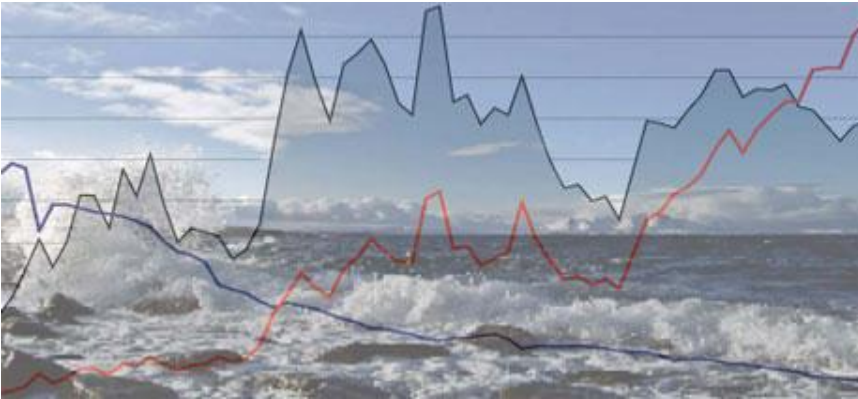
We also want to define the desired, future situation (the target).

*Example: 130 national fishermen in Lake Kariba by 2019.*

# Means of Verification

## MoV

- Source of information.
- Method and frequency of reporting by whom.
- *Example:*
  - *Annual Statistics by Fisheries Department in Zambia and Zimbabwe.*
  - *Project management reports annually.*





## **THE LOGICAL FRAMEWORK**

<b>THE LOGICAL FRAMEWORK</b>			
<b>IMPACT</b>	<b>INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>SUSTAINABILITY</b>
<b>OUTCOME</b>	<b>INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS AND RISKS</b>
<b>OUTPUTS</b>	<b>INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS AND RISKS</b>
<b>ACTIVITIES</b>			<b>ASSUMPTIONS AND RISKS</b>
<b>INPUTS</b>	<b>BUDGET</b>		<b>ASSUMPTIONS AND RISKS</b>

Project design – group work

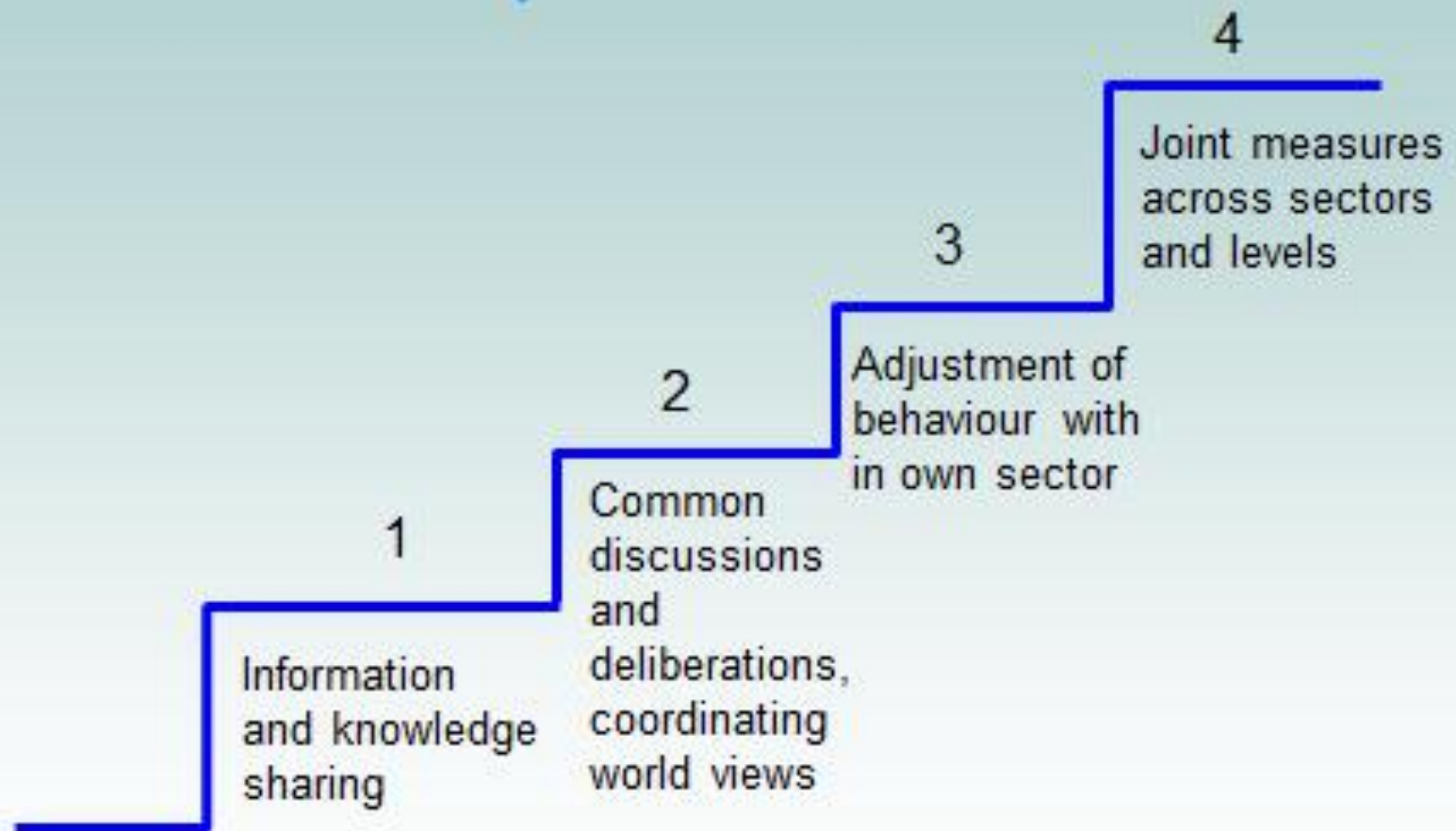
Productive and healthy oceans  
Fish for food security



# **Group work – impact (the long term, development objective)**

- Review and refine the Project Impact.
- Define Indicators that specify desired Impact.
- Define the Means of Verification (data sources and method for verifying baseline data and changes).

## The ladder of cooperation:



# **Group work – outcome (the short term, immediate objective)**

- Review and refine the Project Outcome.
- Define Indicators that specify planned Outcome.
- Define the Means of Verification (data sources and method for verifying baseline data and changes).



# Group work – outputs (deliverables)

- Review and refine the necessary and sufficient outputs with indicative time line (milestones)

# Group work - inputs

- Prepare an overview of necessary inputs:
  - Budget
  - Personnel at various levels and sectors
  - Goods, infrastructure
  - Training

# Assumptions and Risks

## Assumptions

Assumptions are conditions or events that need to be in place in order for the project to succeed.

*Example:*

*For the coordination of the management of ocean activities to succeed, there must be political will.*

## Risks

Risks are conditions or events that may occur, and whose occurrence, if they do take place, have a harmful or negative effect.

*Example:*

*There is no political willingness in countries X to coordinate the management of ocean activities.*

# Risks

## Likelihood and consequence



## Risks

1. Risks are conditions or events that may occur, and whose occurrence, if they do take place, have a harmful or negative effect.
2. Risks are related to results and should be analysed against the results framework of a project.

# Risk Analysis

<b>Probability</b>	High		High risk Killer assumption	
	Medium			
	Low		"Black Swan"	
		Low	Medium	High
		<b>Consequence</b>		



# Group work - risks

- Define the major risks that outputs do not lead to the achievement of the outcome (output to outcome assessment)
- Analyse the risks in terms of likelihood and consequence (low-medium-high)
- Suggest mitigating actions

## THE LOGICAL FRAMEWORK

<b>IMPACT</b>	<b>INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>SUSTAINABILITY</b>
<b>OUTCOME</b>	<b>INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS AND RISKS</b>
<b>OUTPUTS</b>	<b>INDICATORS and MILESTONES</b>	<b>MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS AND RISKS</b>
<b>ACTIVITIES</b>			<b>ASSUMPTIONS AND RISKS</b>
<b>INPUTS</b>	<b>BUDGET</b>		<b>ASSUMPTIONS AND RISKS</b>

The diagram shows a table with five rows and four columns. The columns are labeled: IMPACT, INDICATORS, MEANS OF VERIFICATION, and SUSTAINABILITY. The rows are labeled: IMPACT, OUTCOME, OUTPUTS, ACTIVITIES, and INPUTS. The content of each cell is as follows:

- IMPACT: INDICATORS, MEANS OF VERIFICATION, SUSTAINABILITY
- OUTCOME: INDICATORS, MEANS OF VERIFICATION, ASSUMPTIONS AND RISKS
- OUTPUTS: INDICATORS and MILESTONES, MEANS OF VERIFICATION, ASSUMPTIONS AND RISKS
- ACTIVITIES: (empty), (empty), (empty), ASSUMPTIONS AND RISKS
- INPUTS: BUDGET, (empty), (empty), ASSUMPTIONS AND RISKS

Two blue arrows are present in the diagram:

- A diagonal arrow pointing from the bottom-right of the 'ASSUMPTIONS AND RISKS' cell in the 'OUTPUTS' row to the top-right of the 'MEANS OF VERIFICATION' cell in the 'OUTCOME' row.
- A horizontal arrow pointing from the bottom-right of the 'MEANS OF VERIFICATION' cell in the 'OUTPUTS' row to the right edge of the 'ASSUMPTIONS AND RISKS' cell in the 'OUTPUTS' row.

# Some risk categories (checklist)

- Policy, politics
- Institutional, organisational and human rights factors
- Financial and economic factors, incl. corruption
- Environmental and climate factors
- Socio-economic aspects, incl. i.a. gender, diseases
- Technical factors

