

Results Based Progress Review (RBPR) Toolkit

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RBPR is a concept which can be used as an approach, tool, template, or a technique etc. when organizations and projects want to review results of development interventions. This provides a simple yet powerful guide for results based programme / project progress review process. RBPR is a living concept and therefore the author invites programme and project stakeholders to make use adopt and customize this concept with required flexibility without harming to its main focus of results-based progress.

Sametime, it is requested to acknowledge the original innovation as a basis for your contribution for the PBPR. RBR concept / approach / tool can be used for government, non-governmental organizations, private sector to review the progress at any level from the community to the parliament. The diagram below demonstrates the scope, construct, variables, and dimensions of the RBPR concept.

Monitoring to be done as a day today function of a project and review to be done monthly or quarterly while evaluations to be done as mid-term, final, ex-post etc. at specific time dimensions of the project cycle. Though monitoring and evaluation have received required attention and the focus, review has not been given the required attention and the focus to develop concepts, tools, and practical guides.

As a start RBPR Toolkit is innovated as a live tool for real-time results-based progress review. RBPR process to be addressed financial, human resources, operations & administrative, and conceptual constructs, and variables. The table below visualize PBPR model with potential methods, approaches and tools can be used.

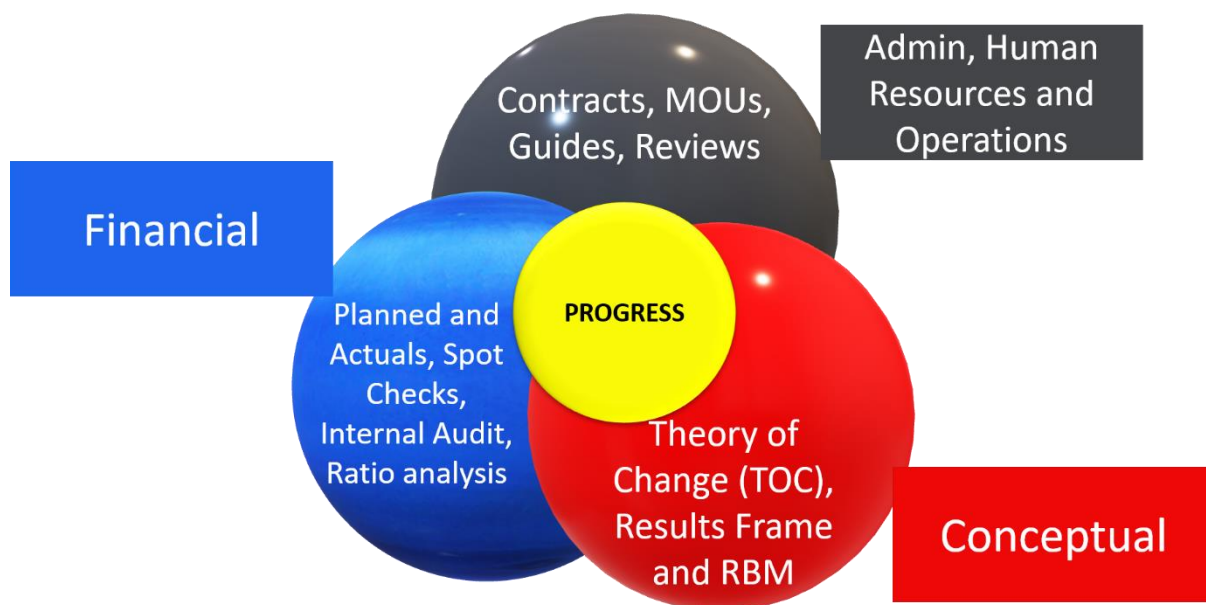


Figure 1: Results based progress review model
(Reference: Pathirathna, 2020)

https://consultant.lk/wp-content/uploads/2020/08/samantha_pathirathna_results_based_progress_review_model_2020.pdf

Inter-relations, inter-connection and inter-dependencies of finance, operations & administration and conceptual constructs are more important to produce better results and to generate better impact to attain expected social change.

RBP Review Guide

Results based MEAL Matrix			
Criteria	Conceptual	Administrative, HR and Operational	Financial
Available Tools	<ul style="list-style-type: none"> • TOC • LFM • RBM • Qualitative and quantitative data collection and analysis • M&E Plan 	<ul style="list-style-type: none"> • Contracts • Agreements • MOUs • Operational manuals • Reports and readings • Social media and networks • Checklists 	<ul style="list-style-type: none"> • Planed VS actual budget controls • Spot checks • Internal Audit • Accounting system • Financial ratio analysis • Finance manual
Technological platforms	<ul style="list-style-type: none"> • Changeroo / MIRO / Kinaki, Google Jamboard, other interactive virtual boards 	<ul style="list-style-type: none"> • Excel, Asana and Stack, Post it, 24 Bitrix, Google Docs 	<ul style="list-style-type: none"> • Excel, Google sheets, Harvest, WAVE, XERO, Quick book
Frequency	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Weekly / monthly 	<ul style="list-style-type: none"> • Monthly
Responsibility	<ul style="list-style-type: none"> • PM and the MEAL Expert 	<ul style="list-style-type: none"> • PM and Subject Experts 	<ul style="list-style-type: none"> • PM and Finance Team
Data Collection	<ul style="list-style-type: none"> • Indicator Analysis data 	<ul style="list-style-type: none"> • Compliance data • Time records 	<ul style="list-style-type: none"> • Income and expenses data
Control	<ul style="list-style-type: none"> • Low internal controlling 	<ul style="list-style-type: none"> • Moderate internal controlling 	<ul style="list-style-type: none"> • High internal controlling

Using RBPR process, results-based monitoring, evaluation, accountability, and learning (RB-MEAL) plan is to promote integrated, inclusive, and participatory reviews rather than top to bottom stakeholder and beneficiary controls. Communities and stakeholders will be empowered and accountable to generate impact through outcomes and outputs of programme / project intervention. Including and sharing the success story with a comprehensive TOC is vital in this regard.

Based on the status of the progress of each construct, organizations will be able to take informed decisions.

Progress status of Constructs of RBPR Model				Overall Progress	Recommended Action
Option	Conceptual	Admin/HR /Operational	Finance		
1	High	High	High	In track	<ul style="list-style-type: none"> Review indicators and targets set and re-validate High risk to maintain the progress in the future
2	Low	High	High	High Risk	<ul style="list-style-type: none"> Required top level reviews and involvements to check TOC of the project Conceptual capacity building is required at all levels Relevance of the TOC
3	High	Low	High	Moderate Risk	<ul style="list-style-type: none"> Management audit Managerial capacity building Team building Efficiency, effectiveness, and coherence checks
4	High	High	Low	Moderate Risk	<ul style="list-style-type: none"> Internal Audit Spot checks Top management involvement is required Efficiency, effectiveness, and coherence checks
5	Moderate	Moderate	Moderate	Moderate Risk	<ul style="list-style-type: none"> Management reviews Staff capacity building Productivity training Efficiency, effectiveness, relevance, and coherence check
6	Low	Low	Low	Not a Suitable project	<ul style="list-style-type: none"> Wrong purpose Wrong team Immediate top management involvement Project design quality checking
7	Low	Moderate	Moderate	High Risk	<ul style="list-style-type: none"> Operational and finance productivity training and controls TOC relevance checks Top management involvement is essential
8	High	Low	Low		<ul style="list-style-type: none"> Project design to be re-checked Efficiency, effectiveness, and coherence checks
9	Low	Moderate	High	High Risk	<ul style="list-style-type: none"> Conceptual capacity building and productivity improvement Relevance, efficiency, coherence, and sustainability checks

Special notes and Future developments for the RBPR Toolkit

- In line with the overall progress of the project, project teams must initiate internal discussions in order to identify required changes in conceptual clarity and focus, admin/HR and operations improvements and better financial management and controls.

- At the beginning of the project, the focus for Admin/HR and operations will be high. Therefore, weighted average scoring system to be introduced when review overall progress. With the commencement of the project focus for finance will be high. Focus and the attention for conceptual clarity of the project is to be maintained equally higher level from the beginning to end in order to produce all levels of results (output, outcome, and impact).