RESULTS-BASED MANAGEMENT

Master in International Development MID SEP-2024 S-1
Area Sustainable Development
Number of sessions: 22
Term: Term 1
Category: regular
Language: English

Professor: **BORJA SANTOS PORRAS**

E-mail: bsantos@faculty.ie.edu

Borja is an expert in public policy and international development. He works currently as Vice Dean of Learning Innovation, Executive Director of Undergraduate Programs at IE School of Politicas, Economics and Global Affairs, and adjunct professor of International Development, Results Based Management, Social Entrepreneurship, Humanitarian Affairs, Sustainability and Public Speaking.

He has over 15 years of professional experience focused on the design, implementation and evaluation of public policies and international programmes in countries in Africa, Europe, America and Asia. He has designed strategies for better economic growth with the Government of Sri Lanka and the Harvard Center for International Development; carried out impact evaluations in Peru and Belize with international development banks; led the institutional humanitarian response and disaster risk management programmes of United Nations and the Government of Ethiopia and Ecuador; managed international aid projects at the Spanish Ministry of Foreign Affairs in different countries; and worked fostering innovation ecosystems in cities like San Sebastian.

Borja holds a Master in Public Administration in International Development (MPA/ID) by the Harvard Kennedy School (2017), being recipient of the international scholarship of "La Caixa" foundation. He also holds a Master in International Relations (2014) and a BEng+MEng in Telecommunication Engineering with cum laude in the final thesis (University of Valladolid, 2006). Additionally, he completed the professional piano studies at the professional music school of Valladolid (2003).

He collaborates leading the international expansion of IMFAHE, a social international mentorship foundation; and he is Acumen Fellow. He has also published opinion pieces or has been interviewed for publications such as Agenda Pública, El País, Esglobal, El Norte de Castilla, RNW Media, Allafrica or Harvard Kennedy School news. See ii here: www.borjasantosporras.org

Office Hours
Office hours will be on request. Please contact at:

Before or after every session, or scheduling them by email: bsantos@faculty.ie.edu

Professor: **ITZIAR ARISPE RUIZ DE GAUNA**

E-mail: iarispe@faculty.ie.edu

Itziar Arispe is Evaluation Learning Specialist and Learning Portfolio Manager at the United Nations System Staff College, which focuses on the application of technology and innovation in the area of measurement, applied analytics and evaluation, fosters peer learning and offers UN personnel a portfolio of courses and on-demand services on core skills and management competencies in measurement and evaluation.

Itziar has substantive professional experience in monitoring and evaluation at international development organizations, NGOs and academia. Her fields of expertise include evaluation capacity building, trends and approaches on evaluation, measurement, and qualitative comparative analysis.
Before her current position at the UNSSC, Itziar has served in different monitoring and evaluation positions at the UN, at the United Nations
Interregional Crime and Justice Research Institute (UNICRI) from 2012-2019, the International Atomic Energy Agency (IAEA) from 2005-2012, and the United Nations Development Programme (UNDP) in Nicaragua (2001-2003).

She served as Associate Professor at the Central American University (UCA) in Nicaragua on topics related to projects formulation and evaluation.
Itziar holds a PhD in Applied Economics and a Master of Science in Peace and Development from the University of Basque Country, and is author of a number of publications on evaluation capacity building, evaluation of interventions for countering and preventing violent extremism, and applied qualitative comparative analysis.

Office Hours
Office hours will be on request. Please contact at:

Before or after every session, or scheduling them by email: iarispe@faculty.ie.edu

SUBJECT DESCRIPTION

Results Based management (RBM) is a broad management approach whose core focus is achieving results.

This courses will help you to harmonize RBM concepts and approaches with other mindsets and tools for improved development results at different levels.

LEARNING OBJECTIVES

This course aims to provide students with a general introduction to Results Based Management (RBM). Students will learn how to approach a management strategy that can be used by United Nations and other diverse number of development organizations to ensure that processes, products and services contribute to achieving a set of results.

This course will also enable students to learn how to use project management methodologies to effectively manage development projects in a variety of environments. This will teach them to successfully promote and lead positive change in public, private and non-governmental organizations.

This course will encourage students to develop structured thinking, analysis and problem solving applied in the context of Results Based Management and strategic planning, as well as how to acquire specific skills to measure and manage better the performance of development projects or programs.

The course will deepen into the different options to get financial aid for projects and students will learn how to apply for grants in international organizations.
Students will understand the importance of including monitoring, evaluation and reporting systems in their programs and applying design thinking or innovative iterative approaches to run a successful project or program.

At the end of the course, students are expected to have a solid knowledge of the general principles of Results Based Management and the different tools and methodologies that can be applied in the various professional fields they enter. Sessions will combine lectures, debates inclass, exercises and group presentations.

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course.

As in RBM and project management, team work is a crucial factor so students will be evaluated for it. By the end of the course, students will have to submit electronically the project summary including all the elements studied in class. In addition, the understanding of basic concepts will be tested through a mid-term case study and a final exam by the end of the course.
- Project team: Presentation + regular assignments (45%)
- Participation (10%)
- Mid-term quiz (10%)
- Second-term quiz (10%)
- Final Exam (25%)
Any student found plagiarizing on an assignment will receive a '0' for that assignment and an ethics warning. A second case of plagiarism will lead to the convening of a university ethics committee and failing the class. All papers will be graded using turnitin which means do not plagiarize, you will be caught. Any case of cheating on exams or quizzes will results in failing the class and the convening of a university ethics committee.

This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting
Lectures	40.0 %
Discussions	10.0 %
Exercises in class, Asynchronous sessions, Field Work	10.0 %
Group work	20.0 %
Individual studying	20.0 %
TOTAL	100.0 %

AI POLICY

Generative artificial intelligence (GenAI) tools may be used in this course for research, ideation or grammar check with appropriate acknowledgement. GenAI may not be used for just copying and pasting the work to be done by groups or individually. If a student is found to have used AI-generated content inappropriately, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

If you are in doubt as to whether you are using GenAI tools appropriately in this course, I encourage you to discuss your situation with me.

Below, a suggested format to acknowledge the use of generative AI tools. Please note that acknowledging AI will not impact your grade.

"I acknowledge the use of [AI particular software] to develop [specify part of your work] . The prompts used include [list of prompts]. The output of these prompts was used to [explain how you used the outputs in your work]"

If AI was permitted to use in your assignment, but you have chosen not to include any AI generated content, the following disclosure is recommended:

"No content generated by AI technologies has been used in this assignment."

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Introduction:

- International framework and policy setting for project management
- UN country programming (United Nations Sustainable Development Cooperation Framework, UNSDCF)
- The new context of 2030 agenda, Results Based Management as a tool.
- Syllabus (content, assignments, etc)
- Introductions

Additional readings (optional):

- "Results-Based Management in the United Nations System: High Impact Model for Results-Based Management", JIU, 2017
- Project management manual. Harvard Business School, pp. 3-7
- Project Management: the managerial process. The McGraw-Hill Irwin, pp. 3-16

Book Chapters: United Nations Sustainable Development Cooperation Framework (pp. 4-13) (2019) (unsdg.un.org)

Technical note: Glossary of Key Terms in Evaluation and Results Based Management (2010) (oecd-ilibrary.org)

Working Paper: OECD. The 2030 Agenda and Development Co-operation Results (pp. 1-12) (2018) (OECD)

Book Chapters: A Guide to the Project management body of knowledge. Chapter 1 (pp.3-8) (2021) (CED)

Technical note: Sustainable Development Goals. Developing National Capacity in Results-Based Management to Support Implementation of the 2030 Agenda. Facilitator's Guide (2017) (UNDG)
Technical note: Project management manual (HBS 697034-PDF-ENG)
Book Chapters: Clifford F Gray & Erik W Larson (2018). Project management : the managerial process (Pp. 3-16) (See Bibliography)
Technical note: Results-Based Management in the United Nations System: High Impact Model for Results-Based Management. Sukai Prom-Jackson (2017) (United Nations)

SESSIONS 2 - 3 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Strategic Planning

- RBM principles and approaches: concept mapping, systems thinking, causality, logic models.
- Identification of the problem
- Prioritization
- Deconstruction of the problem: problem tree and causality analysis.

Group Work #1

- Group work on exercise (Prioritization and causality analysis) based on session 2 followed by discussion.

Technical note: United Nations Sustainable Development Cooperation Framework.2019 (pp. 13-16 and Annex 2). UN Common Country Analysis (unsdg.un.org)
Technical note: Leave no one behind (LNOB): a UNSDG operational guide for the UN Country Teams (2019) (sdgintegration.undp.org)
Technical note: UNSDG Common Learning Package on HRBA. 2017, Section Root cause analysis. (UNSDG)
Technical note: Results-based Management and the 2030 Agenda for Sustainable Development. 2018 (pp. 16-21) (unodc.org)

SESSIONS 4 - 5 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Strategic Planning

- Theory of change.
- Different levels (worldview, organizational, thematic and programmatic).
- Change pathways.

Group Work #2:

- Group work on exercise (theory of change) based on session 4 followed by discussion.

Technical note: Theory of change UNDAF Companion Guidance.June 2017. (undg.org)
Technical note: Danielle Stein and Craig Valters (2012). Understanding Theory of Change in International Development. JSRP Paper 1. (theoryofchange.org)
Technical note: Theory of Change thinking in practice (2015) (Hivos)

SESSION 6 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Strategic Planning:

- Prioritization of change pathways.
- Identification of priority areas and development of results framework

Group work #3 to formulate development results

Technical note: Results-based management Handbook (2011) (unsdg.un.org)

Technical note: Kari Örtengren (2016). A guide to Results-Based Management (RBM), efficient project planning with the aid of the Logical Framework Approach (LFA) (sida.se)

Multimedia Material: SMART Goals. How to Make Your Goals Achievable. (mindtools.com)

SESSION 7 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Strategic Planning:

- Indicators
- Baselines
- Targets
- Means of Verification

Including in-class **group work #4** to work develop indicators, targets, means of verification

Technical note: Results-based management Handbook.2011. (unsdg.un.org)

Technical note: United Nations Sustainable Development Cooperation Framework.2019. (unsdg.un.org)

Technical note: Developing National Capacity in Results-Based Management to Support Implementation of the 2030 Agenda. Facilitator's Guide.2017 (UN DESA)

Technical note: RBM in UNDP: Selecting Indicators. (UNDP)

Technical note: The 2030 Agenda and Development Co-operation Results. Development Policy Papers. OECD, 2018. (OECD)

Technical note: Indicators and a Monitoring Framework for the Sustainable Development Goals: Launching a data revolution for the SDGs.2015. (SDSN)

Technical note: Indicators: Technical Brief.2012.UN System Staff College. (UNSSC)

SESSION 8 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Strategic Planning:

- Implementation Strategies.
- Results-based budgeting.
- Funding and Resource Mobilization

Including in-class **group work #5** to define implementation strategies and cost development results].

Technical note: Result-based management handbook.2017. Working together for children R (unicef.org)

Technical note: Mario Marcel. Development Effectiveness and Results-Based Budgeting. Results-Based Budgeting: Bureaucratic Fashion or New Public Management Paradigm? (pp. 229-246) (Inter-American Development Bank)

Technical note: Why Results-Based Budgeting? (The United Nations Office at Nairobi)

SESSION 9 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Strategic Planning:

- Managing for Results: Political Economy Analysis of stakeholders.
- Stakeholders engagement.
- Partnerships for Sustainable Development

Including in-class **group work #6** to map stakeholders/partners

Technical note: Maximising the impact of partnerships for the SDGs: a practical guide to partnership value creation (2018) (thepartneringinitiative.org)

Technical note: Guidance Note UNDP Social and Environmental Standards (SES) (2020) (UNDP)

Technical note: Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets.2007. (ifc.org)

Technical note: Strengthening Participation for development results (2012) (CED) (Asian Development Bank)

SESSION 10 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Strategic Planning:

- Risk Management
- Assumptions
- Safeguards

Tutoring for the final work

Technical note: Results-based management Handbook (2011) (unsdg.un.org)

Technical note: Visualise data (betterevaluation.org)

Technical note: Contribution analysis (betterevaluation.org)

Technical note: Mehmet Erdogan (2018). 7 digital trends we need to adopt for the SDGs (unssc.org)

Other / Complementary Documentation: VIDEO: Girls in the garage. Upending expectations in northern Morocco (YouTube)

SESSIONS 11 - 12 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Group Presentations & Midterm Exam

SESSION 13 (LIVE IN-PERSON)

Implementation:

- Innovative iterative methods for project/program management
- Agile methodology
- Problem-Driven Iterative Adaptation (PDIA)

Additional readings:

-"SCRUM. The art of doing twice the work in half the time". Jeff Sutherlan, 2013. pp. 1-22
-The SCRUM guide. 2017. The Definitive Guide to Scrum:The Rules of the Game
"-Essential SCRUM. A practical guide to the most popular agile process", Kenneth S. Rubin, 2013

Technical note: Problem Driven Iterative Adaptation toolkit; A DIY Approach to Solving Complex Problem.Sequencing, Designing first iteration and learning from iterations (pp 6-7, pp20-35 and pp.42-55) (2018) (bsc.cid.harvard.edu)

Technical note: F. Wilson (2018). What is the Agile Iterative Approach and Where Is It Used? (ntaskmanager.com)

Technical note & tutorials: Agile Methodologies (ENT020084-U-ENG-HTM)

Book Chapters: Jeff Sutherlan (20123). SCRUM. The art of doing twice the work in half the time (pp. 1-22) (See Bibliography)

Book Chapters: Ken Schwaber and Jeff Sutherland (2017). The SCRUM guide. The Definitive Guide to Scrum:The Rules of the Game

Book Chapters: Kenneth S. Rubin (2023). Essential SCRUM. A practical guide to the most popular

agile process (See Bibliography)

SESSION 14 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Implementation:

- Design thinking.

Article: What is Design Thinking? (interaction-design.org)

SESSION 15 (LIVE ONLINE)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Implementation:

- Human resources
- Cost management
- Conflict management

Additional readings:

Demilliere, Anne-Sophie "The role of Human Resources in Project Management".
K. Hudson, T. Grisham, P. Srinivasan, N. Moussa. "Conflict Management, Negotiation and Effective Communication: Essential Skills for Project Managers".
"A Guide to the Project management body of knowledge", V Edition, 2013, PMI, available at IE Library. Chapters 11 (pp.309)

Other / Complementary Documentation: Session in the Metaverse

Virtual Reality Material: Otro

Article: Borja Santos & Edurne Pasabán (2024). Everest Lessons: Leadership and teamwork at altitude (ie.edu)

Article: Demilliere, Anne-Sophie. The role of Human Resources in Project Management (ESC RENNES SCHOOL OF BUSINESS)

Article: Thomas Grisham et al. (2005). Conflict Management, Negotiation, and Effective Communication: Essential Skills for Project Managers (researchgate.net)

Book Chapters: A guide to the project management body of knowledge. Chapters 11 (pp.309) (PMI) (2013)

SESSION 16 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

The use of evaluative knowledge to support RBM systems

The 'e' in monitoring and evaluation; how evaluation can support RBM systems; sources of performance information; the UNEG norms and standards for evaluation; mainstreaming gender equality, disability inclusion and human rights into evaluation.

Technical note: OECD (2019). Managing for Sustainable Development Results (OECD)

Technical note: Jody Zall Kusek and Ray C. Rist (2004). 10 Steps to a Results based Monitoring and Evaluation System (See Bibliography)

Book Chapters: Nicoletta Stame (2017). From Studies to Streams: Managing Evaluative Systems Comparative Policy Evaluation Volume XII

Working Paper: UNEG. Norms and Standards for Evaluation (2016) (unevaluation.org)

Working Paper: UNEG. Integrating Human Rights and Gender Equality in Evaluations (unevaluation.org)

Technical note: "10 Steps to a Results based Monitoring and Evaluation System" by Jody Zall Kusek and Ray C. Rist

SESSION 17 (LIVE IN-PERSON)

Sustainability Topics:
- Environment
- Governance
- Social Challenge
- Economic Development

Planning for evaluation

What and when to evaluate; who will use the evaluation; engagement of stakeholders; evaluability assessments; theories of changes for evaluation; complexity in evaluation; types of evaluation; evaluation criteria and Key Evaluation Questions (KEQs).

Technical note: Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use (OECD/DAC Network on Development Evaluation)

Technical note: Greet Peersman, Irene Guijt & Tiina Pasanen (2015). Evaluability assessment for impact evaluation.Guidance,checklists and decision support (cdn.odi.org)

Technical note: Participatory Approaches.Irene Guijt (unicef-irc.org)

SESSION 18 (LIVE IN-PERSON)

Sustainability Topics:
- Environment
- Governance
- Social Challenge
- Economic Development

Managing evaluations

Key steps in managing evaluations; what evaluation management involves; terms of reference; composition of the evaluation team; roles and responsibilities; reporting and communication strategies

Performance Measurement and Management:

Evaluation practices

Technical note: Learning from Results-Based Management evaluations and reviews (2019) (read.oecd-ilibrary.org)

Technical note: OIOS. Follow-up and Review of the SDGs: Advice for the UN Secretariat (2017) (OIOS)

Technical note: Sukai Prom-Jackson George A. Bartsiotas. (2014). Analysis of the Evaluation Function in the United Nations system (unjiu.org)

Technical note: National Evaluation Capacity Development: Practical Tips on How to Strengthen National Evaluation Systems.2012. (UNEG)

Technical note: Evaluation Group depository of UN Evaluation polices. (unevaluation.org)

SESSION 19 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Evaluation methods

Evaluation design matrix; most common evaluation methods; mixed methods; triangulation; ethical considerations in data collection and analysis

Working Paper: Willy Pradel, Donald C. Cole and Gordon Prain (2013). Mixing methods for rich and meaningful insight: Evaluating changes in an agricultural intervention project in the Central Andes (Better Evaluation)

Article: Julian King et al. (2013). Evaluative Rubrics: a Method for Surfacing Values and Improving the Credibilityof Evaluation (Journal of MultiDisciplinary Evaluation, vol.9, issue 21)

Technical note: Evaluation Checklists An evaluation checklist distills and clarifies relevant elements of practitioner experience, theory, principles, and research to support evaluators in their work. (wmich.edu)

SESSION 20 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Group discussion and preparation of the assignment

SESSIONS 21 - 22 (LIVE IN-PERSON)

Sustainability Topics:

- Environment

- Governance

- Social Challenge

- Economic Development

Final exam & group presentations

EVALUATION CRITERIA

As in RBM and project management, team work is a crucial factor so students will be evaluated for it. By the end of the course, students will have to submit electronically the project summary including all the elements studied in class. In addition, the understanding of basic concepts will be tested through a mid-term case study and a final exam by the end of the course.

criteria	percentage	Learning Objectives	Comments
Final Exam	25 %		
Group Project 1	25 %		1st module (Borja) - Strategic planning
Class Participation	10 %		
Intermediate Tests	20 %		Test 1st module (Borja) & Test 2nd module (Itziar)
Group Project 2	20 %		2nd module (Itziar) - Performance Evaluation

FAILING GRADE AND REASSESSMENT

The Group Project

Students will be able to put in practice their knowledge in Result Based Management through group assignments. This will consist of the development of a two-part project that will contribute to the accomplishment of the United Nations Sustainable Development Goals (SDGs) to be achieved by 2030. Each team will be able to address a particular challenge in the framework of the 2030 Sustainable Development Agenda by applying some of the concepts, methodologies and tools studied in the sessions. Working Groups will present their progress in plenary during course sessions. They will present the first part of their group project after "Strategic Planning" (Group Project 1) and the second part after "Performance Measurement and Management" (Group Project 2) at the end of the course.

Any student found plagiarizing on an assignment will receive a '0' for that assignment and an ethics warning. A second case of plagiarism will lead to the convening of a university ethics committee and failing the class. All papers will be graded using turnitin which means do not plagiarize, you will be caught. Any case of cheating on exams or quizzes will results in failing the class and the convening of a university ethics committee.

BIBLIOGRAPHY

Recommended

- Clifford F Gray; Erik W Larson. (2018). *Project management : the managerial process.* McGraw-Hill Education. ISBN 9781259666094 (Digital)

- Project Management Institute. (2021). *A Guide to the Project management body of knowledge.* Project Management Institute. ISBN 9781628256673 (Digital)

 - Jeff Sutherland. (2015). *Scrum : the art of doing twice the work in half the time.* Rh Business Books. ISBN 9781847941107 (Digital)
 - Kenneth S Rubin. (2013). *Essential Scrum : a practical guide to the most popular agile process.* Addison-Wesley. ISBN 9780137043293 (Digital)
 - Jody Zall Kusek, Ray C Rist. (2004). *Ten steps to a results-based monitoring and evaluation system : a handbook for development practitio.* World Bank. ISBN 9781417534258 (Digital)

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](). The Program Director may provide further indications.