Module 1: Setting the scene for planning the health sector response to HIV/AIDS

Unit 4: Planning for results
Planning for results

• Why focus on results?

• What are results?

• What is results based planning?

• Methods and approaches

• The planning matrix
Why focus on results?

• **Accelerates progress:** ensuring that progress is being made towards realizing intended benefits for concerned populations.

• **Improves efficiency:** distinguishing between inputs, processes and outputs that contribute to achieving the intended results and those that are not essential to achieving results - ensure more rational use of resources and generation of implementation arrangements that are better oriented towards producing results.

• **Improves transparency and accountability:** focus on achieving results more transparent and accountable - clear about what is to be achieved, so easier to keep track of how the programme is performing and whether results ARE being achieved.

• **Generates support:** often generate more support from stakeholders and well wishers - people often want to be associated with success and are often motivated to supporting when intended ends of a programme are very clear.
What are results?

1. Results are changes.
2. Changes happen at different levels and are of different kinds.
3. A hierarchy of Results.
4. ‘Necessary and sufficient’.
5. The logical chain.
What is a result?

A result is a measurable or describable change resulting from a cause and effect relationship.
Two major elements in ‘Results’

<table>
<thead>
<tr>
<th>Change</th>
<th>Causality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurable transformation</td>
<td>Cause and effect relationship</td>
</tr>
<tr>
<td>• In an individual</td>
<td>between an action and the</td>
</tr>
<tr>
<td>• In a group</td>
<td>results achieved.</td>
</tr>
<tr>
<td>• In an organization</td>
<td>“If-then” logic.</td>
</tr>
<tr>
<td>• In a society</td>
<td></td>
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<tr>
<td>• In a country</td>
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</table>
The likely or achieved short-term and medium-term effects of an intervention’s outputs.

The products and services which result from the completion of activities within a development intervention.

The likely or achieved short-term and medium-term effects of an intervention’s outputs.

Long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Changes happen at different levels and are of different kinds

Impact

Outcome

Output
Types of Change

Impact: Changes in the lives of people: realisation of their rights

Outcomes: Institutional Change (includes environmental change): values, laws – associated with institutional performance, new institutions

Behavioural change: new attitudes, practices

Output: Operational Change: products and services – knowledge, skills
Interventions must not only be necessary, but also sufficient to achieve the expected result.

If a problem is caused by three conditions.
All three conditions must be addressed.
‘necessary & sufficient’

• **Necessary:** Each activity should play a *critical* and *unique* role in producing the output
  – no duplication
  – no non-essential activities

• **Sufficient:** The set of activities together must be *adequate* to produce the output
  – all critical elements must be present
  – activities should complement and reinforce one another
The logical chain

The results chain usually takes the form of a more complex logical chain or results framework, linking necessary and sufficient results to produce higher level results...
The Results Chain

Goal *(Long-term Impact)*

- High level objective to which outcomes contribute
- Long-term improvement in society that contributes to changes in the lives of people
- Effects or behavior changes (new attitudes, practices, new laws, etc)
- Products and services - knowledge, skills, etc
- What actually was done with the available resources to produce the intended outputs
- Critical resources needed to implement the planned activities (staff, equipment, etc)

Outcomes

Outputs

Activities

Inputs
Results based planning

• Results based planning is an approach to planning which ensures that all the elements of the plan are oriented towards achieving the intended results.

• It is constructed around the hierarchy of results to be achieved and demonstrates strategic coherence across the components of the plan.

• It is based upon a robust logic chain linking all levels of results together across the full period of the strategic plan.
Results based planning

- Based on situation analysis
- Defines clear results to be achieved
- Identifies means to measure the results
- Ensures adequate resourcing
- Defines appropriate implementation arrangements
- Describe accountability mechanisms
STRATEGIC PLANNING

Situation Analysis
(evidence, context, response)

Strategic Framework
(Goal, Objectives, targets, interventions)

M&E Framework
(indicators, methods, information systems)

Financial Framework
(costs, financing, gaps, flows, tracking)

Operational Framework
(implementation plans and budgets)

Linked in strategic coherence
Methods and approaches

• ‘Change language’ – describes the change expected, NOT the things to be done

• Make results SMART

• Every results needs and indicator
Results Language = Change Language

‘Doing’ Language
- expresses results from the provider’s perspective
- can be interpreted in many ways
- focuses on completion of activities

Change Language
- describes changes in the conditions of people
- sets precise criteria for success
- focuses on results, leaving options on how to achieve them
‘Doing’ Language

Increase the percentage of sex workers who use condoms

Change Language

By 2015 60% of sex workers use a condom during their last sex act - increased from 10% in 2009
Results targets must be SMART

- **S**: Specific
- **M**: Measurable
- **A**: Achievable
- **R**: Relevant
- **T**: Time bound
Measuring Results: Indicators

- Indicators = tools to measure your results
- Indicators for every level of results
- Indicators should be S.M.A.R.T
- Indicators should show proportion (%) rather than numbers
The planning matrix

• Identify the goals, objectives and interventions – based on the priority setting

• Analyse the cause and effect chain

• Set targets – make the results SMART and identify indicators

• Identify the ‘common identifiers’ for strategic coherence
The results chain becomes the planning matrix
HIV incidence reduced

Condom use increased

Knowledge increased

Condom awareness campaign

HIV prevention scaled up

Institutions/Behaviours

Knowledge, skills, abilities, services

Human!

5 yrs

<3 yrs

<1 yr

5-10 yrs

<1 yr
Objective 2.1: To improve the capacity of the health care system to manage HIV and related diseases

Strategies and broad action areas

2.1.1. Train, treat and retain health workers
   2.1.1.1. MoH and partners to increase the number of health workers available
   2.1.1.2. MoH and partners to undertake in- and pre-service training on HIV management
   2.1.1.3. MoH and partners to continue piloting and scaling up task shifting strategies

2.1.2. Strengthen infrastructure, systems and quality assurance
   2.1.2.1. MoH and partners to increase the number and capacity of sites for pre-ART and ART services, i.e. adequate counselling space and storage capacity