

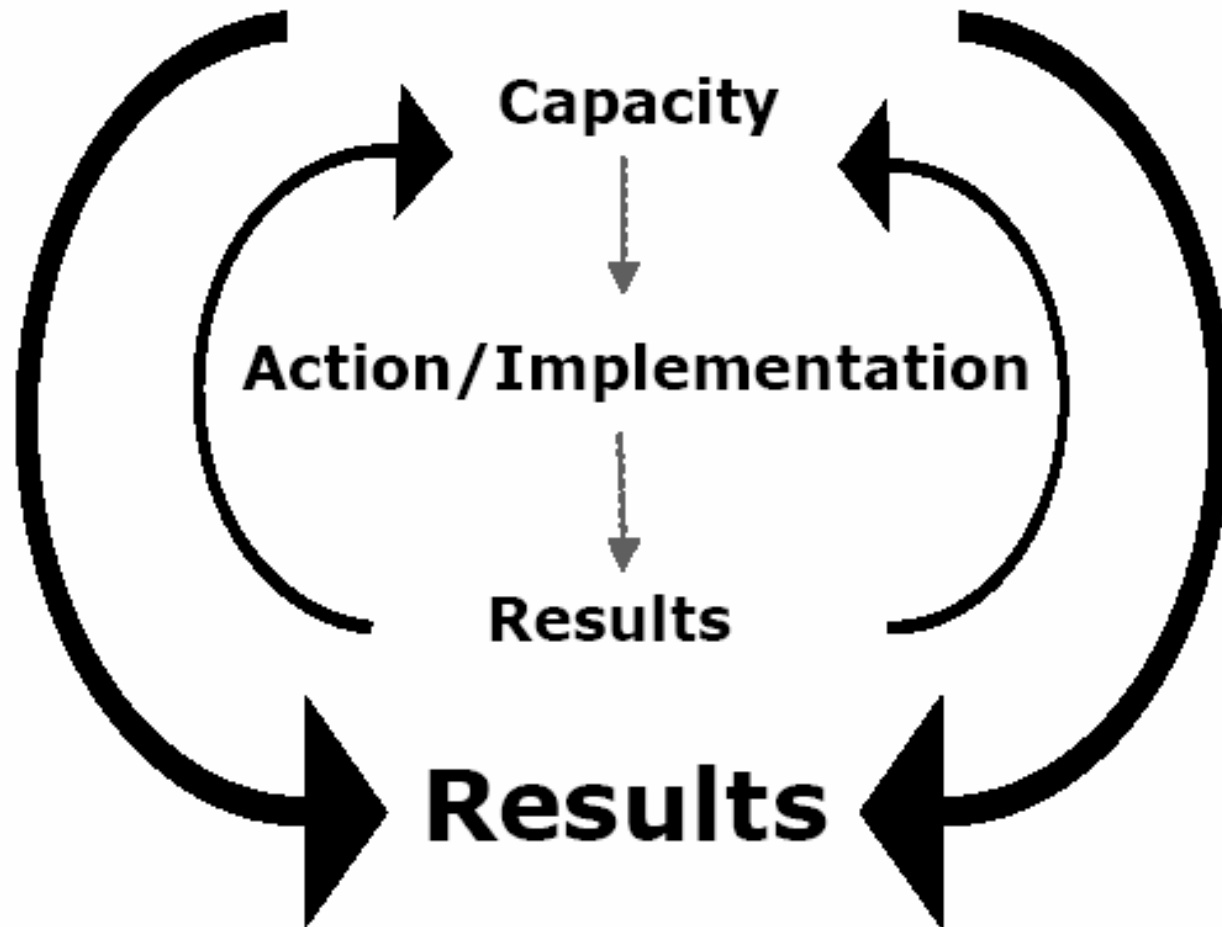
# Evidence-Based Strategic Planning (ESP) Focusing on Results

ASAP

WORLD BANK INSTITUTE

*Promoting knowledge and learning for a better world*

# Capacity...OR Results



# Evidence-Based Strategic Planning Approach (ESP)

- Is a results-focused tool aimed at jump-starting major change efforts and enhancing implementation capacity
- Tackles large-scale change efforts through a series of small-scale, results-producing and momentum-building initiatives
- Unleashes existing capacity through strengthened accountability at all levels

## Evidence-Based Strategic Planning (cont.)

- Ensures activities are linked to end **results**
- Accelerates the learning and discovery process – “crossing the river by feeling the stones”
- Reduces hidden risks inherent in long-term strategies

# The Implementation Challenge

Implementation is usually difficult because of:

- Organizational inertia
- Coordination failures: inability to knit the *right* activities together to produce results
- Lack of complete up-front knowledge: inability to know *all* needed activities in advance
- Integration failures: some activities don't come together in the end
- Lack of accountability

# The Implementation Challenge: Traditional Activity-focused Approach

**Project Development Objective: Reduce  
the Spread of HIV/AIDS in the General  
Population in Tanzania**

**Project Activities**

**Reduce HIV prevalence among women attending ANC clinic**

**Reduce the rate of reported positive syphilis tests in women aged 15-19 in ANC the previous 12 months**

**Reduce the proportion of 14-19 old who are sexually active**

**Increase condom use with non sexual partner**

**Mitigate the health and socio-economic impact of HIV/AIDS at individual, household and community level**

# The Implementation Challenge: Traditional Activity-focused Approach

- Assumes that:
  - ⇒ We know all the activities that are needed to achieve the end objectives
  - ⇒ If we complete all the activities, the objectives will be achieved automatically
- But in reality,
  - ⇒ We do not know all the needed activities
  - ⇒ Even if all activities are undertaken, the objectives may not be achieved

# The Implementation Challenge: Traditional Activity-focused Approach

- Lack of Accountability for Results
  - Objectives are vaguely defined and not measurable
  - Responsibilities are assigned for specific activities
  - But no one is accountable for achieving the end objective
  - Activities cannot be easily adjusted as situations change
  - There is little learning and discovery of what it actually takes to achieve the end objectives

# Overcoming the Implementation Challenge:

- Translate Objectives into Concrete Results
- Personal Challenge
- Real Accountability
- Discovery and Learning

# How do RRA – Translating Objectives into Concrete Results

**Program Objective: HIV Prevention Activities**

**Program Activities**

**Procure Condoms**

**Train peer educators and outreach workers**

**Prepare IEC materials**

**Carry out outreach and condom distribution**

**Obtain feedback from peer educators and outreach**

**Increase condom use to 60% among high risk population by 2008**

# Overcoming the Implementation Challenge – Translating Objectives into Concrete Results

**Program Objective: Streamline and Improve HIV Prevention**

**Program Activities**

**Increase condoms distribution nationwide**

**Provide condoms to non traditional outlet in urban and rural areas**

**Provide condoms to ministry of health clinics in urban and rural areas and ensure constant supply**

**Train clinic staff on HIV/AIDS counseling**

**Establish monitoring and evaluation system**

**Provide condoms to 30% of urban and rural clinics in one province in one year**

**Provide condoms to 40% of non traditional outlets in the five major cities in one year**

**Increase condom use to 60% among high risk population by 2008**

# Overcoming the Implementation Challenge

- Translate Objectives into Concrete Results
- **Personal Challenge**
- Real Accountability
- Discovery and Learning

# Personal Challenge - Why Does the ESP Work? (Tennis Ball Game)

- New confidence
- “Hidden” abilities and competencies emerging
- Enthusiasm and energy: “let’s go for more”
- Cross-boundary collaboration
- Steeper learning curve
- New ideas – entrepreneurial spirit
- Pursuing “stretch” goals stimulates innovation, team spirit, and high performance
- Goals need to be challenging, but at same time “believable” by the team
- Importance of teams setting their own goals

# Addressing the Implementation Challenge

- Translate Objectives into Concrete Results
- Personal Challenge
- **Real Accountability**
- Discovery and Learning

## Implementation Challenge – Lack of Accountability for Results: the Chinese Village Fool and the Emperor’s Horse

### The Emperor’s Challenge:

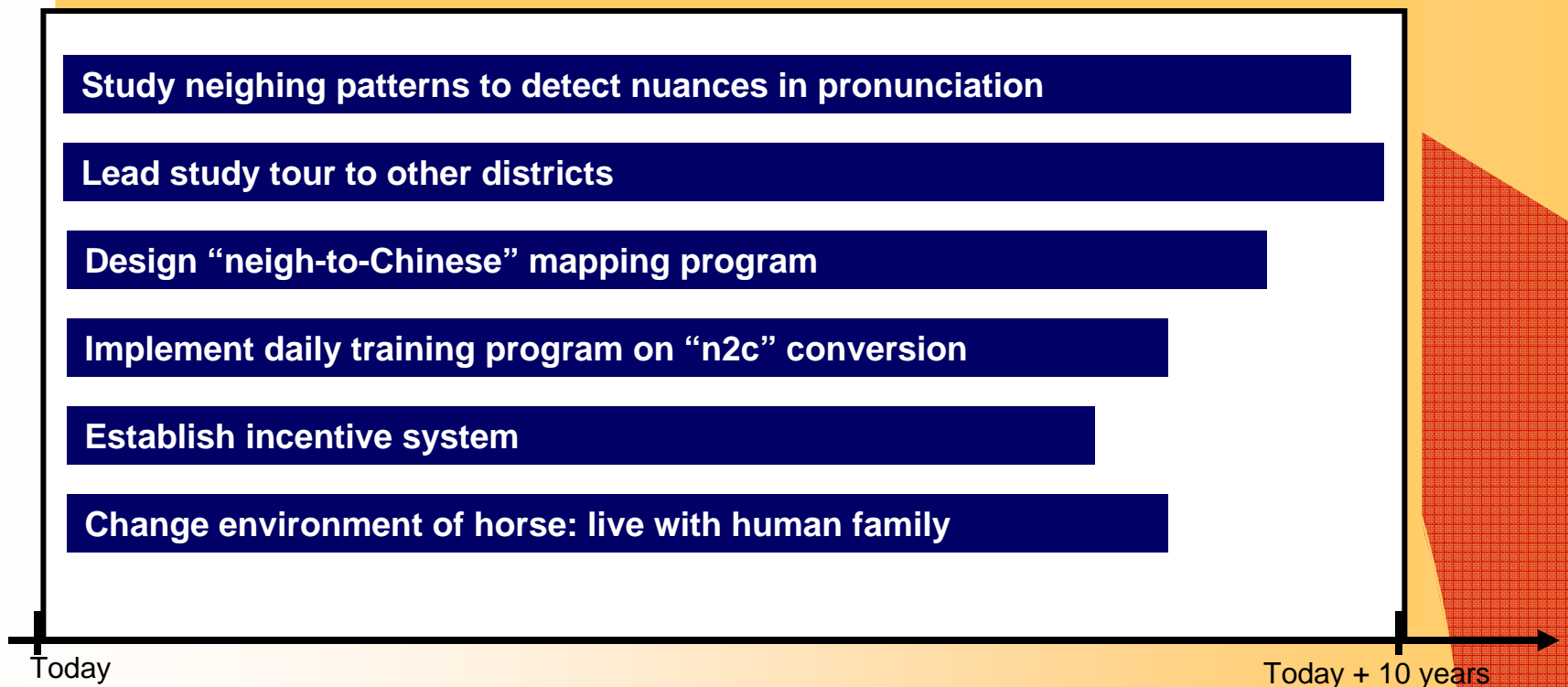
- Whoever can teach his favorite horse to speak Chinese will get half of his Middle Kingdom;
- But if the person fails, s/he will be executed

### The Chinese Village Fool’s Response:

- He took up the challenge and agreed with the emperor that “he will teach the horse to speak Chinese in 10 years”

# Implementation Challenge – Lack of Accountability for Results: the Chinese Village Fool and the Emperor’s Horse

## The Village Fool’s Response



## Implementation Challenge – Lack of Accountability for Results: the Village Fool and the Emperor's Horse

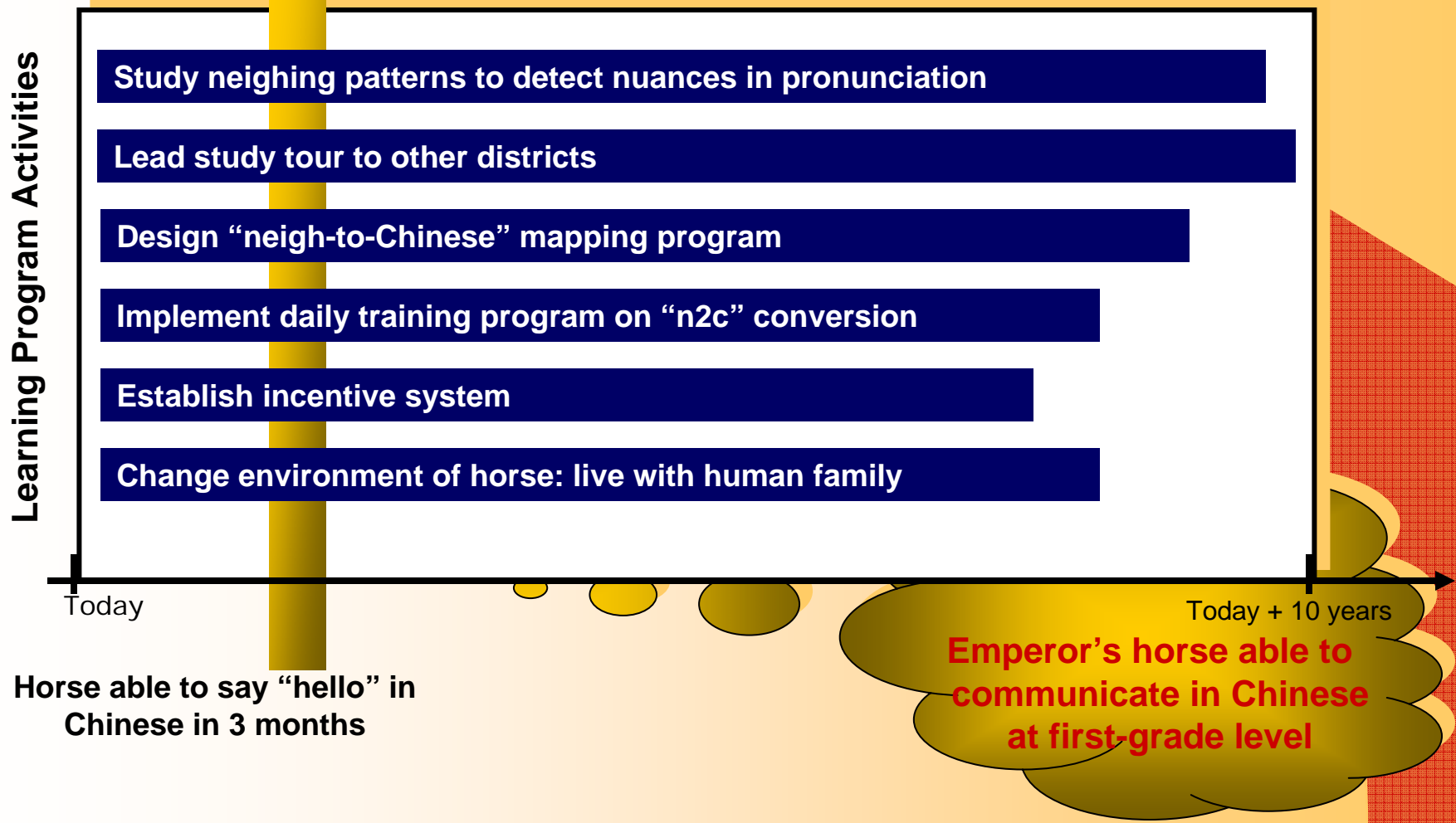
### The Problem:

- No clearly defined goals
- No measuring of results
- No monitoring of results
- No real responsibility:

in ten years, either the Emperor dies, the Village Fool dies or the horse dies

# Overcoming the Implementation Challenge – Results and Accountability

What Would Have Happened If the Goals Were Specified?



# Overcoming the Implementation Challenge

- Translate Objectives into Concrete Results
- Personal Challenge
- Real Accountability
- **Discovery and Learning**

# Discovery and Learning

- RRA is about *learning by doing*
- RRA helps teams find out *what it takes* to achieve the desired results
- RRA *unleashes* untapped capacity
- RRA provides teams with a framework for *operating and thinking outside the box*

# Which Goal is More Empowering?

A

Increase by 20% the number of clients visiting VCT centers in two provinces in the next 120 days

vs.

B

Complete the renovation of 20 VCT centers in major urban areas in the next 120 days

A... or B?

# Which Goal is More Empowering?

A

Assist the Tanzania Blood Bank, to set up three accredited blood transfusion centers in Dar es Salaam, Morogoro and Arusha in the next 120 days

vs.

B

Increase the units of blood screened for HIV in Dar es Salaam, Morogoro and Arusha by 40% in the next 120 days

A... or B?

# Which Goal is More Empowering?

A

Over the next 120 days, enrol 10% of eligible patients on ARVs with 100% follow-up at the hospital and within community

vs.

B

In the next 120 days, carry out training and advocacy among health workers on ARVs, with 90% of the health workers participating in ARV program

A... or B?

# Which Goal is More Empowering?

A

By July 2005, computerize monitoring and evaluation records in 2 provinces in Tanzania

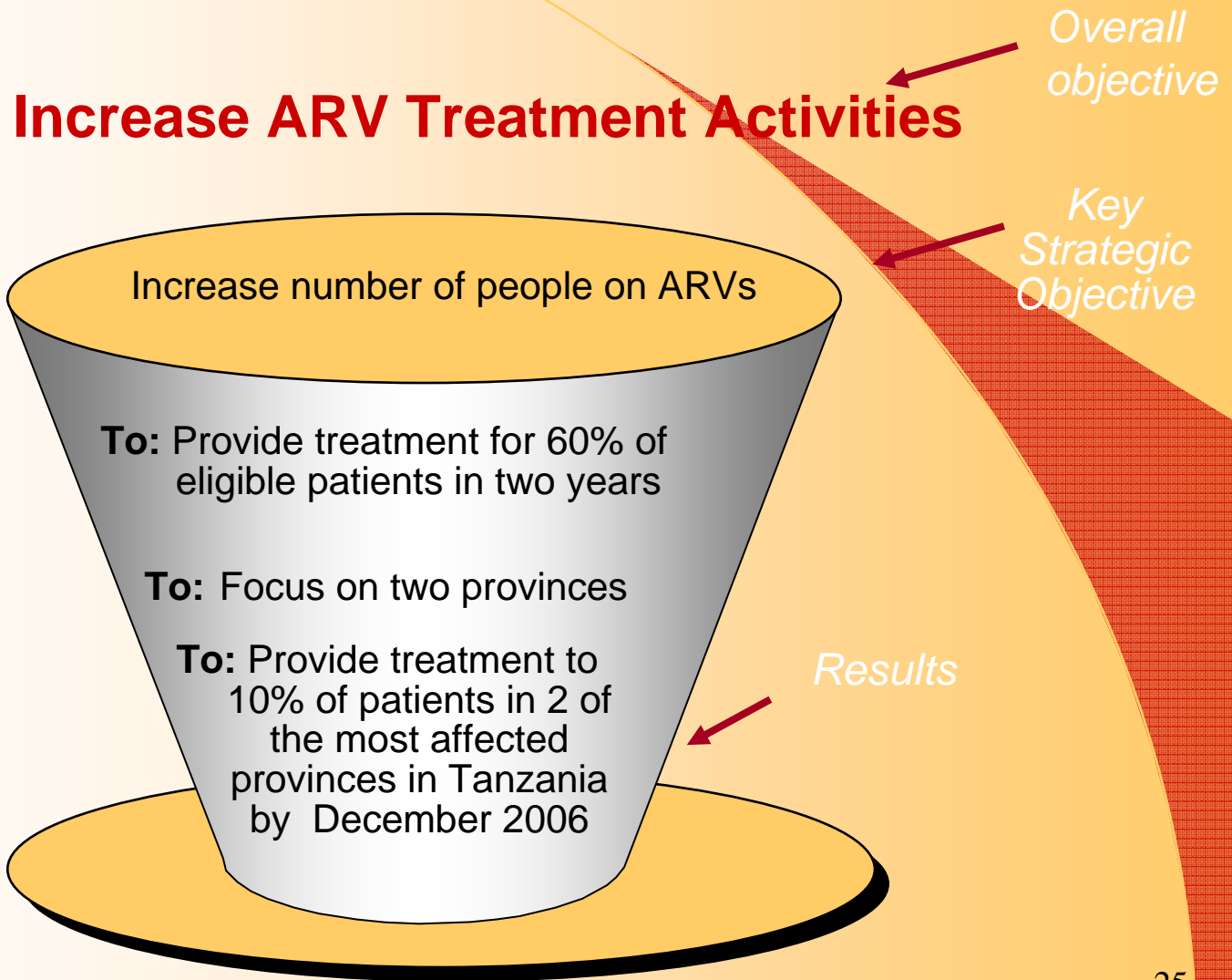
vs.

B

By July 2005, analyze medical records of ARV patients in 30% of treatment centers in Tanzania

A... or B?

# Focusing on Strategic Areas and Defining ESP Results



# Typical Structure of a ESP Results

**“Provide**                      **ARV treatment for 30% of patients**                      **by Dec 2006**

↑                                      ↑                                      ↑                                      ↑

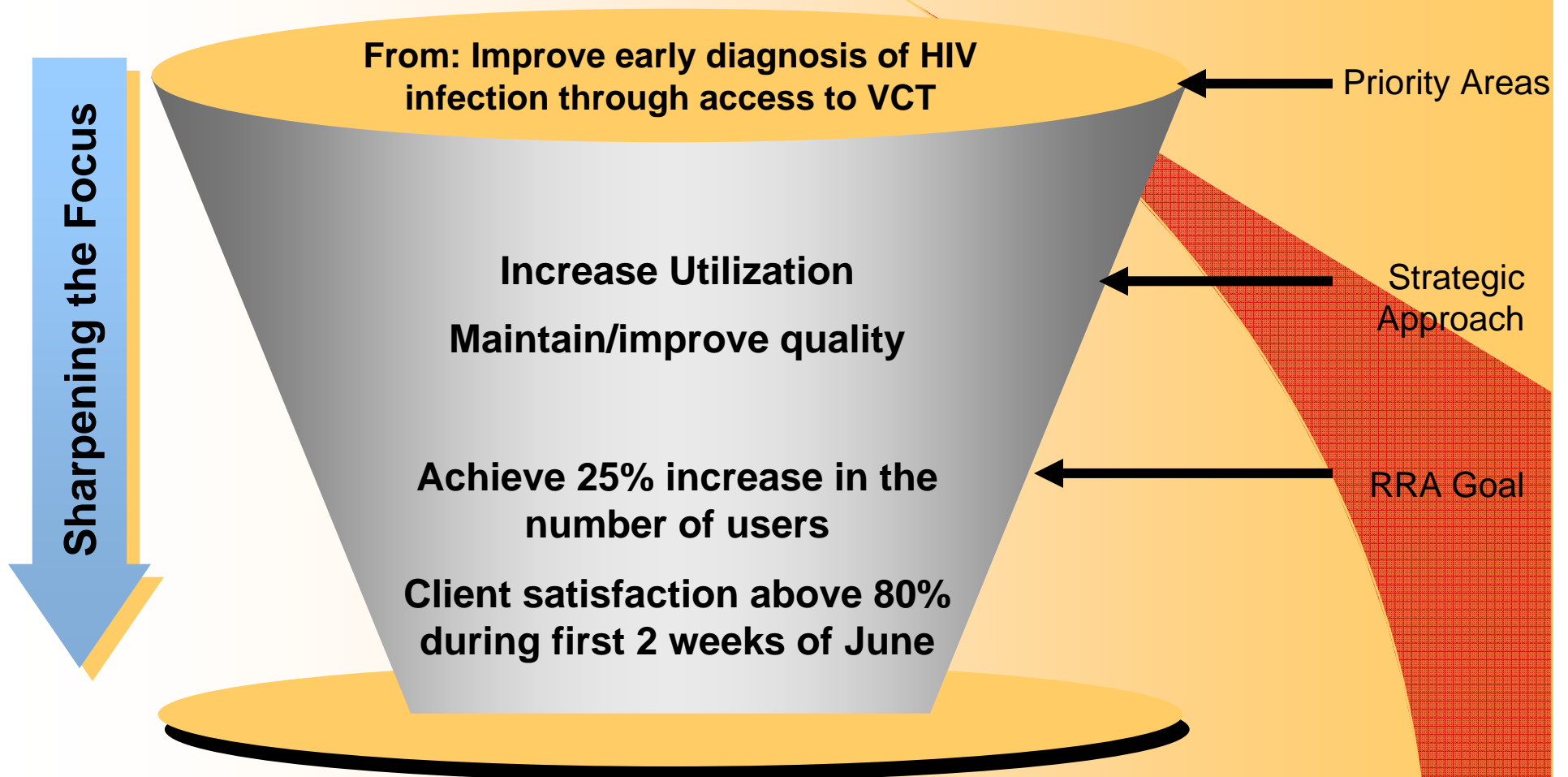
**Action**                                      **Variable we will**                                      **Measurement**                                      **Time**  
**Verb**                                      **impact**                                      **of Success**                                      **Frame**

# Key Attributes of ESP Results

- ✓ Results-oriented, clearly defined goals
- ✓ Short-term: One year or less
- ✓ Sharply defined and measurable
- ✓ Producing real impact
- ✓ Challenging – a real stretch but not imposed
- ✓ Achievable with available resources
- ✓ Critical, strategic and exciting

# From Priority Areas to ESP Goal

## RRA "Funnel"



## Elements of ESP Goals - Example

“Increase	use of Condoms	among sex workers in Arusha	by 25% from August baseline	in month of December ”
<b>Action</b>	<b>Variable to Be Impacted</b>	<b>Target</b>	<b>Measurement</b>	<b>Time Frame</b>