

Results based management

Pathway to vision... a sensitive journey



Systemways.

The pathway to vision: a sensitive journey... in summary

Questions

- Which changes do we need to promote?
- How are the different types of changes connected?

Program summary

1° Orientation	5 minutes
2° Guided reflection	10 minutes
3° Individual writing about the reflection	15 minutes
4° Sharing with a partner	10 minutes
5° Feedback in plenary and orientation for the following exercise	10 minutes

Expected changes

The participants

- ⇒ visualize the pathway to vision,
- ⇒ complement the rational view on the strategy of intervention with more emotional perceptions,
- ⇒ identify new elements related to each level of change,
- ⇒ generate new and detailed ideas about each level of change either to define the indicators or to clarify the products you have to create.

Fields of application

- Results based management
- Theory of change
- Solution oriented approach
- Definition of personal, organizational and project strategies.

Product

- First series of input for the design of pathway to vision.

Participants

- From 4 to 30 participants.

Setting

- Individual
- Partners or groups
- Plenary

Required time

- 40 minutes

Space and other requirements

- A huge room or space to enable all participants to make the walk along the pathway to vision (2 meters x 1 meter x each participant).

Materials

- Cards with the levels of change:
 - Vision
 - Well-being / good living
 - Performance
 - Behaviour
 - Competencies
- White sheets or notebook
- Pencil
- Seats

Results based management...

Which kind of results are we talking about?¹

It doesn't matter how you arrive there, if you don't know where you are going to.

Flying Karamazov Brothers

How much can we learn from this metaphor from the visionary circus people. Of course, a trapeze artist could make the most spectacular pirouettes in the air, but if he doesn't know which swing he is going to, he will fall in front of the public and unfortunately (due to his lack of vision) he will never stand up again. That's why the pathway is nothing new, at least not for the circus workers.

Before we begin with the design of the pathway to vision, we will firstly have a look at the meaning of "results" in the context of this model of development project management with a systemic approach.

A **result** may be defined like...

the **change** of a situation as a **consequence of an intervention**.

- A result may be
 - ⇒ intended or not,
 - ⇒ expected or unexpected,
 - ⇒ positive or negative.
- The results are defined as the changes that may be **attributed to a project** or a program.
- During, at the end and after the execution of the project, we can observe a lot of changes.

We can consider that an observed change is a result of the intervention of a project only if you can prove that attribution. Nevertheless if the changes were not achieved as a consequence of the products of our project, we shouldn't call them "results". They are changes which popped up in a natural way or due to the intervention of other actors and factors.

- The results only occur after the generation of the products of a project.
The results are generated when the products are going to be used by the actors.

As we can imagine, it won't be easy to identify which changes take place as a result of our project. There are countless actors and factors which influence, at the same time as our intervention, the target groups and the situation we want to change.

That means that we have to show a certain modesty when presenting changes as a result of our work. Given that a lot of times we lack instruments for monitoring and evaluating, it's difficult for us to separate or to distinguish what is and what is not attributable to the project.

It also implies that even if you have good planning, there are always unforeseen factors because the system and its elements are in constant interrelation and change. Our project has an impact on our context and the context has an impact on the project.

And therefore our challenges come from them.
How about if we take advantage of those unexpected changes, the unforeseen circumstances and events?

¹ Adaptation of the presentation worked out by Siegfried Schröder - Breitschuh, Workshop about Monitoring of the Result for counterparts of Terre des Hommes Germany, Managua, February 2010.

The pathway to vision

What do we understand by development results?

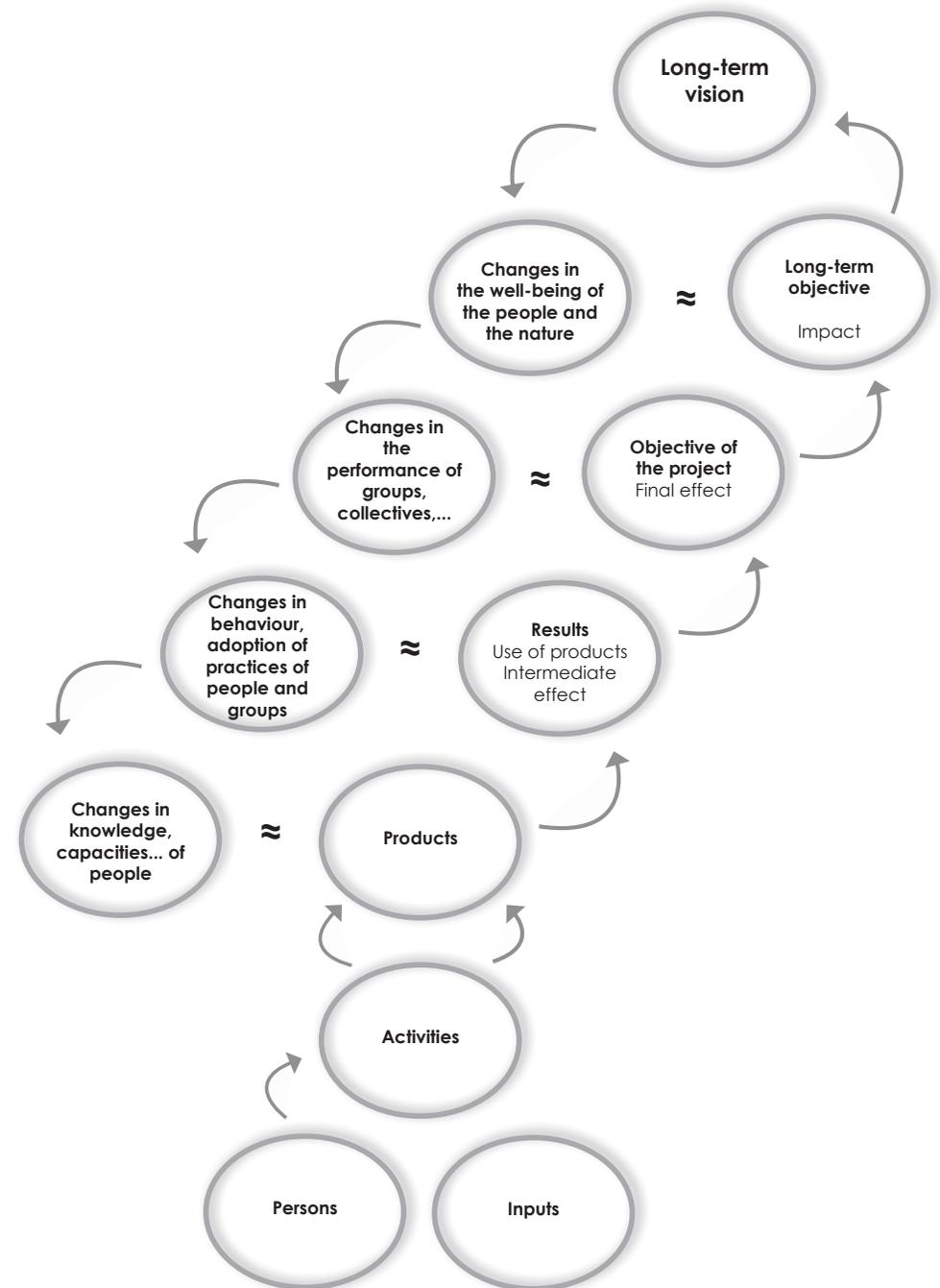
- We talk about “the results of development” if:
 - the products of a project are used by organizations and/ or persons from outside of the project, or
 - the actors change their conduct or behaviour in a sustainable way.

We talk about a sustainable change if due to the use of the products the target groups:

- change their routines, attitudes, conducts and behaviours,
 - adopt good practices and integrate them in their daily work in a regular and/ or permanent way.
- From the design until the finalization of a project there are connections and interrelations between the project and the context which generate changes in a specific situation.
- As the results occur in a lot of ways, the results based management establishes the following categories or levels:
 - Changes in the well-being and the good living of people and the environment.
 - Changes in the performance and collective practices of families, groups, organizations or institutions.
 - Changes in behaviours, attitudes, routines and practices of people and groups.
 - Changes in knowledge, competencies and capacities of people.

This tool intends to imbibe and feel the theory of change through what we call the pathway to vision.

It has being designed beginning with the vision.



Methodological steps

1° Orientation and placing of cards

We ask the participants to write the keywords for every level of change in order to place them in a line on the floor.

We also explain to them that this exercise will be developed in silence. We will close our eyes and go along the pathway to vision in silence and in both directions:

- first from the vision to the changes in capacities as we would draw the pathway,
- then from the changes in capacities to the vision, imagining that the project is already in implementation and we're achieving the different foreseen changes.

We imagine in a very concrete and detailed manner how every change is, how it looks, how it feels, how we perceive that change.

We can accompany this visualization with calm music while we are guiding the reflection from one level of change to the next.



2° Guided reflection

"We are placing ourselves at the card of the vision, we close our eyes, we relax our arms, we don't have anything in our hands. We transfer ourselves to the year 2025. We imagine our future, our vision: ".....(mention the vision of the organisation or community)"

We perceive with all our senses how it feels, when we are close to our vision, when we have achieved that vision.

In order to achieve that vision, we need to focus and establish priorities. So now we'll think about which concrete changes we want to facilitate related to the well-being and the good life of the persons and their social and ecological environment. For that we will advance one step to the changes in well-being and good life.

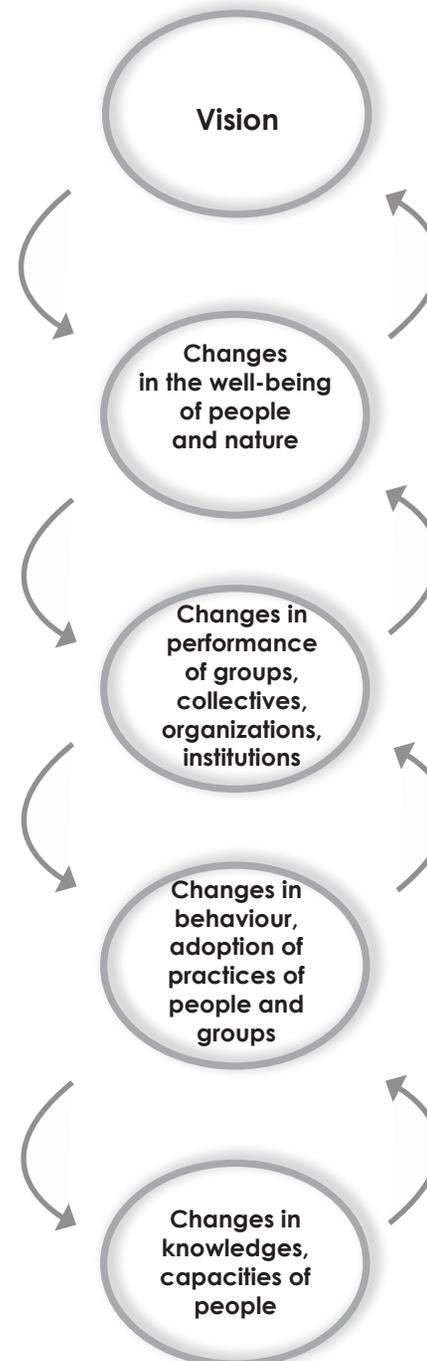
We imagine now which kind of changes we want to achieve related to physical, economical, emotional, social, cultural, political, spiritual, and/or ecological well-being and sustainability of the target groups. How do they live now? How is their social context, their environment that surrounds them?

To achieve these changes in the well-being of the target group, some social actors have to change their performance, their collective, organizational or institutional practices, as well as their way of working.

Maybe there are actors who simply need to assume and put in practice their correspondent role in the society. Which actors influence the well-being of the persons? What do they concretely need to change related to their collective, organizational or institutional practices and functions? How do they have to assume their role according to their responsibilities and competencies?

For these social actors to change their performance and their collective practices, their members also need to change their attitudes, behaviours, routines and practices.

Now we make the step to the following level of change, the changes of behaviour and practices of individuals and small groups.



Which members of these social actors need to change which types of attitudes, behaviours, routines and/or practices?

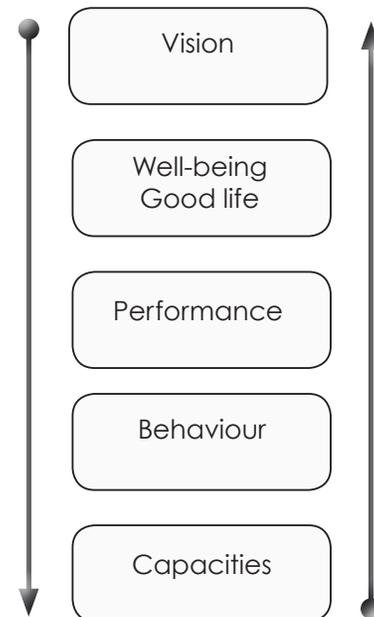
Which other persons or groups need to assume new practices to influence the performance and collective practices of the social actors?

To achieve the change in behaviours and practices, we need that these persons or groups acquire new capacities. For that we step to the following level of change, the changes related to knowledge and competencies. Which new knowledges do we need to acquire? Which competencies? Which capacities do we need to strengthen? To which kind of resources do they need to have access to?

Now we slowly open our eyes, take our notebooks and write in silence about each level of change—all the images which were appearing in our mind during this walk along the pathway to vision."



Step 1



Step 2



3° Individual writing about the reflection

Then we ask the participants to write down all their impressions at each level of change.



4° Sharing with a partner

Now the participants can share with a partner or in small groups their images, going in depth specially at the level of changes related to capacities. That means which knowledges, competencies and access to resources we need to facilitate to the target group in order to achieve the other changes.



5° Feedback in plenary and orientation about the next step

This tool is a good base to identify with more clarity the strategies and products to select. You can also apply it at other moments of the process such as an outline of the pathway, when we define the indicators or during the process of monitoring and evaluating.

You can use this guided reflection also to facilitate personal and organizational development. The following step helps to define objectives and results with these basic questions:

- * Who?
- * What?
- * How? (referred to the quality of change or the specific approach).

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What is the Box of Systemic Tools 4.0?

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