

# Results-Oriented Management (R-OM)

## The basics



### R-OM:

- A way of simplifying
- A structure for developing market development programs

### Key benefits:

- A logic check - assure stakeholders that the program is rational and well-constructed
- A framework to check that the program is working
- Implemented prudently it serves as a basis for learning

## Some key terms

### An objective?

- An objective is an intent;
- Describes a proposed change which is measurable & desirable;
- The proposed change describes the effect of Inputs (Activities + resources) on Outputs.

### A constraint/opportunity?

- Something that you can influence to be overcome or captured to achieve your goal

### A hierarchy of objectives?

- Showing the links between your market goal, the constraints you are confronting, & the activities you use to overcome constraints

### Rationale?

- The thought process behind a program or action
- Shows how the individual activity (or group of activities) contributes to overcoming the constraints & achieving the goal

### Underlying assumptions?

- The assumptions behind your program structure

### A performance measure?

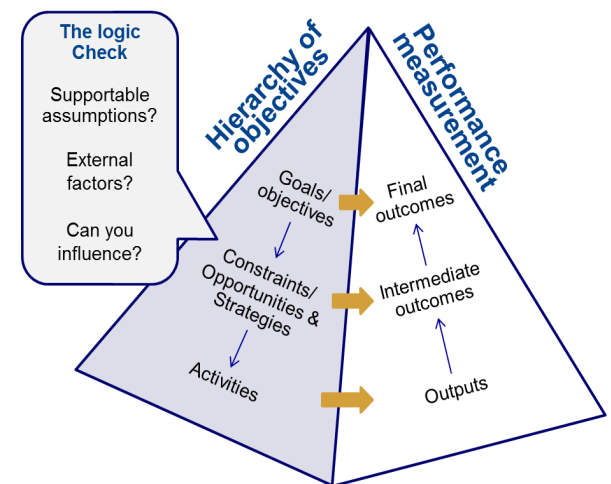
- Indicator of progress in working to the overall goal

## Think top-down:

- What are your goals?
- What constraints prevent you from achieving the goals?
- How can you overcome the constraints?
- Focus on the constraints that you can influence to impact the goal

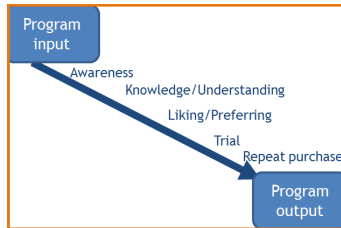
## The hierarchy of objectives is at the heart of R-OM

- It reveals program rationale & assumptions



### Constructing constraints

- Define very specific constraints
- Drill down:
  - Who is the target?
  - What is the message to change behavior?
  - Where communicating move targets along the communication continuum



### Developing performance measures

- Define measurable, performance measures that indicate whether you are successfully communicating and/or changing behavior.
- Appropriate, practical & plausible;
- Pitched at the appropriate level of the hierarchy of objectives;
- Targeted, with components of Quantity, Quality & Time
- Objectively verifiable

### Key R-OM success factors:

- Good objectives, well defined at each level of the hierarchy
- A clear idea of what you are trying to achieve
- Be clear & specific
  - Think of specific target
  - Think of specific message that will change attitudes/behavior
- Match activities to constraints

### Contact us



#### R-OM & Evaluation specialists

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### Evaluation - based on R-OM

- Evaluations of programs should be structured around Results Oriented-Management.
- Is the program well structured? Is it rational?
- Are the constraints well identified and specified?
- Is progress being achieved?

### Identifying activities

- Each activity should address a constraint or opportunity

