



Case Study (40-50 Min)

## Republic of AnywhereLand

### Paving Progress

#### Background

The Ministry of Infrastructure Development (MoID) is a large public sector entity responsible for planning and executing national infrastructure projects, including roads, railways, bridges, and Government of AnywhereLand (GOA) buildings.

In 2024, the Government of AnywhereLand through MoID launched a flagship project called **Paving and Electrifying Citizens (PEC)**, through **Rural Infrastructure Improvement Programme (RIIP)**. **The main purpose of REC-RIIP is to transform the life of rural citizens through improve road network, ultimately lifting the socio-economic welfare of the citizens.** Only 18% of the rural roads are accessible. Past programmes failed due to weak planning, limited coordination, and lack of accountability. Through reforms in leadership, governance and project delivery, the REC-RIIP adopted a **Result-Based Management (RBM)** approach to improve the project outcomes.

#### Scenario A: Being Deliberate on the results

In the **REC-RIIP**, the government created a **Results Framework** based on national development goals and the UN Sustainable Development Goals. The REC-RIIP had clear KPIs founded on the following principles;

- ) Clear results chain
- ) Evidence-based planning
- ) Stakeholder involvement
- ) SMART indicators

#### Discussion Questions

1. Giving examples, discuss the programme result framework (Output, Outcome, Impact) and the relevant indicators for each.
2. Discuss what could go wrong if planning skips baseline data collection.
3. Demonstrate how the results framework help manage risks and adjust strategies during implementation.



### Scenario B: Ensuring Performance

The programme faced a number of challenges. The challenges included late commencement of work, delayed procurement weak commitment from staff, weak systems and weak local contractor performance. The **REC-RIIP** director Dr. Osman Aden and his team deployed the RBM. Using RBM tools, the programme emphasised on the following;

- ) **Quarterly Results Reviews** were held
- ) Underperforming areas received **targeted technical support**
- ) Training was scaled up, and **performance contracts** were signed with service providers
- ) Citizens were involved through **community monitoring committees**

Within the first year, 50% of the targeted programme were implemented driving rural accessibility to 52%.

### Discussion Questions

4. Discuss how RBM differ from traditional activity-based management in project delivery.
5. Discuss the systems that can help public agencies stay on course and ensure proper execution.
6. Demonstrate how can community involvement enhance delivery.

### Scenario C: Creating alignment and Coordination

The **REC-RIIP** involved multiple ministries (MoID, Finance, Local Government, Agriculture), donors, private firms, and local government. Initially, there were conflicts over roles and budgets. A **Results Coordination Unit** was established, with joint workplans and shared indicators. A ONE-REC plan aligning all actors was created. Monthly coordination forums helped align targets, monitor progress and address implementation pains. **ONE-REC** emphasised on;

- ) Harmonization and alignment
- ) Role clarity
- ) Joint accountability
- ) Institutional learning

### Discussion Questions

7. Discuss why coordination is vital in achieving results in multi-sector programs.
8. Discuss what mechanisms can improve coordination across agencies.
9. Elucidate the risks that emerge when coordination is weak, and how RBM address it.
10. If you were in charge of ensuring project implementation and coordination in your organisation, how would you apply the RBM principles?



### Scenario D: Deploying the right Tools

Dr. Osman, was concerned about the achievement of desired results. His team did research on applicable tools for hastening the implementation while at the same tracking and reporting the progress. The team settled for the logical framework model.

#### Discussion Questions

11. Using the answers generated in question no. 1, populate the logical frame matrix (You may use the template below).
12. Discuss how the risks will be mitigated
13. Discuss the importance of data governance in performance assessment.

#### Template for the Logframe

Narrative Summary	Expected Results	Performance Measurement/OVI	MOV	Assumptions/Risks
Goal	Impact	Performance Indicators		Assumptions and Risks (High, Medium, Low)
Objective	1 Outcome 2 Outcome 3 Outcome	1a Performance Indicator 1b Performance Indicator 2 Performance Indicator 3a Performance Indicator 3b Performance Indicator		Assumptions and Risks (High, Medium, Low)
Expected results:	1.1 Output 1.2 Output 1.3 Output 2.1 Output 2.2 Output 2.3 Output 3.1 Output 3.2 Output	1.1a Performance indicator 1.1b Performance indicator 2.1a Performance indicator 2.2b Performance indicator 2.3 Performance indicator 3.1 Performance indicator 3.2a Performance indicator 3.2b Performance indicator		Assumptions and Risks (High, Medium, Low)
Activities	1.1 1.2 1.3	Inputs		Assumptions and Risks (High, Medium, Low)