



National Results Framework – National Results and Results Chain Explained



"Jamaica, the place of choice to live, work, raise families and do business"

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NATIONAL RESULTS FRAMEWORK

– National Results and Results Chain Explained



Within the context of the implementation of a results-based long-term national development plan, success is defined by the achievement of results, rather than the completion of activities. The actions that are designed to effect change are determined based on the development results we want to achieve.

This booklet presents an outline of a model for building a results framework, with specific focus on the national results chain. The information provided is based on lessons learned in the implementation of Vision 2030 Jamaica — National Development Plan (NDP). It is not prescriptive and the recommendations may be revised as further lessons are learned up to 2030 when the implementation of Vision 2030 Jamaica concludes.

A key lesson learned is the importance of localising and adapting global models for development planning and management in the design and implementation of the NDP. While there are global best practices, standards, and models which should be applied, it is also important to apply lessons learned in developing, updating and operationalising the results framework to best meet local needs and support country-relevant adaptations to changes in the global environment.

Vision 2030 Jamaica is grounded in a results-based approach to development. A development result is the product of a deliberate intervention or action. Hence, the strategies and actions pursued in the implementation of Vision 2030 Jamaica are based on the planned results to be achieved in the short, medium and long term. However, as Vision 2030 Jamaica is a long-term plan, the planned short- and medium- term results are operationalised to serve the achievement of the long-term results. The prioritised development strategies and actions that are presented in the Medium Term Socio-Economic Policy Framework (MTF)¹ are those that will best lead to the achievement of planned results, with consideration for implementation capacity and the development environment.

The results in long-term national development must be both in the (1) systemic, structural, and institutional spheres, and (2) the quality of life, lived experience, and behavioural spheres. This is evident in the different levels and forms of results in the results framework and chain. There are different levels of results which are interrelated and interdependent within a hierarchical results chain. There are also different forms of results, which include structural, institutional, systemic, and behavioural.

Accordingly, the actions planned and/or implemented towards achieving development results include those geared towards:

- ✔ Establishing and/or strengthening systems, mechanisms and institutional arrangements that facilitate efficiency and effectiveness in implementation, and ultimately represent structural, systemic and institutional transformation.
- ✔ The delivery of goods and services, which citizens typically directly associate with survival and improvements in their quality of life.
- ✔ Empowering and enabling stakeholders, including the citizenry, to have equitable opportunities to contribute to development processes and access the products/benefits of development.

The national results framework includes the strategic objectives, results chain, logic flows and key assumptions that underpin the stated cause-effect and associational relationships between the different elements of the results chain and forms of results. In results-based national development planning, we start from the top of the results hierarchy in defining our results framework and building out our results chain—from vision to goals through to outputs. Some results (outputs) are targeted to be achieved in the short to medium term, and others serve as medium term or intermediate milestones (outcomes), which are geared towards advancing the transformations necessary for the achievement of long-term national development results (impact).

The build-out of the national results framework first requires the identification of the national vision and its translation into a national development (strategic) objective to guide the processes for developing the long-term national development plan, which include problem and solution identification and gap analyses. The national strategic objective should also position the country's desired development within a global context—making it globally comparable. In the case of Vision

¹ The MTF is the centrepiece of the Implementation Framework for Vision 2030 Jamaica. Seven successive 3-year MTFs are planned for the period 2009-2030. The MTF presents the medium-term priorities for Jamaica's development, and includes the national results framework, national strategy framework, performance measurement framework and the alignment of medium-term priorities with relevant global agendas.

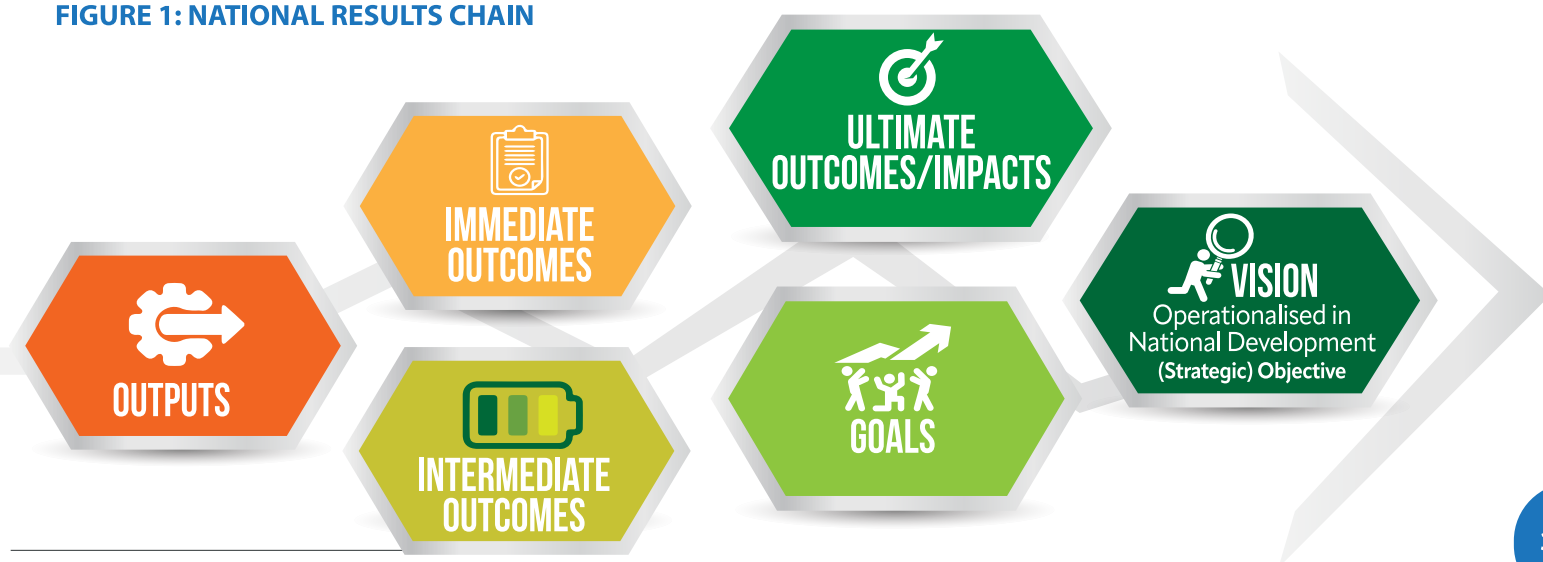
2030 Jamaica, the national vision is summarised in the statement *“Jamaica, the place of choice to live, work, raise families and do business”*. The national development objective is “Advance Jamaica’s development to developed country by 2030”.

The guiding principles and development paradigms should also be defined to inform the articulation and operationalisation of each step in building out the national results framework. These are especially relevant in defining the national goals, and then the associated national outcomes. The national goals and outcomes are statements of expected “transformed states” in the systems, institutions, and structures of the society, and the living standards or quality of life of the Jamaican people. A national goal is not directly measurable and represents the transformation of cross-sectoral systems that connect the society as a whole. The national outcomes serve as the main tenets of a national goal as well as the measurable results. The national outcomes provide a framework for the identification of the main sectors that will drive development. It is to be noted that the development results in national development planning, especially long-term national development planning, are measured at the programme/action level, sector, local, and national levels.

The national results framework directs the build out of the national strategy framework, utilising evidence on the development status of the sectors and sub-sectors that drive the achievement of the respective national outcomes. The national strategy framework of Vision 2030 Jamaica provides the strategic pathway for advancing Jamaica’s development over the 21-year period “2009 – 2030” towards the achievement of the national goals, outcomes and national development objective.

The results chain for Vision 2030 Jamaica cascades from the national goals and outcomes down through the results frameworks for policy-driven national and sector strategies, programmes and their sub-programmes and projects, across sectors and all levels of development planning and action. In other words, the national results chain comprises the different tiers of development results from national impact (goals and national outcomes) to sector, local, and programme impact, outcomes², and outputs. While all elements are important, the results chain that is typically presented gives focus to the upper levels of the hierarchy, prioritising the national goals and outcomes.

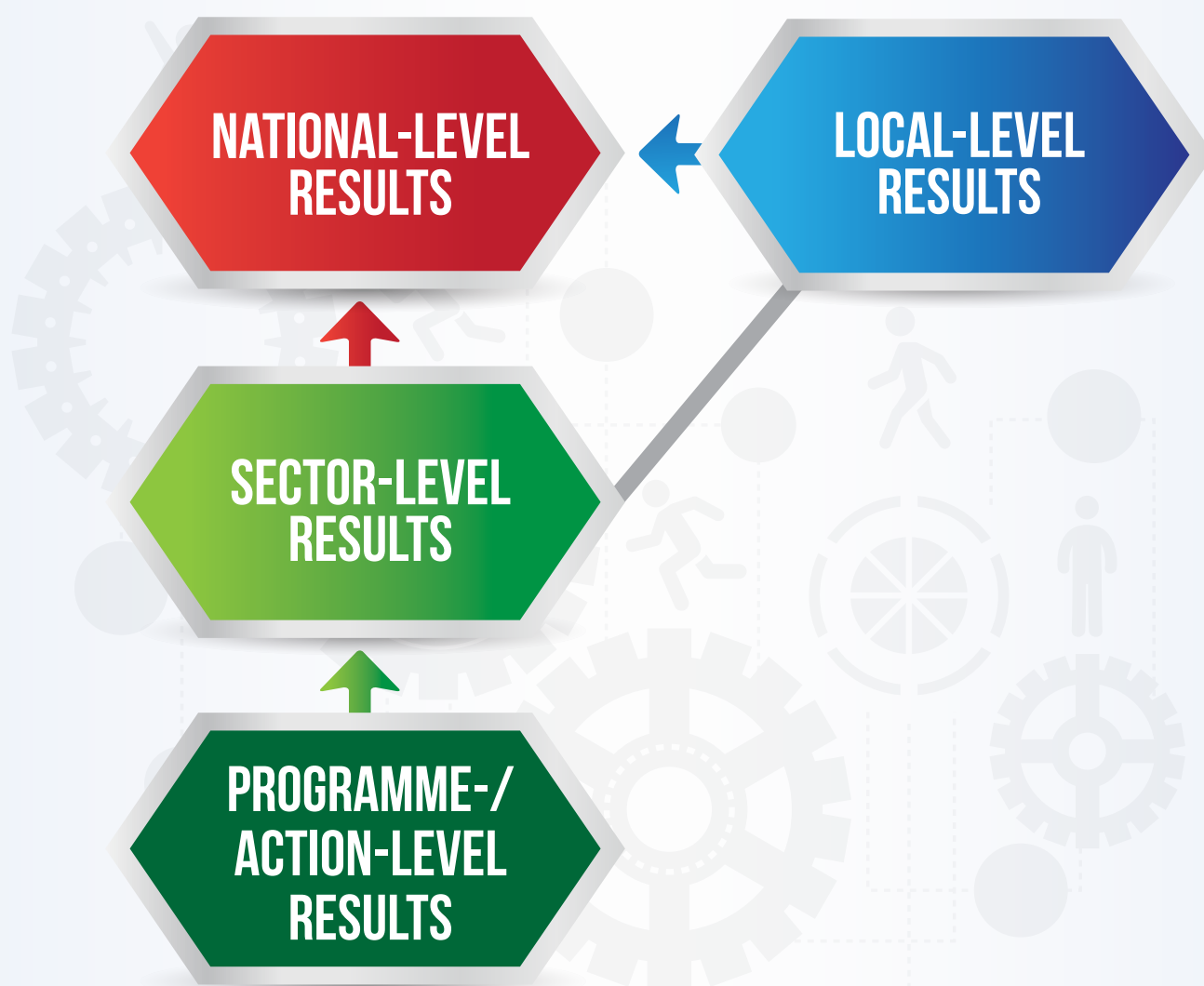
FIGURE 1: NATIONAL RESULTS CHAIN



² Programme outcomes are primarily the purview of implementers - they are to be aligned to the Sector and National Strategies and Outcomes.

Whereas in planning we start from the top of the results chain, in implementation, we measure our results from the bottom to the top of the hierarchy—from outputs to impact, which are all measurable. The achievement of a set of national sectoral impacts leads to the achievement of a goal. The achievement of a set of goals represents the achievement of a national development (strategic) objective. The national development (strategic) objective is the overarching operationalisation of a national vision within the context of the timeline covered by a national development plan.

FIGURE 2: Levels of Development Results In National Development Planning



At the programme/action level, the development actors and beneficiaries have reason to celebrate when there is increased access to and/or improved quality of specific goods and services by a group or community. These results are programme level outputs. When the desired behaviour changes and improvements in living standards directly associated with the goods and services produced by a programme/action are achieved, then programme outcomes are realized. A country has cause to celebrate when there is a desired change in the capacity of institutions, systems, and mechanisms to meet stakeholder demands and development needs in a sector. These achievements include strengthened, enhanced, or expanded sector capacity to serve stakeholders better, facilitate access to and/or deliver improved quality goods and services. These changes are classified as sector

outputs. They become immediate outcomes when, for example, stakeholders are aware of them and are therefore equipped to make informed choices regarding access or an utilisation of the goods and/or services towards impacting the development process, whether at the personal or community levels. At this level of development result, the mechanisms and knowledge/awareness to empower and enable us to change our behaviour are in place, but the desired changes in behaviour associated with improvements in the development environment, capacity, and quality of life have not yet been achieved.

The next step is behaviour change, which is social participatory and difficult for development practitioners to direct, even moreso, control. A country can further celebrate if the changes made to institutions, systems and processes enable and empower its people to change how they behave, in line with the intent of the actions implemented. The achievement of behaviour change is called an intermediate outcome. Outcomes are mostly achieved in the medium and long terms. Intended behaviour change is called an **“expected or planned outcome”**. When unexpected outcomes are achieved, these are often referred to as **“unintended consequences”**.

In long-term national development planning we can claim success when our improved institutions, systems and mechanisms coupled with the changes in our behaviours, result in the planned changes to how society itself is organised and operates. This is called **“achieving an impact”**. If a development impact becomes entrenched with some permanency, then we call it a **“transformation”**, with the change being institutionalised. The achievement of a collection of planned and related transformational impacts leads to the realisation of a goal.

When a goal is achieved, we see specific elements of human life—social, economic, and environmental—functioning at the desired level of development. For example, human capital development or economic prosperity is achieved. Within the context of resilient, sustainable, and inclusive development, when the full suite of national goals for a national development plan is achieved, societal transformation is realised. This includes the reorganisation of the society to sustain and build on transformative development gains. The people are empowered and enabled to equitably serve as change agents, with opportunities and benefits geared to meet the specific needs of diverse groups in different locales and at varied stages in their life course. If the full suite of national goals are realised within the timeline of a national development plan, then the national development (strategic) objective is achieved. The achievement of the national goals and objective should result in the realisation of the national vision.

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