CAMBODIAN CENTER FOR HUMAN RIGHTS
RESULTS BASED MANAGEMENT POLICY

Revised on (date): 20 November 2020
1. INTRODUCTION

Results Based Management (“RBM”) is integral to the Cambodian Center for Human Rights’ (“CCHR”) management philosophy and practice. RBM is a management approach in which all action and use of resources are oriented towards achieving clearly defined and demonstrable results and impacts.

CCHR focuses on results to ensure that it can optimize value for money and the prudent use of its human and financial resources. RBM allows interventions to complement each other and avoid overlap and waste. It is the underpinning of sound financial, program, and project planning, implementation, monitoring, and evaluation.

This RBM Policy (the “Policy”) has been developed to reiterate the importance of basic RBM principles for CCHR and to assist CCHR employees to understand the RBM vocabulary used at CCHR. This policy applies to all employees of CCHR as defined in the Employment Policy, which includes consultants, interns and volunteers.

This Policy shall come into effect from 1 January 2021 onward.

2. IMPLEMENTATION

CCHR will provide a work environment in which RBM is valued. RBM requires good planning, monitoring and evaluation, and these will be central in CCHR’s implementation.

2.1. Key components of CCHR’s RBM

Key to RBM are the principles of focusing on change in the target population, learning from results throughout project implementation, and subsequently adapting implementation to the circumstances as necessary. To put these principles into practice, CCHR will focus on RBM’s four key components:

- **The identification of expected results**: desired results will be clearly outlined in CCHR’s overall strategic plan or individual project plans.

- **A system to measure results**: where feasible, CCHR will conduct an assessment at the beginning of each project to establish the project’s starting point, which will constitute the benchmark against which future progress will be assessed. CCHR will continuously monitor and measure result according to internal monitoring and evaluation processes, such as project work plans and tracking tools.

- **The identification and active management of risks to projects**: CCHR will identify, analyze and assess risks that could have a tangible effect on desired results based on developed project
proposals, which will be revisited throughout project implementation. CCHR will establish a risk management plan to mitigate the effects of these risks.

- **A process of review and adaptation:** CCHR will periodically check actual results against expected results and adapt project implementation if necessary. CCHR will integrate lessons learned into decisions on programming. Once the project is completed, where feasible CCHR will conduct a final evaluation to confirm the actual achievement of the project’s results.

### 2.2. Realistic implementation:

CCHR will implement RBM gradually, refining approaches as it learns from experience, and adapting realistically to circumstances (including necessary capacity building). The RBM approach implemented by CCHR will be easy to understand by employees, supporters and other stakeholders.

### 2.3. Implications for employees:

CCHR project employees will therefore need to:

- Define realistic expected project results based on appropriate analyses;
- Clearly identify project beneficiaries and design projects to meet their needs;
- Monitor progress toward results and resources consumed with the use of appropriate indicators;
- Identify and manage risks while bearing in mind the expected results and necessary resources;
- Increase knowledge by learning lessons and integrating them into decisions; and
- Report on the results achieved and resources involved.

### 2.4. Guidance for employees:

It is crucial that CCHR employees understand the importance of RBM and the reasons for adopting this type of management. CCHR will support its staff in implementing RBM by providing appropriate guidelines and training - which will be updated regularly on the basis of lessons learned – focusing on both the principles and practical aspects of RBM.

### 3. ACCOUNTABILITY

#### 3.1. External accountability:

CCHR will foster a culture of accountability and report on its results to its donors, stakeholders, partners and to the general public to inform them of its achievements. CCHR’s implementation of
RBM will provide a structure for reporting evidence of results and therefore lead to better reporting on more clearly identified results.

3.2. Internal accountability:

CCHR will integrate evidence and lessons learned from past performances into management decision-making and will use performance indicators for internal management accountability. CCHR’s management will constantly engage staff in the process of reflecting on how activities can better contribute to the achievement of results. CCHR will also ensure that RBM is featured in employee appraisals where applicable.

4. PARTNERSHIP

CCHR will aim to broadly mainstream RBM with implications for partnerships, coordination and collaboration and will work with its partners to ensure a common understanding of the principles and vocabulary of RBM. CCHR will be mindful of ensuring complementarity and mutually reinforcing interventions with its partners. In the instances when CCHR will share the responsibility for achieving results at the project levels with partners, CCHR will identify, in collaboration with its partners, their respective roles and responsibilities.

5. IMPORTANT DEFINITIONS

a) Results chain (logic model): the causal or logical relationships between the inputs, activities, outputs, and outcomes of a given policy, project or initiative.

b) Inputs: The financial, human, material, and information resources used to produce outputs through activities and accomplish outcomes.

c) Activities: Actions taken through which inputs are mobilized to produce outputs.

d) Outputs: Direct products or services stemming from the activities.

e) Results / outcomes: describable or measurable changes in state that are derived from a cause-and-effect relationship. Results are defined as outcomes, which are further qualified as immediate, intermediate, or ultimate.

f) Immediate outcome (short term): This is a change that is directly attributable to the outputs of an organization, policy, program, or initiative. In terms of time frame and level, these are short-term outcomes, and are usually at the level of an increase in awareness or access to resources or an acquisition of skills among beneficiaries.

g) Intermediate outcome (medium term): a change that is expected to logically occur once one or more immediate outcomes have been achieved. In terms of time frame and level, these are medium-term outcomes, which are usually achieved by the end of a project and usually when there is a change of behavior, attitude or practice among beneficiaries.

h) Ultimate outcome (long term): the highest-level change that can be reasonably attributed to an initiative in a causal manner and that is the consequence of one or more intermediate
outcomes. An ultimate outcome usually represents the *raison d'être* of an initiative, and takes the form of a *new situation* or sustainable change of state among beneficiaries.