

Results-based management (RBM) training 2026

The Results and Evaluation team at the FMO



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Agenda

09:00	Welcome Coffee
09:30	Introduction to Result Based-management : Key changes in FM21-28 and essential concepts
10:45	Break
11:00	How to write a good Concept Note – Theory
12:30	Lunch
13:30	How to write a good Concept Note - Exercise
14:15	How to design a good Results Framework – Theory
15:00	Break
15:15	How to design a good Results Framework – Exercise
	Identifying and managing Risk
	Planning with milestones
17:00	Closing remarks



Training objectives

After this training, you should understand

- What RBM is, why we use it, and key concepts
- Key changes from FM14-21
- How to practically apply RBM principles through the programme cycle
- How to design a programme with a clear logic
- How to write a good Concept Note
- How to design a practical Results Framework
- How to identify and assess risk
- How to plan your programme period with milestones



Introduction to Result Based- management:

Key changes in FM21-28 and essential concepts



Key Changes from FM14-21

Result-based management guidance

- Updated based on lessons learned and the streamlined processes
- Practical guide
- Integration of Grants' values and principles

Design phase

- Timelines
- Number of programme areas
- Concept note
- Streamlined results framework

Implementation phase

- Improved flow of information and results alignment
- Streamlined reporting
- Simpler risk assessment module
- GrACE



Results-based management

- **Regulations Art.1.3:** All programmes and activities shall follow a results and risk management approach
- The intention is to manage the programmes in order to **maximise achievement of results** (as opposed to just spending money)



Results-based management (RBM)

- Results-based management is a management strategy by which all actors ensure that their processes, products and services contribute to the achievement of the desired results.

Main pillars of RBM

- Identifying specific issues or challenges
- Identifying what to do (possible solutions)
- Specifying desired results
- Monitoring performance, managing risk
- Learning and adapting



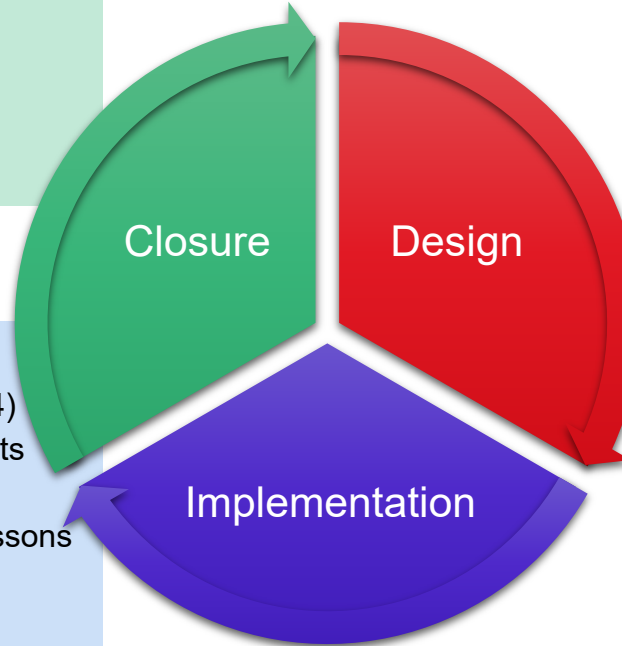
RBM through the programme cycle

Programme Closure (chapter 5)

- External evaluation
- Closure processes
- Final reporting

Programme implementation (chapter 4)

- Calls for proposals, contracting projects
- Collecting data
- Reporting on progress, results and lessons
- Managing risks
- Monitoring projects



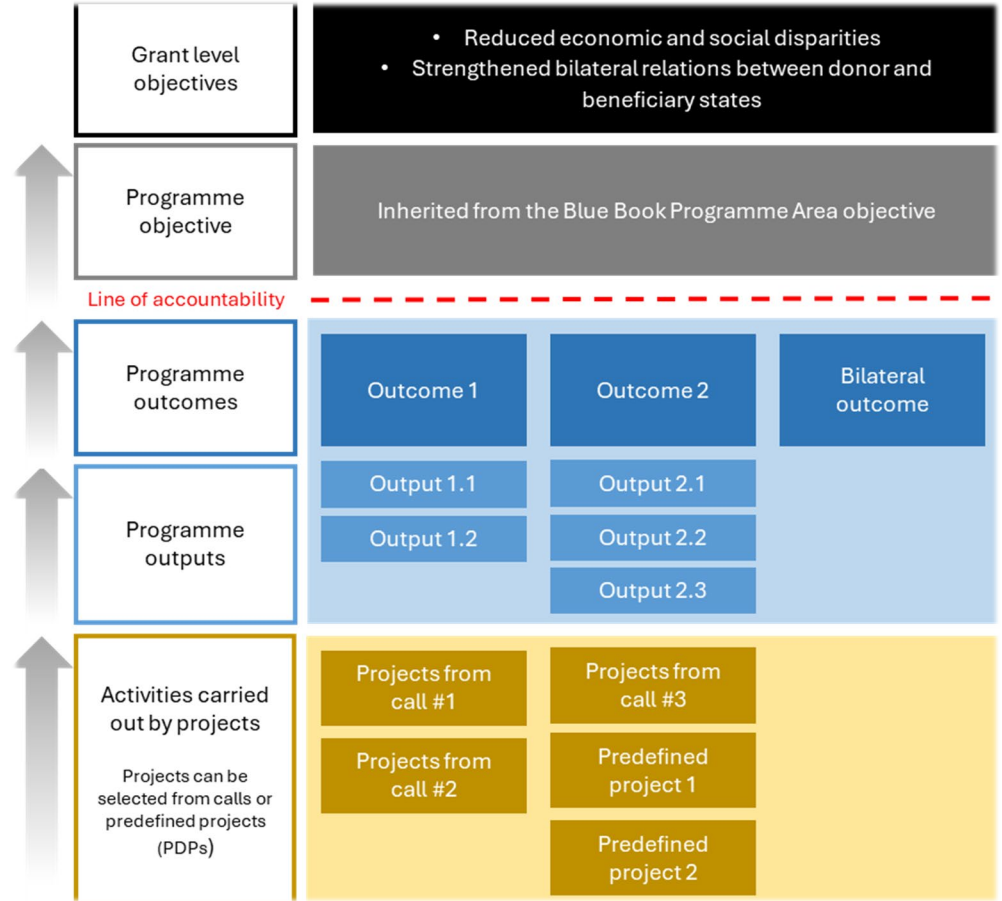
Programme Design (chapter 3)

- Developing a Concept Note
 - Identifying issues
 - Theory of Change (activities to results)
 - Risks and assumptions
- Results Framework
- Developing a Programme Agreement
- Implementation milestones for planning



Programme model

How your programme fits into the Grants

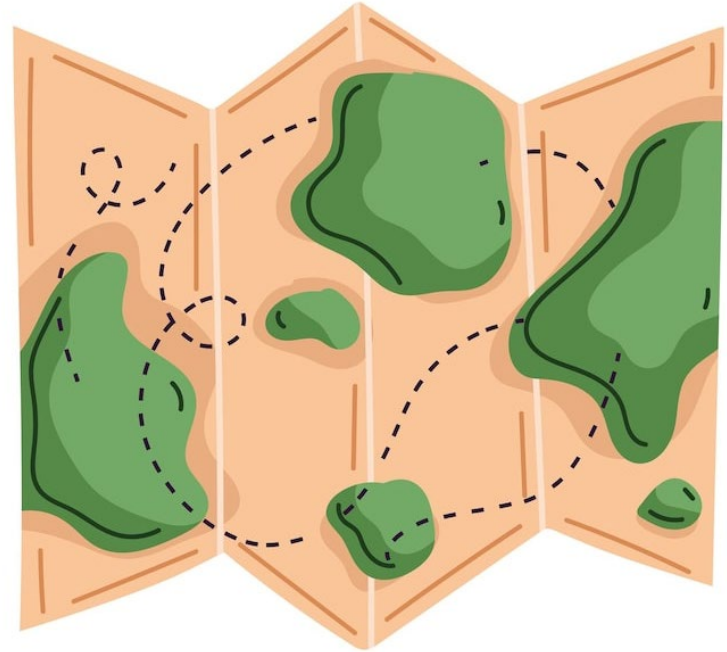


Why do you think results-based management is important in the Grants?



The added value of Result-based management in the Grants

- **It gives direction:** If we don't know where we are going, we could end up anywhere
- **It gives clarity:** If we don't know where we are, we could get lost
- **It provides learning opportunities:** If we don't know what went well and why, we could repeat the same mistakes or miss future opportunities



What comes to mind when you think of the word results?

- Results are the positive or negative, intended or unintended, **effects** of a project or programme.
- Results is an umbrella term for **outputs**, **outcomes**, or **objective-level** of an intervention.



**What do you think of when
you hear:**

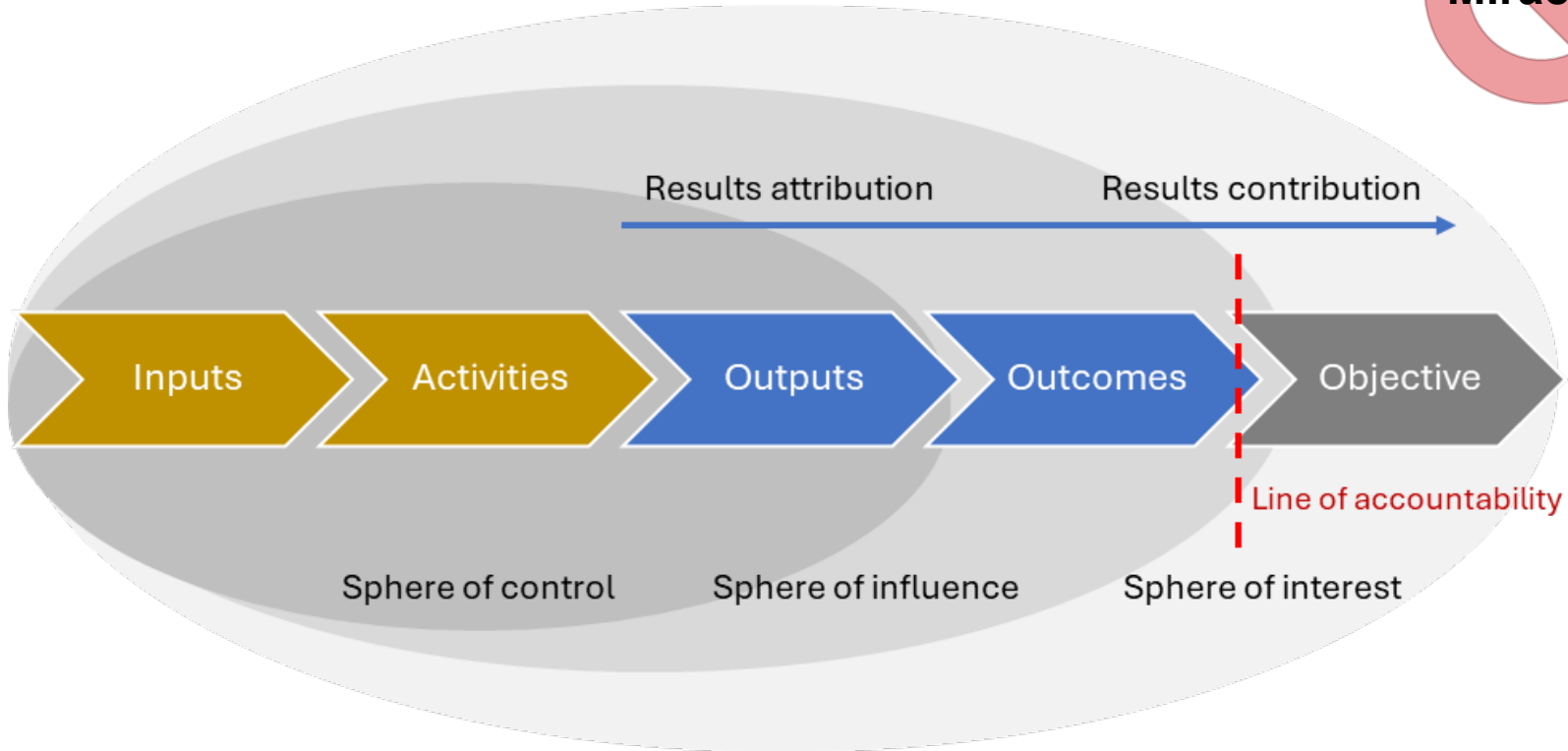
Objective-level?

Outcomes?

Outputs?

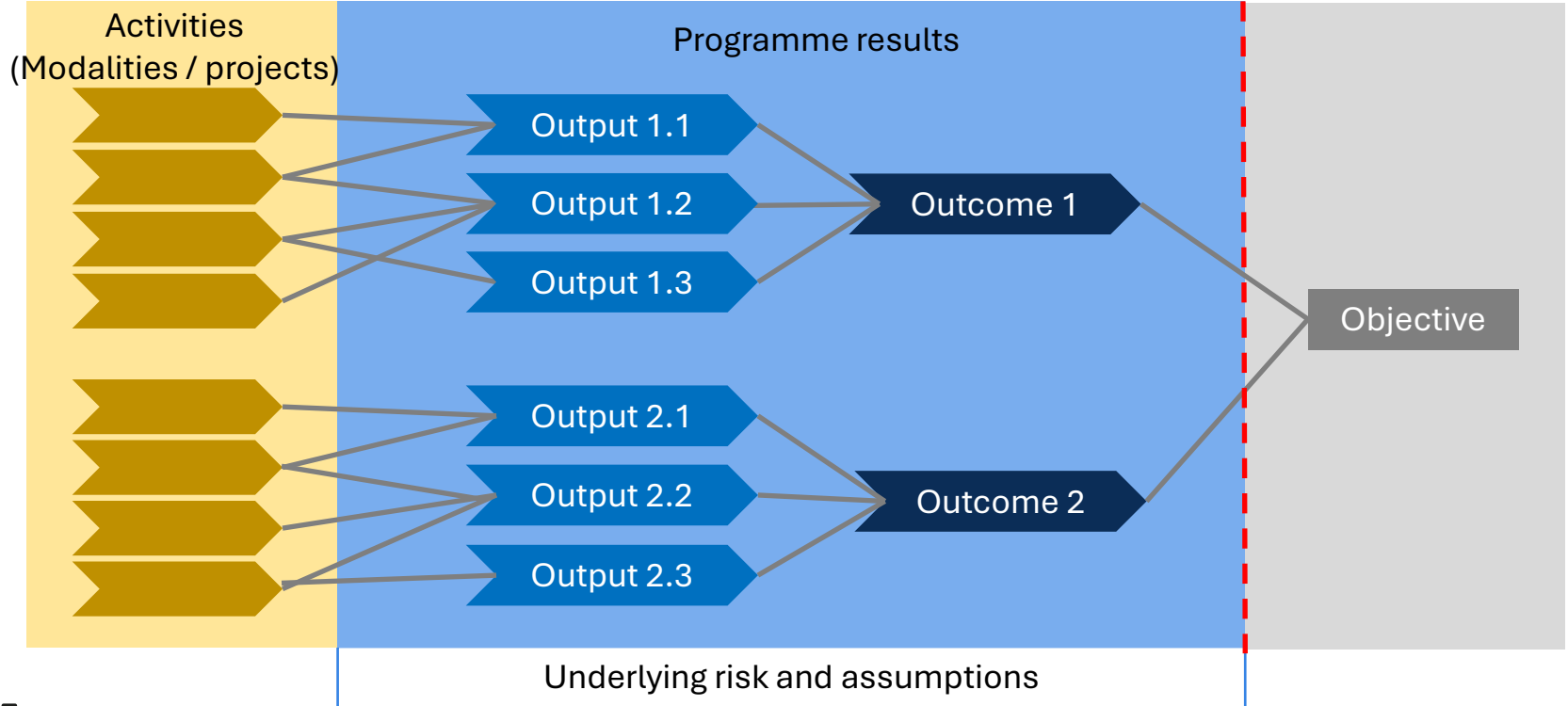


The Results Chain

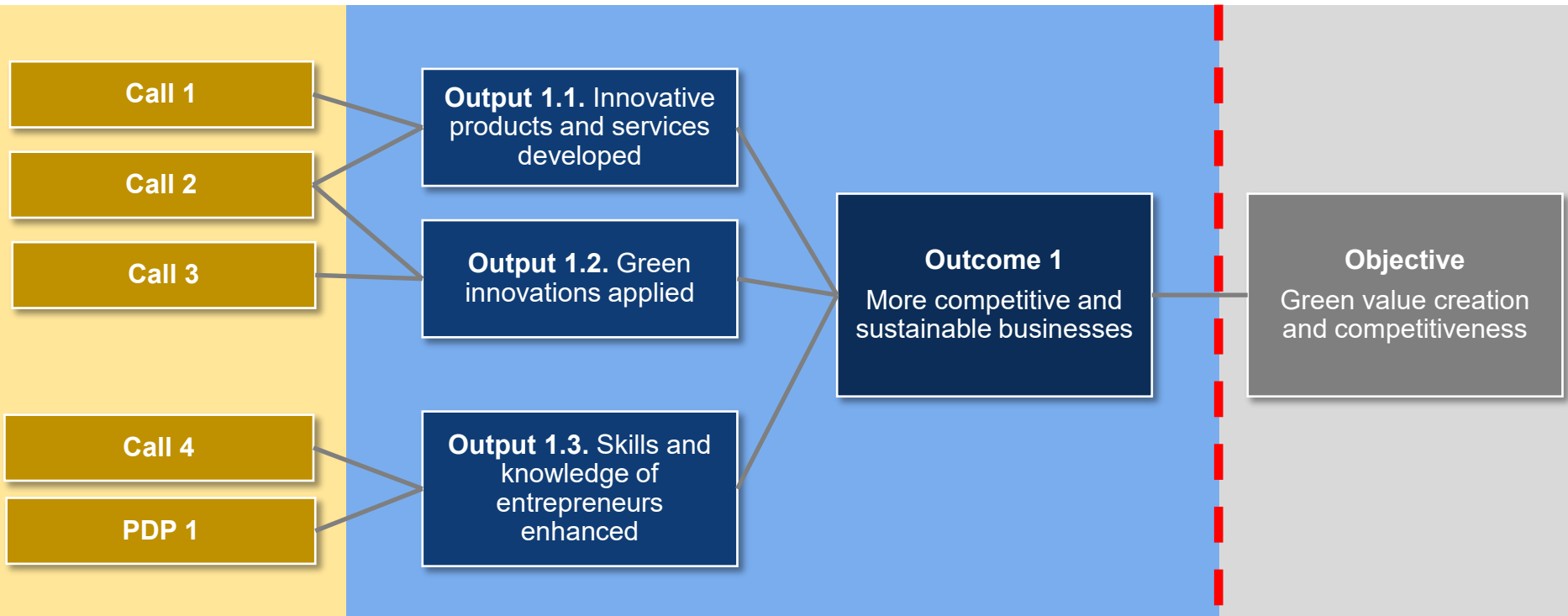


The result chain in a programme

Line of accountability

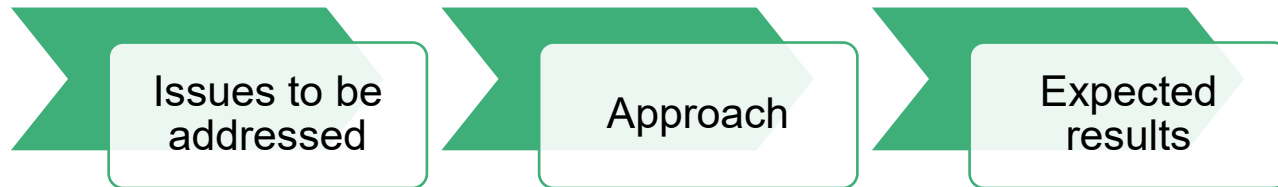


Example of a simple programme, one outcome



Tell your programme story

- A results chain is a ‘framework’ that **helps you check if you have a good, logical programme story.**
- Your programme story is called a ‘**Theory of Change**’
- As we will see, the **Concept Note template is structured** so you can tell a clear programme story for each outcome.



Quiz 1

One correct answer per question—thank you!

<https://forms.office.com/e/aUdXh9g6fh>

To be updated?

BG RBM training - Quiz 1



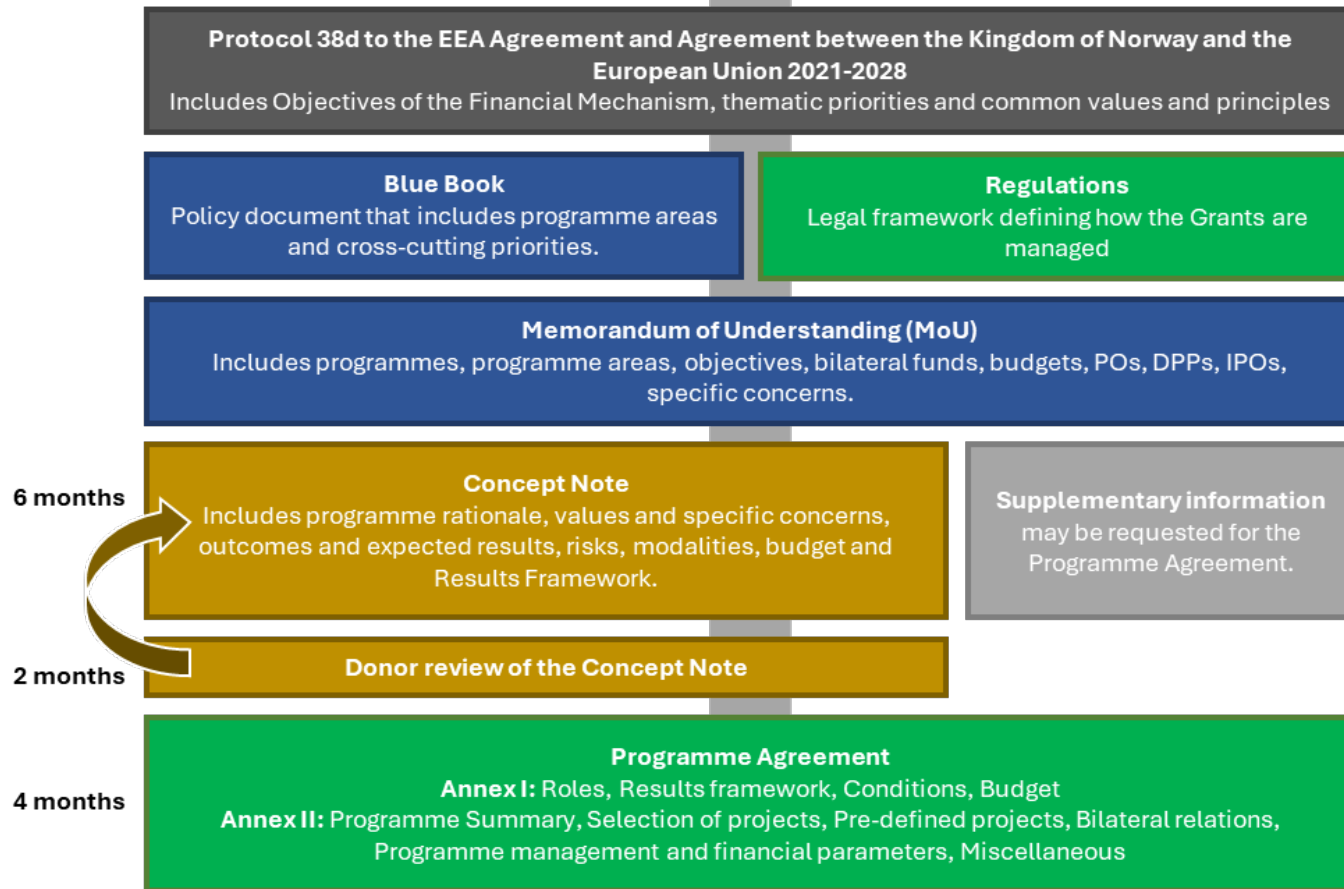
Break



How to write a good Concept Note



Overview: programme design process



Concept Note

The PO shall, in cooperation with the DPPs, IPOs and FMO, develop a Concept Note defining the scope and planned results... (art 6.2).

Remember to look at what you already have:

Memorandum of Understanding

Notes from Memorandum of Understanding

Blue Book; esp. Areas of support

FM14-21 programme documents

National and EU policies and research

Notes from internal meetings

Notes from stakeholder consultation & expert meetings

FMO documents; Regulations, RBM guidance, templates



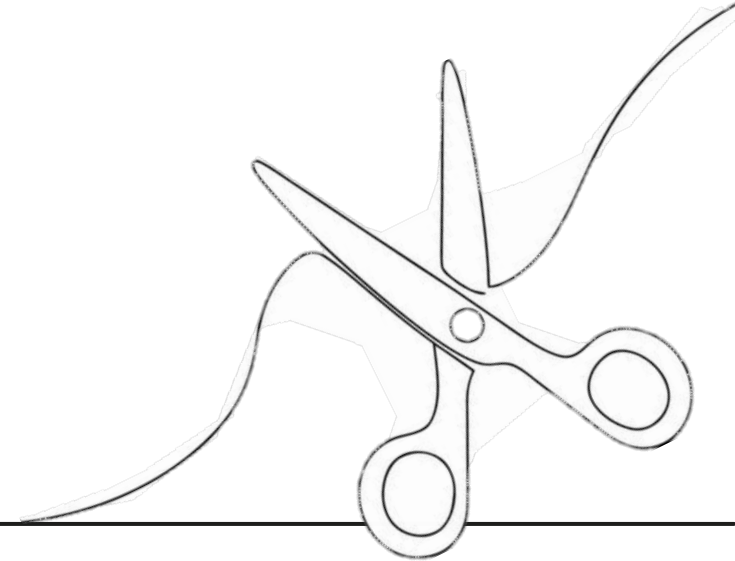
What does clearly mean to you?

To be approved, your Concept Note must **tell a clear and logical programme 'story'**.
Therefore, it is very important to **write clearly**.



Please write clearly

- Follow logical structure
- Use short sentences
- Group similar text
- Avoid jargon
- Avoid abbreviations
- Use a grammar check and spelling check



Lets walk through it

- Programme rationale
- Values and principles
- Conditions and specific concerns

Part 1

- Outcome 1:
 - Issues to be addressed
 - Approach
 - Expected results

Part 2

- Bilateral Cooperation
- Cooperation with international organisations
- Modalities
- Budget

- Results framework

Part 3

- Annex 1 – Pre-defined projects

Part 4



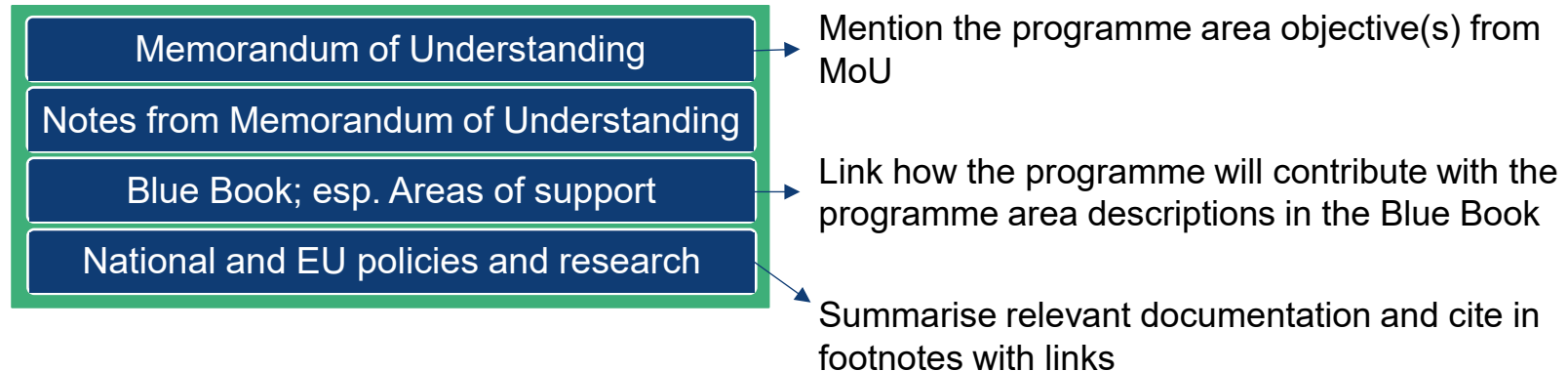
Part 1: Programme rationale, Values and principles and Conditions and specific concerns



Programme rationale

Briefly describe the programme rationale, referencing national and EU priorities and policies where relevant. Describe how this programme is expected to contribute to these priorities and how this programme will contribute to reducing social and economic disparities. Maximum 500 words.

- Rationale means ‘why is this programme is needed?’



Values and principles

Briefly describe how the programme will protect and promote the values and principles identified in Article 1.3 of the Regulation and the Blue Book, including gender equality. Maximum 500 words.

Regulations: Article 1.3 Principles of implementation

1. The EEA Financial Mechanism 2021-2028 is based on the common values and principles of respect for human dignity, freedom, democracy, equality, the rule of law and the respect for human rights, including the rights of persons belonging to minorities. All programmes and activities funded by the EEA Financial Mechanism 2021-2028 shall be consistent with respect for these values and principles and abstain from supporting operations that may fail to do so. Their implementation shall comply with the fundamental rights and obligations enshrined in relevant instruments and standards.
2. The implementation of the EEA Financial Mechanism 2021-2028 shall follow the principles of good governance, shall be participatory and inclusive, accountable, transparent, responsive, effective and efficient. There shall be zero-tolerance towards fraud and corruption.
3. The implementation of the EEA Financial Mechanism 2021-2028 shall be consistent with sustainable development, long-term economic growth, social cohesion and environmental protection.
4. The implementation of the EEA Financial Mechanism 2021-2028 shall follow a results and risk management approach.

Conditions and specific concerns

*Describe how conditions and/or **specific concerns** from the **Memorandum of Understanding** will be integrated in the development planning and implementation of the programme and whether this programme will include projects related to challenges experienced as a result of the invasion of **Ukraine**; Maximum 500 words.*

- You must describe:
 - MoU **programme specific concerns**
 - Mention the **Ukraine allocation**, if applicable to your programme
 - How you will integrate these specific concerns in the programme



Part 2: Outcome:

Issues to be addressed

Approach

Expected results



Theory of Change

Issues to be addressed

Briefly describe how the outcome contributes to the Programme Area Objective. Describe the main issues that will be addressed under this outcome. Maximum 300 words

Approach

Describe each modality and the proposed approach to address the issues identified under this outcome. Include mention of how you will work with the target group(s). Describe the main risks and assumptions that may affect implementation of this outcome. Maximum 600 words.

Expected results

Describe the main results the programme expects to achieve under this outcome, and for which target group(s). Expected results are the actual changes expected under this outcome. Maximum 300 words

Remember:



Risk



Assumptions



Outcome Statements

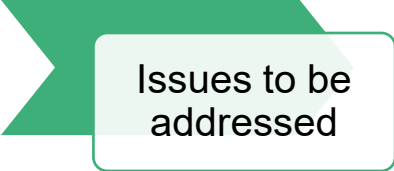
- Define an outcome statement **for each outcome** in your programme
- The outcome statement is **the outcome-level result** you expect to achieve by the end of the programme
- Each outcome should usually be based on one of the **'areas of support'** in the Blue Book programme area.

Tips and tricks:

- 1) Use a verb in past tense: improved, strengthened, increased, enhanced
- 2) Don't make statements long and complex. Avoid 'and' and 'through' etc.



Issues to be addressed



Issues to be addressed

Briefly describe how the outcome contributes to the Programme Area Objective. Describe the main issues that will be addressed under this outcome. Maximum 300 words

- Blue Book text can be used to **link your outcome to the programme area objective(s)**.
 - Remember: Your outcome should be based on an 'area of support' in the Blue Book.
 - Remember the results chain: Your outcomes must logically link to the **programme area objective**
- Issues to be addressed need to **be specific for this outcome**.
- Describe exactly the issue / challenge / problem? **Avoid jargon**
- **Cite** references / evidence in the footnotes, where relevant



Improved Sustainable Resource Management

Issues to be addressed

Example text

Intro

This outcome relates to the Blue Book area of support [‘...’]. The outcome directly contributes to the programme area objective [‘...’] by ... [explain how].

Issue 1

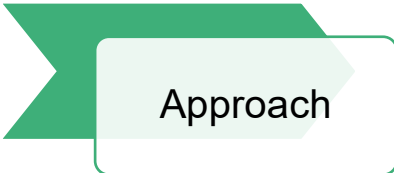
Portugal’s **marine biodiversity is under significant threat** due to overfishing, habitat destruction, and pollution. Coastal ecosystems are increasingly degraded by plastic waste, chemical runoff, and unsustainable fishing practices, leading to declining fish stocks and disruptions in marine habitats. Key species are at risk, with cascading effects on ecosystem balance and the livelihoods of coastal communities dependent on fishing industries¹. **Footnote**

Issue 2

Unsustainable water usage is another critical issue, particularly in agriculture and urban areas. Portugal faces frequent droughts and prolonged periods of water scarcity, exacerbated by inefficient irrigation systems in agriculture and inadequate infrastructure for water management in cities. Excessive water extraction and wastage are straining aquifers and surface water sources, threatening long-term availability². **Footnote**

The stakeholders most affected by these issues include coastal communities reliant on marine resources, and urban populations facing water shortages

Approach



Approach

Describe each modality and the proposed approach to address the issues identified under this outcome. Include mention of how you will work with the target group(s). Describe the main risks and assumptions that may affect implementation of this outcome. Maximum 600 words.

- The approach is basically **what you want to do and how** under this outcome
 - Suggestion: **Summarise each proposed call** in about two good paragraphs
 - Suggestion: **Summarise each PDP** in a short paragraph
- Mention the **target groups**
- Mention relevant points from the ‘**values and principles**’ or ‘**specific concerns**’ for this outcome
- Identify the **main risks** only for this outcome
- Note: there is a risk table in the supplementary information
- Note: there is a separate PDP annex



Approach

Example text

Under this outcome, two calls for proposals are planned.

**Link to
Issue 1**

Call 1.1. will focus on the development of marine protected areas to safeguard biodiversity. This call will seek projects focused on the creation and effective management of marine protected areas. Activities may include biodiversity surveys, the establishment of no-fishing zones, community-led marine monitoring initiatives, and restoration projects for critical habitats like coral reefs and seagrass beds. Private sector applicants might propose eco-tourism ventures linked to these areas, while NGOs could focus on community training and education.

**Link to
Issue 2**

Call 1.2. will promote water conservation practices in agriculture and urban areas. This call will [...]

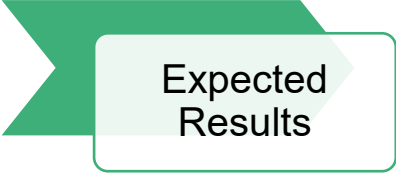
**Target
groups**

Under this outcome, the programme will adopt a multi-stakeholder approach, engaging local communities, government agencies, and private sector actors. Key partnerships with research institutions such as [...] will support evidence-based strategies.

Risks

Key risks are [...]

Expected Results



Expected Results

*Describe the main results the programme expects to achieve under this outcome, and for which target group(s). Expected results are the actual changes expected under this outcome.
Maximum 300 words*

- Describe your expected **output level results** – what directly measurable and observable results are expected from project activities?
- Describe expected **outcome-level results** – what higher level changes are these output level results expected to contribute to?
- Describe what your outcome statement means in detail. **Tell your story!**
- Make the logical link to the programme objective
- Include mention of the target group(s)
- Include specific results relating to ‘values and principles’ or ‘specific concerns’ for this outcome
- This needs to be very clear so we can make a **Results Framework**



Expected results

Example text

This outcome will be achieved through the following output-level results.

Projects contracted from **call 1** on marine biodiversity, are expected to contribute to **improved management capacity** of several marine protected areas in [...]. For example, [...]

The establishment of no-fishing zones and community-led monitoring of these zones is expected to result in **increased fisheries stocks** [...]

Research and biodiversity surveys will **provide policymakers with up-to-date information to develop strategies** for safeguarding sensitive marine ecosystems [...]

Awareness campaigns carried out by NGOs will **raise public awareness of** [...] and lead to a **change of attitudes and behaviors** such as [...]

Overall, the direct results of contracted projects will collectively contribute to achieving the outcome '**improved sustainable resource management**'. Specifically, this means [...]



Lunch until 13:30



Cheat sheet

Theory of Change: Does the Concept Note tell a clear and logical story per outcome?



Outcome statement: Is the outcome statement clear, achievable and linked to area of support?



Issues to be addressed: Are the issues clearly defined for each outcome?



Approach: Do the modalities logically contribute to the expected results?



Expected results: Will the described results logically lead to the achievements?



Expected results: Does the expected results clearly address the issues you identified?



Results Chain: Could we visualise this story in a logical figure (if we wanted)?



Result Framework: Can we transform this story into a result framework



Exercise

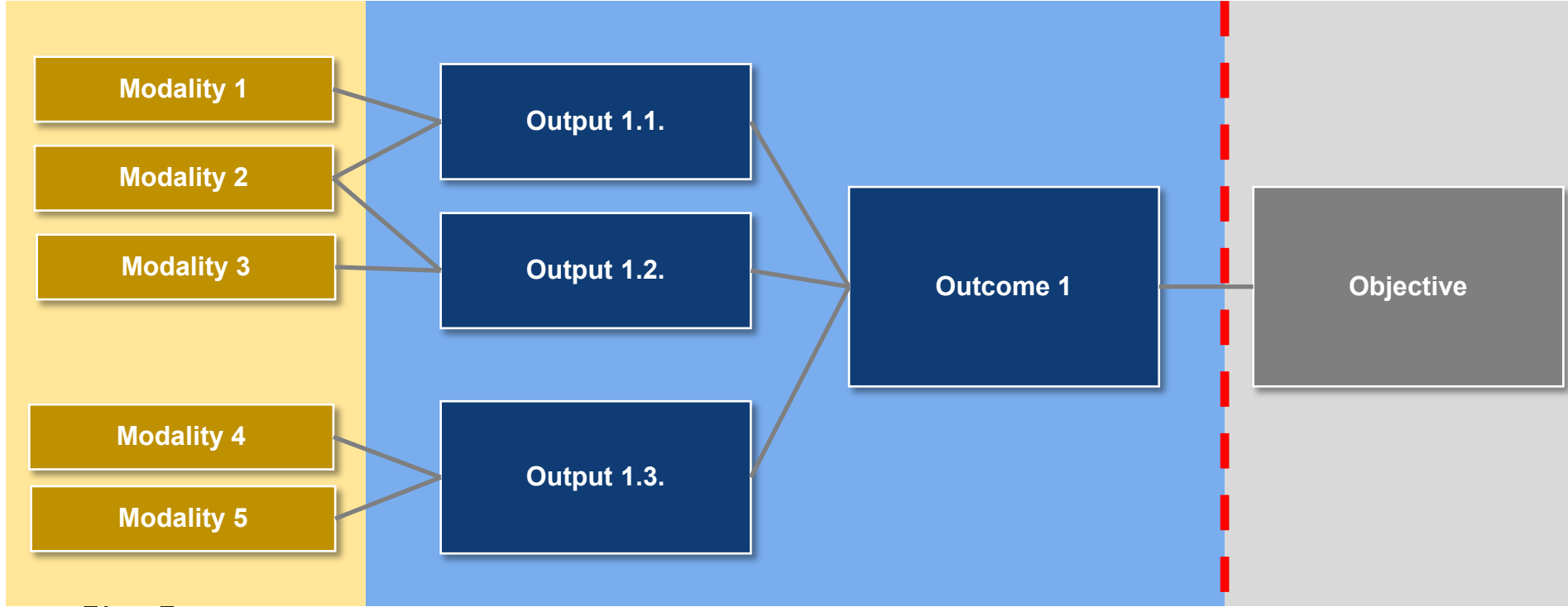
1. Check the logic of your outcome text

- Is your **outcome statement** clear and achievable? Is it related to an area of support in the Blue Book? Does it logically link to the programme area objective?
- Are the '**Issues to be addressed**' for this outcome clearly defined?
- Under '**Approach**' do your modalities (calls and PDPs) logically contribute to your 'Expected results'?
- Are the '**Expected results**' clearly defined? Will your outputs logically lead to the achievement of your outcome statement? Will these results address the issues you identified?

2. Visualize your programme story as a figure / diagram to check the logic

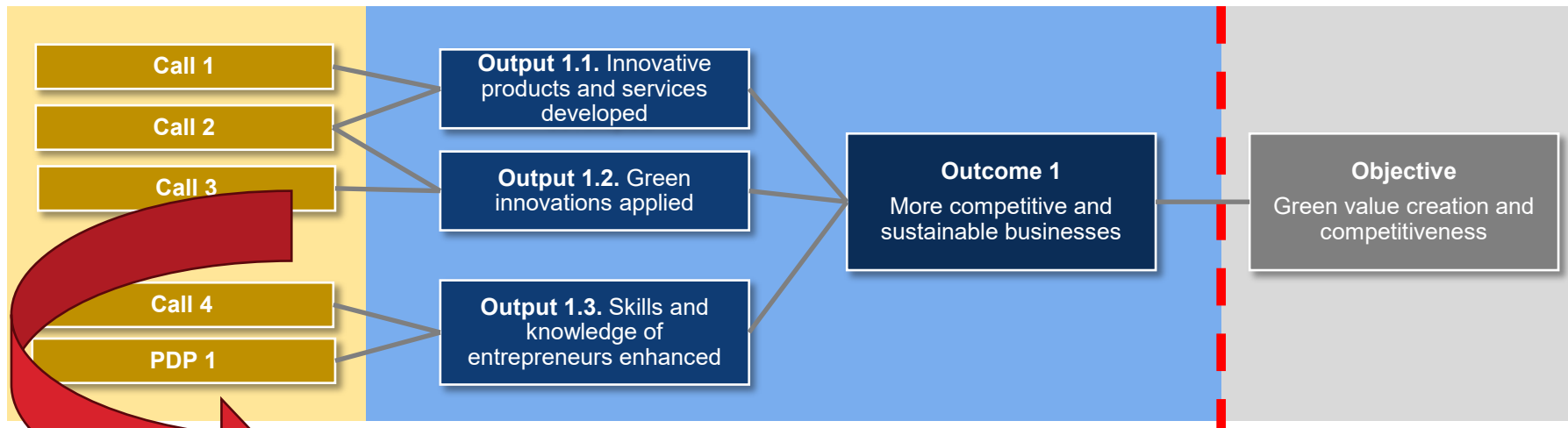


Visualize your programme story as a figure / diagram to check the logic



Part 3: Result Framework





	Disaggregation	Unit of measurement	Data sources	Baseline	Planned Target
Programme objective: Green value creation and competitiveness					
Outcome 1: More competitive and sustainable businesses					
[Indicator]	[Type]	[Unit]	[Source]	#	#
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.1: Innovative products and services developed					
[Indicator]	[Type]	[Unit]	[Source]	#	#
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.2: Green innovations implemented					
[Indicator] ... etc.	[Type]	[Unit]	[Source]	#	#

Results Framework development

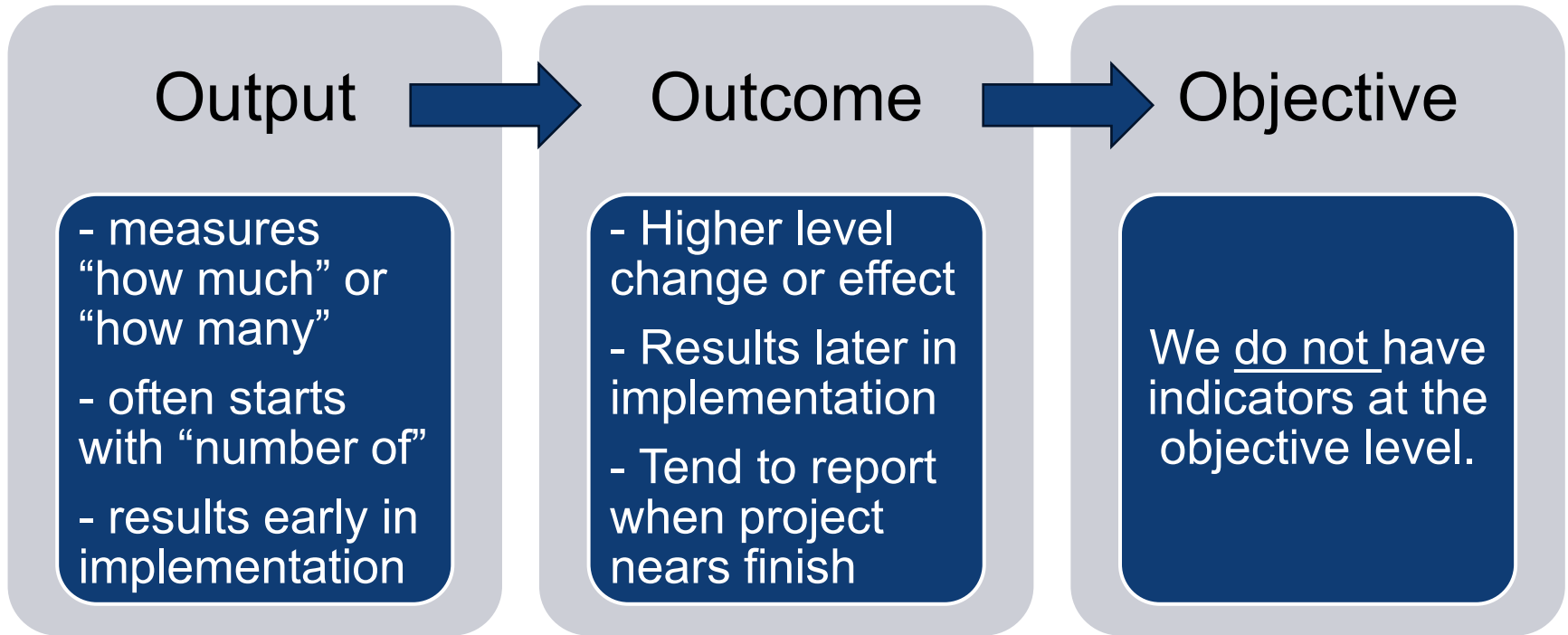
Indicator	Disaggregation	Unit of measurement	Data sources	Baseline	Planned Target
Programme objective:					
Outcome 1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Outcome 2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 2.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Bilateral outcome: [statement]					
[Bilateral indicator]	[Type]	[Unit]	[Source]	#	#

Indicators

- Formulated to respond to the questions:
 - 'How would we know whether or not what has been planned is actually happening or happened?'*
 - 'How do we verify success?'*
- **SMART** (Specific – Measurable – Available – Relevant – Time-bound)



Indicators



! Core indicator library: Expanded library of indicators to use



Bilateral indicators

- Bilateral indicators are **mandatory for all programmes**
- Bilateral indicators capture **aspects of partnership quality**
- Most bilateral indicator results will be **collected by the FMO**, through a bilateral survey (additional indicators are NOT required)
 - Level of involvement of the project partner in the project
 - Level of trust between partners
 - Level of relevance of the partnership
 - Level of effectiveness of the partnership
 - Level of efficiency of the partnership
 - Level of added value of the partnership
 - Level of sustainability of the partnership
 - Level of overall satisfaction with the partnership



Results Framework

Indicator	Disaggregation	Unit of measurement	Data sources	Baseline	Planned Target
Programme objective:					
Outcome 1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Outcome 2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 2.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Bilateral outcome: [statement]					
[Bilateral indicator]	[Type]	[Unit]	[Source]	#	#



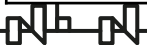
Disaggregation (optional)

- **Fixed categories**
 - **Gender** → Female / Male / Other (or not specified)
 - **Roma** → Roma / Non-Roma / Not specified
 - **Age** → Youth (≤ 29) / Adults (≥ 30) / Not specified
 - **State** → Beneficiary State / Donor State / Not specified
- Alternatively, consider if a group specific indicator is more appropriate
 - Number of female employees...
 - Number of children...etc.
- Data ethics - **self-identification as a rule**
- Data handling: Follow GDPR, privacy, safety and ethics standards (Grants' values).



Results Framework

Indicator	Disaggregation	Unit of measurement	Data sources	Baseline	Planned Target
Programme objective:					
Outcome 1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Outcome 2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 2.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Bilateral outcome: [statement]					
[Bilateral indicator]	[Type]	[Unit]	[Source]	#	#



Unit of measurement

Cumulative number

Total during implementation

Annual number

Total annually

Share

Percentage

Level

On a predefined scale, such as 1-5

Average

Total value divided by the number of units

Rate

E.g: tuberculosis rate per 100,000 population

Binary

Yes/no - if it happened or not

- Important for consistent, reliable data.
- **‘Cumulative number’ is the most common** unit of measurement



Results Framework

Indicator	Disaggregation	Unit of measurement	Data sources	Baseline	Planned Target
Programme objective:					
Outcome 1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Outcome 2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 2.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Bilateral outcome: [statement]					
[Bilateral indicator]	[Type]	[Unit]	[Source]	#	#



Data sources

- **Where the data is coming from**
 - Evidence of results achieved
 - Ensures transparency and accountability in results tracking
- **Examples**
 - Project Promoter records
 - Attendance sheets
 - Copies of contracts
 - Social media analytics (X, Facebook, LinkedIn)
 - Energy certificates or audit reports
 - Expert assessment
 - FMO survey
 - Etc.



Results Framework

Indicator	Disaggregation	Unit of measurement	Data sources	Baseline	Planned Target
Programme objective:					
Outcome 1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Outcome 2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 2.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
Bilateral outcome: [statement]					
[Bilateral indicator]	[Type]	[Unit]	[Source]	#	#



Baselines

- The **starting point** for measuring change through the programme period
- **Most indicators will have a baseline of zero**, especially when measured as a cumulative number
- If a non-zero baseline is necessary, use existing secondary data or commission a baseline study.
 - Use the same method for collecting baseline and endline (results) values



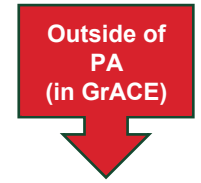
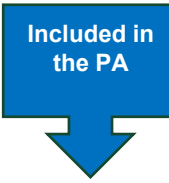
Baseline



Endline (result)



Planned and Contracted targets



Indicator	Disaggregation	Unit of measurement	Data sources	Baseline	Planned target	Contracted target
Outcome 1: Increased ability of local communities to adapt to a changing climate						
Number of inhabitants benefitting from adaptation and mitigation measures	-	Cumulative number	Project Promoters' records	0	5000	4800
Number of municipal action plans for mitigation and adaptation supported	-	Cumulative number	Project Promoters' records	0	10	12
Number of institutions using the data from the air pollution monitoring equipment	-	Cumulative number	Project Promoters' records	0	5	3
Output 1.1: Measures for climate change mitigation and adaptation on municipal level implemented						
Number of green-blue infrastructure investments supported	-	Cumulative number	Project Promoters' records	0	30	35
Number of public sector employees that completed a training course	Gender	Cumulative number	Attendance sheets	0	250	300



Logical flow of information



- **In calls:** Include relevant parts of the results framework
- **In project applications:** applicants should mark the indicators they will contribute to and their project targets. Include in project contracts.
- **In PLIs:** When registering a project in GrACE, fill with the project target
- **Project Promoter reports to PO:** Include their project level results
- **PO reports to FMO:** Fill the project-level results, which get aggregated for the programme.



Any questions or comments so far?



Quiz 2

One correct answer per question—thank you!

<https://forms.office.com/e/NmEkSHSey9>

BG RBM training - Quiz 2



Break



Exercise - Design your Results Framework

- Apply the concepts to **start designing or improve your programme's Results Framework**
- Assignment:
 - Look again at your **outcome and outputs statement** (from the first exercise)
 - How will you measure these results? Identify **at least 2 indicators** for every output and outcome statement
 - If you have time, keep going! Fill in the other columns of the results framework



Results Framework exercise template

Indicator	Disaggregation	Unit of measurement	Data sources	Baseline	Planned Target
Outcome 1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.1: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
[Indicator]	[Type]	[Unit]	[Source]	#	#
[Indicator]	[Type]	[Unit]	[Source]	#	#
Output 1.2: [statement]					
[Indicator]	[Type]	[Unit]	[Source]	#	#
[Indicator]	[Type]	[Unit]	[Source]	#	#
[Indicator]	[Type]	[Unit]	[Source]	#	#



Part 4: Pre-defined Projects

Issues to be addressed

Activities

Expected results

Background on Project Promoter and project partners

Justification



Annex 1 - Pre-defined projects template

[Project Title]

Project Promoter:	[Project promoter]
Project partner(s):	[Project partners, if relevant]
Donor project partner(s):	[Donor project partners, if relevant]
Total maximum eligible project cost:	€
Project grant rate:	0%
Project grant amount*:	€
Estimated duration:	X months



Annex 1 - Pre-defined projects template

What issues does the project aim to address? (maximum 300 words)

[Insert text]

What activities does the project intend to do, and for which target groups? (maximum 300 words)

[Insert text]

What results does the project aim to achieve, and for which target groups? (maximum 300 words)

[Insert text]

Provide a brief background on the Project Promoter and project partners (maximum 300 words)

[Insert text]

Explain why this project should be pre-defined or insert explanation from the MoU if relevant (maximum 300 words)

[Insert text]

These headings follow the 'Theory of Change' logic.

Tell the story of each project!



Justification for pre-defining the project

Explain why this project should be pre-defined or insert explanation from the MoU if relevant (maximum 300 words)

- **Why pre-define this project instead of opting for a call for proposals?**
- Possible reasons:
 - Strategic/political importance
 - Policy coherence
 - Urgency
 - Unique capability or mandate from Project Promoter
 - Operational and financial efficiency
 - Past experience and lessons learned
- The justification for the PDP may be outlined in the MoU: copy/paste then



Identify and assess risks



Identifying, assessing and managing risks

- **A risk is any event that may affect achievement of results.** Once it occurs, it becomes an issue.
- **Risks are inevitable** – the aim is to understand and manage, not eliminate.
- Focus on identifying and managing **the most important risks** that may affect your programme

- In the **Concept Note** text identify main risks, per outcome
- In the **supplementary information**, fill a simple risk assessment table
- In the **annual Country Report**, fill a simple risk assessment table
- In the **Cooperation Committee**, discuss risks - act earlier if needed



What is a risk to you?

***Is a risk something to
avoid, manage, or simply
accept?***



Risk table in supplementary information

Rank	Risk description	Risk category	Likelihood	Consequence	Risk score (likelihood x consequence)	Planned response
1	Open text	[select from list]	3 High	3 High	9 High	Open text
2	Open text	[select from list]	3 High	2 Medium	6 Medium-high	Open text
3	Open text	[select from list]	2 Medium	2 Medium	4 Medium	Open text
4	Open text	[select from list]	1 Low	2 Medium	2 Medium-low	Open text
5	Open text	[select from list]	1 Low	1 Low	1 Low	Open text



Planning with milestones



Milestone: examples of milestone planning

	Year 1												Year 2			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	...
Programme Agreement signature	█															
Call 1	█															
Call text drafted		█	█	█												
Call published				█	█	█	█									
Bids assessed							█	█	█							
Projects selected and contracted									█	█	█					
Pre-defined project 1	█															
PDP contract drafted					█	█	█									
PDP contracted							█									
PDP duration								█	█	█	█	█	█	█	█	█
Monitoring	█															
Project site visits											█	█			█	█
Reporting	█															
Project reports submitted												█	█			
Country report written													█	█	█	
Etc.																



Closing remarks



***What's your key takeaway
from today?***



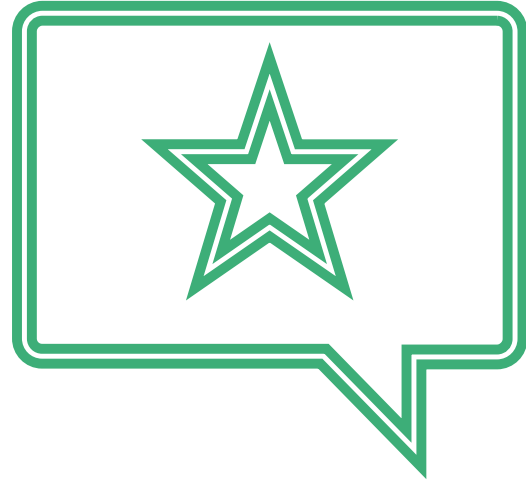
References

- [Results-based management guidance](#)
- Core indicators: [library](#) & [guidance](#)
- Templates:
 - Concept note
 - Country report
 - Others in the RBM guidance



Your feedback matters!

Please take 2 minutes to give us feedback ☺



<https://forms.office.com/e/BvkeDWGmQy>



Thank you!

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