Annex C: Core Skills and competencies for results management

Samarth-NMDP approached staff skills development through 'learning by doing' - something that teams would work towards on their journey to become effective facilitators. Against a set of results management competencies, set out below, teams were requested to discuss their own capacity gaps on a monthly basis, which formed the basis for identifying any learning needs. Developing capacities has involved a mix of more formal training (holding training events or through discussions at review meetings) and on-the-job training.

Staff core competency excerpt

Core competency	What this means in practice
Understands the two-fold purpose of RM, and the key terms and concepts in monitoring and results measurement	Can describe the 'prove'/'improve' objectives of results management (RM), and can accurately identify and describe the purpose of the key elements in the RM system (indicators, results chains, measurement plan, projections, attribution, assumptions and risks). Also understands their specific duties and project team duties with respect to monitoring and results measurement and can describe the content and purpose of monthly/quarterly review meetings, updates and impact assessments.
Can describe the respective results chain(s) covering their work	Can clearly and concisely explain each intervention and sector results chain, describing how intervention activities will lead/are leading to market system change, improved enterprise performance, and poverty reduction.
Uses the result chain(s) to review strategic progress and guide operational decisions	Decisions on revising, stopping or introducing activities are done in reference to the results chain through identifying 'sticking points', where change, as was foreseen, is no longer possible/likely with the strategy/tactics being used.
Knows the indicators being used to track progress of intervention(s)	Knows both what indicators do and don't measure, but specifically the indicators they are using to track changes in the market system and in enterprise performance. Provides input on whether indicators are sufficient to gauge and can input into whether measurement plans are adequate for obtaining the required data and market information.
Able to carry out basic research / data collection	Able to feed productively into the design and conducting of measurement tasks such as observation, in-depth interviews, key informant interviews, and surveys. Understands different sampling methodologies that can be used and is aware of the strengths and weaknesses of different survey and impact assessment designs.
Able to identify signs of project-inspired/autonomous change in the market system	Can describe the expected / achieved system-level changes for each intervention and is able to pick up initial signs of change (project-instigated or autonomous) in the market system. Outside of planned measurement tasks, teams keep the relevant 'tabs' of their intervention guides up-to-date and there is a strong behaviour of constantly tapping-into sources of market information, investigating leads, and feeding back into strategy reviews.
Management and oversight of contracted-in researchers	Able to manage contracted-in research organisations ('accredited research partners'), to clearly communicate the rationale behind survey questions and the kinds of changes we are expecting/not expecting, and to 'shadow' enumerators in the field to ensure they are on-track.
Able to distinguish between first- and second- wave impact	Can describe the difference between intervention-supported results and results achieved through replication by market players (crowding-in) and beneficiaries (copying).