v.2.0



Real-time Outcome Planning and Evaluation (ROPE)

Concept

Definitions by HR&S.

# Justification

While, international development and livelihood improvement depend on the creation and implementation of adapted solutions, most of the scientific research done in the world today addresses issues that concern mostly the OECD country population. Moreover, although researchers in non-OECD countries presents important research findings and innovators in non-OECD countries create amazing solutions, their findings and innovations are often unrecognised and unsupported. Thus, Human Rights and Science (HR&S) offers platforms for the implementation of research findings and innovations developed in non-OECD countries, as well as, cross-cultural knowledge sharing and transferring of livelihood improvement solutions across borders. The HR&S also provides opportunities for researchers, innovators and entrepreneurs in non-OECD countries, to create and implement adapted solutions. In addition, HR&S argues that implementation of sustainable development programmes require sustainable economy, institutional capacity and international collaboration, as well as, a framework where international partners collaborates as equals, thus contribute and benefit equally.

HR&S states that adapted solutions depend on local ownership and therefor a needs driven approach. A needs driven approach is here defined as an activity defined by the person or the persons who will be implementing the activities in actual practice (the Target partners) and who will be in a position of ensuring long-term sustainability. The Target partners are for example farmer cooperatives, entrepreneurs, researchers and innovators in the Target countries, who have ideas they want to implement but who are constrained to do so. The focus of the Real-time outcome planning and evaluation (ROPE) [[1]](#footnote-1) tool is therefore the Target Partners and the core of all ROPE programmes is the ambitions of the Target partners. The ROPE structures operations by compiling the ambitions of the Target partners, as well as outcome challenges they are constrained by, and then providing the means necessary to overcome those challenges.

The ROPE addresses a logical relationship between the inputs, activities, outputs, outcomes and impact of a program. The purpose is (as with any logical model) to assess the causal relationships between the elements of the program; if the resources are available for a program, then the activities can be implemented, if the activities are implemented successfully then outputs are provided, certain outcomes can then be expected short term and impact can be expected long-term.

Definitions by HR&S.

The ROPE is framed by the Ten Actions (TAct), as set of institutional capacity tools developed by HR&S ([www.humanrightsandscience.se](http://www.humanrightsandscience.se)). The implementation of TAct ensures the necessary components for cross-cultural programme and business success such as trust; harmony; equity; open and frequent knowledge sharing, long-term planning, consequence analysis, maintenance of items and structures, firm governance and staff empowerment. The ten segments of TAct are; i) needs driven activities; ii) equal partnership; iii) real-time outcome planning evaluation; iv) strategic partnership; v) institutional capacity; vi) sustainable economy; vii) quality values; viii) resilience; ix) knowledge sharing; x) visibility.

# About ROPE

ROPE provides; i) a strategy for designing programs based on the needs and the knowledge of the Target partners, ii) means to overcome the challenges identified by the Target partners, iii) a sustainable economy, and iv) institutional capacity. ROPE is suitable for cross-cultural development and social enterprising collaboration.

All ROPE related information is compiled in a master document, the Programme journal (PJ), and each programme develop its own Journal. The Programme journals are quite ambitious, as a result of the complexity of cross-cultural development and social enterprising collaboration, but shall only be used to frame the work. Thus, the work with the PJs is iterative, and the Journals build up with time. The PJ consist of three sections the Design, the Monitoring and scoring and the Evaluation planning.

## ROPE Design

After having identified the ambitions of the Target partners, the ROPE compiles the challenges that the Target partners face. Those challenges describe the reasons for why the Target partners are not doing what they want to do to reach their goals. We call the compilation of challenges Outcome challenges. Linked to each Outcome challenge is a Progress marker. The purpose with the Progress markers is to enable evaluation planning of the program activities. Thus, the Progress markers are well defined indicators which can be easily monitored and assessed. The Outcome Challenges also define the Output Map. The Output Map is a set of concrete activities that needs to be addressed to reach the goals of the Target partners.

After defining the Output Map, then a Sustainable economy scheme is developed and a plan for quality Institutional capacity. To reach sustainable economy the Programmes can for example be run as social enterprises or components of the National development programme. A social enterprise shall generate revenue that covers all programme costs, as well as pays company tax in the country of operation. A sustainable economy is required for the Target partners as well as for the Programme partners. A crucial component of the ROPE is also that all PPs have strong enough institutional capacity to manage the program. The institutional capacity includes aspects as mission, vision, strategy, goals, sustainable economy, evaluation planning, strategic partners, visibility, staff, volunteers, management, board, infrastructure, and finance administration and accounting.

At this time, when everything has been considered, then, and only then is it time to develop an input map. Who does, what and when and what other resources is required, besides work hours. Prior to initiating the work according to the design document the partners agree on the definition of equal partnership. Expectations are discussed and agreed on, core-values are reflected on as well as the sharing of inputs and benefits. An MoU is preferably agreed on.

## ROPE Evaluation planning

The ROPE Evaluation planning builds on a sequence of monitoring and evaluation events, for with dates, participants and results are recorded. Lessons learnt from the monitoring and evaluation exercises are fed into the Journal and are used for programme design revisions.

The outcome evaluation planning is preferably done real-time so that the lessons learnt can directly contribute to the evaluation planning in actual practice. The evaluation planning builds on a sequence of monitoring and evaluation events, for with dates, participants and results are recorded. The monitoring preferably starts at the same time as the design of the program. Methods for collecting monitoring data are designed to best match the lay-out of the programme. Monitoring data collected via local partners and inserted into the journals.

### Evaluation event structure

The monitoring starts at the same time as the design of the programme. The first task is to identify the baseline of the programme; thus the situation prior to the start of the programme.

Each evaluation session (except the baseline) is composed of seven sections:

### Evaluation journals

The evaluation planning journals are five in number: Outcome Journal, Output mapping Journal, Sustainable economy Journal, Institutional capacity Journal, Ten Actions Journal.

The **Outcome journal** monitors the progress of each Target partner towards the achievement of outcomes. The scoring of well defined progress markers is done as below;

5 Excellent 90 – 100%

4 Good 70 – 90%

3 Adequate 30 – 70 %

2 Poor 10 – 30 %

1 No performance 0 – 10 %

The **Output mapping Journal** addresses the degree to which the implemented Outputs respond to the Target partner’s needs. The generic format includes the outputs (as a result of activities undertaken), the inputs (resources allocated, including funding, work hours, advice and consultancy) and any required follow-up. It can also be customized to include specific elements that the programme wants to monitor.

The **Sustainable economy Journal** evaluates the sustainability of the economy of the programme or social enterprise. The journal compiles information from financial reports. The **Institutional capacity Journal** presents the Institutional capabilities of the partner organisations to host and manage the programme. Certain aspects are jointly addressed and others are addressed per Institution. The evaluation addresses: 1. Aspirations, 2. Strategy, 3. Organisational skills, 4. Human resources, 5. Systems and infrastructure, 6. Organisational structure, and 7. Culture [[2]](#footnote-2).

When the program has been implemented for a period of time and has become “mature”, the capacity of the program to ensure each of the Ten Actions is measured as Action markers according to the **Ten Actions Journal**. The Ten Actions are i) needs driven activities; ii) equal partnership; iii) real-time outcome planning evaluation; iv) strategic partnership; v) institutional capacity; vi) sustainable economy; vii) quality values; viii) resilience; ix) knowledge sharing; x) visibility.

# The partnership offer

HR&S and our Programme partners offer support to institutions all over the world and collaborate with for example; the private sector, the authorities, academic institutions, embassies, international livelihood improvement institutions, local NGOs and CSOs, and media. We also offer training of trainers in all our programmes.

HR&S is a non-profit social enterprise with the goal to be a reliable partner and excellent partner in international collaboration programmes. The HR&S has the tools and the experience to make sustainable changes addressing improved livelihood. We have the institutional capacity to, in equal partnership with reliable institutions, implement the requested results and activities. HR&S collaborates with reliable institutions; institutions that are transparent, share openly, deliver the agreed results and strive for sustainable economy and institutional capacity. HR&S has twenty years of experience from cross-cultural collaboration, as set of unique tools developed by HR&S that has proven successful and a broad and strong network of advisers.

HR&S operates in Sweden and in Target countries at a pre-agreed rate and provides a quotation upon request. HR&S country advisers usually prepare the activities on-site.

## The tool itself

Paper and electronic copies of the PJ templates can be requested for from info@humanrightsandscience.se and OECD country stakeholders are asked to pay a small fee (to help sustain the development of the tool). The PJ templates contains sections to fill in to collect and compile all information in a strategic manner, as well as detailed guidelines and Journal instructions. For larger programmes, HR&S is suggesting IT project platforms, to keep track of data, activities, outputs, finances and stakeholders in a convenient manner, and supports with setting up such platforms.

## External programme design

HR&S offers coaching on designing ROPE programmes for new development programmes and social enterprises. Larger programmes can be supported with structuring their programmes using IT project management platforms.

## External evaluation and evaluation planning

HR&S offers external evaluation of on-going and concluded programmes, as well as coaching on outcome evaluation planning for on-going programmes. The assignments can contain the following steps, but the details are negotiated with the partner.

## Global compilation of products and services offered by HR&S

1. The Real-time outcome planning and evaluation (ROPE) tool was developed by Cecilia Öman Founder of Human Rights and Science (HR&S) and is owned by HR&S. HR&S is grateful to the developers of Outcome mapping, Sarah Earl, Fred Carden, and Terry Smutylo (Earl et al, 2001) and how they introduced measuring outcome to development projects. ROPE is benefitting from modified versions of the Outcome mapping concepts “Outcome challenges”, “Progress markers” and “Strategy map” (here called Output map). [↑](#footnote-ref-1)
2. McKinsey. (2001). Effective Capacity Building in Nonprofit Organizations. Prepared for Venture Philanthropy Partners. [↑](#footnote-ref-2)