Results-Based Management Training Course: Results Chains, Indicators and Reporting for Planners

19 – 23 October 2026
Milan

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Programme Summary

Results-based management is the subject of this one-week training course for programme directors, heads of function and senior planners, ending in a results framework and reporting pack for one live programme. Many programmes report activities completed and money spent, while the change they were meant to bring about is never defined or measured. The programme links a results chain, a logical framework, indicators with baselines and a monitoring plan, then applies the evidence to decisions and accountability. Mars Training Centre UK delivers this programme on results-based management to mixed-organisation cohorts.

The Business Case

Where results are vague, indicators are chosen late and reports list outputs, managers cannot show progress or correct course in time. A clear results chain with agreed baselines and targets gives leaders a basis to redirect effort, retire weak activities and explain choices to oversight bodies.

- Reporting Credibility: Improves as every reported figure traces to a defined indicator and source.
- Delivery Course Correction: Speeds up as monitoring data reaches decision makers on a fixed rhythm.
- Resource Allocation: Improves as spending follows evidence of what produces results.

Principles and Evidence Base

- Results chain: Linking inputs, activities, outputs, outcomes and impact makes the intended change explicit and frames the design work in Session 1.
- Logical framework: A matrix of objectives, indicators, sources and assumptions structures the framework design in Session 2.
- Theory of change: Stating why and how an intervention should lead to change tests the logic in Session 1.
- Indicator and baseline: Defining what is measured, from which starting point and against which target guides the measurement work in Session 3.

Intended Participants

- Programme directors who are accountable for results to boards, funders or ministers.
- Heads of function who must show what their unit changes, not only what it does.
- Senior planners who design results frameworks for programmes and strategies.
- Performance and reporting leads who consolidate results for oversight bodies.

Typical functions include planning, programme management, public administration, international development and healthcare organisations.

Learning Outcomes

1. Participants will be able to construct a results chain and theory of change for a programme.
2. Participants will be able to design a logical framework with indicators, sources and assumptions.
3. Participants will be able to evaluate indicators for relevance, measurability and cost of collection.
4. Participants will be able to prioritise monitoring activities and reporting lines against decision needs.
5. Participants will be able to diagnose weak evidence and performance gaps from monitoring data.
6. Participants will be able to justify adjustments to a programme using results evidence.

Programme Structure

Day 1: Results-Based Management and the Results Chain

What change should the programme bring about, and by what logic?

- Results Chain Diagram
- Theory of Change Narrative
- Problem and Stakeholder Analysis Sheet
- Assumption and Risk Register
- Output and Outcome Wording Guide

Day 2: Designing the Logical Framework

How are objectives, indicators and assumptions set out so that progress can be checked?

- Logframe Matrix
- Results Statement Test
- Means of Verification Table
- Assumption Monitoring Sheet
- Framework Peer Review Checklist

Day 3: Indicators, Baselines and Targets

What will be measured, from where, and against which target?

- Indicator Definition Card
- Baseline Data Collection Plan
- Target Setting Worksheet
- Data Quality Check
- Disaggregation Plan

Day 4: Monitoring, Reporting and Using Evidence

How does monitoring information reach decision makers in time to change course?

- Monitoring Plan Matrix
- Results Report Template
- Performance Review Meeting Format
- Adaptive Management Decision Log
- Lessons Learned Register

Day 5: Applying the Tools to One Live Programme

Do the chain, framework, indicators and reports form one pack that managers can run?

- Applying the Session 1 Results Chain Diagram
- Refining the Session 2 Logframe Matrix
- Testing the Session 3 Indicator Definition Card
- Checking the Session 4 Monitoring Plan Matrix
- Completing the Results Framework and Reporting Pack

Methodology

The programme uses a structured exercise method built on anonymised programme documents, logframes and monitoring reports from public bodies, international organisations and non-profit programmes. Participants work in peer groups on their own programmes and receive written facilitator feedback on each exercise set.

- Suggested activity: Rewriting an activity list as a results chain with outputs, outcomes and impact.
- Suggested activity: Testing ten draft indicators for clarity, source and cost of collection.
- Suggested activity: Converting a monitoring table into a one-page results report for a board.

Capstone Output

Each participant completes a results framework and reporting pack for one live programme. It holds a results chain, a logical framework, defined indicators with baselines and targets, a monitoring plan and a report template. The pack is used at work to brief sponsors, schedule data collection and hold regular review meetings that lead to decisions.

Frequently Asked Questions

Is results-based management suitable for directors without a monitoring background?

Yes. Results-based management here assumes senior programme experience and builds the results chain, framework and indicators step by step, with no statistical prerequisites.

Which models does results-based management rest on in this programme?

Results-based management here rests on the results chain, the logical framework, theory of change and the indicator and baseline approach, each applied to your own programme.

How is the pack from results-based management used at work?

You use the results framework and reporting pack to brief sponsors, schedule data collection, report progress and decide when to adjust a programme.

How does results-based management differ from project management training?

Results-based management centres on defining, measuring and reporting the change a programme brings about, while project management training centres on scope, schedule and cost control.