



**Burnet Institute**

Medical Research. Practical Action.



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**SPC**  
Secretariat  
of the Pacific  
Community

Reference F.  
Understanding results based  
strategic planning

Resources for developing National Strategic Frameworks

# Results Based Strategic Planning

“Basing the national responses on achieving desired results”

This approach

- Is grounded in use of planning, monitoring, measurement and evaluation as a means for deciding what gets done
- Involves all key stakeholders: across sectors, at many levels, in all parts of each country
- Is based on “Management for Results”
- Enables participants to incorporate results-based M&E in HIV policy, strategy and program planning and design
- Is cyclical (next session)



# “Strategic” planning

1. **“Strategy”** is flexible but rigorous (sports, armies). Not just a shopping list. Allows for five year strategic plans, but shorter term action plans within that.
2. **Uses evidence and focuses on results** that reflect the realities of the epidemic and the achievements of the national response.
3. **Not a linear process, but an iterative process.** It requires several phases – shown in a Cycle – which reinforce each other.

# “Strategic” planning

4. **Monitoring and evaluation** is an essential part of the national response – its planning, management, assessment and accountability need to be explicitly recognised.  
(If results are not measured, managers cannot differentiate success from failure.
5. The strategy document is a “**living document**”. It can and should be adjusted as needed during implementation, based on new data from monitoring, studies, evaluation and other sources.



# “Results”

## **What do we mean by results?**

- Sustained improvement in HIV outcomes at country level, in specific geographic areas, or among at-risk groups (such as farm workers in border towns).

## **How do we get better results?**

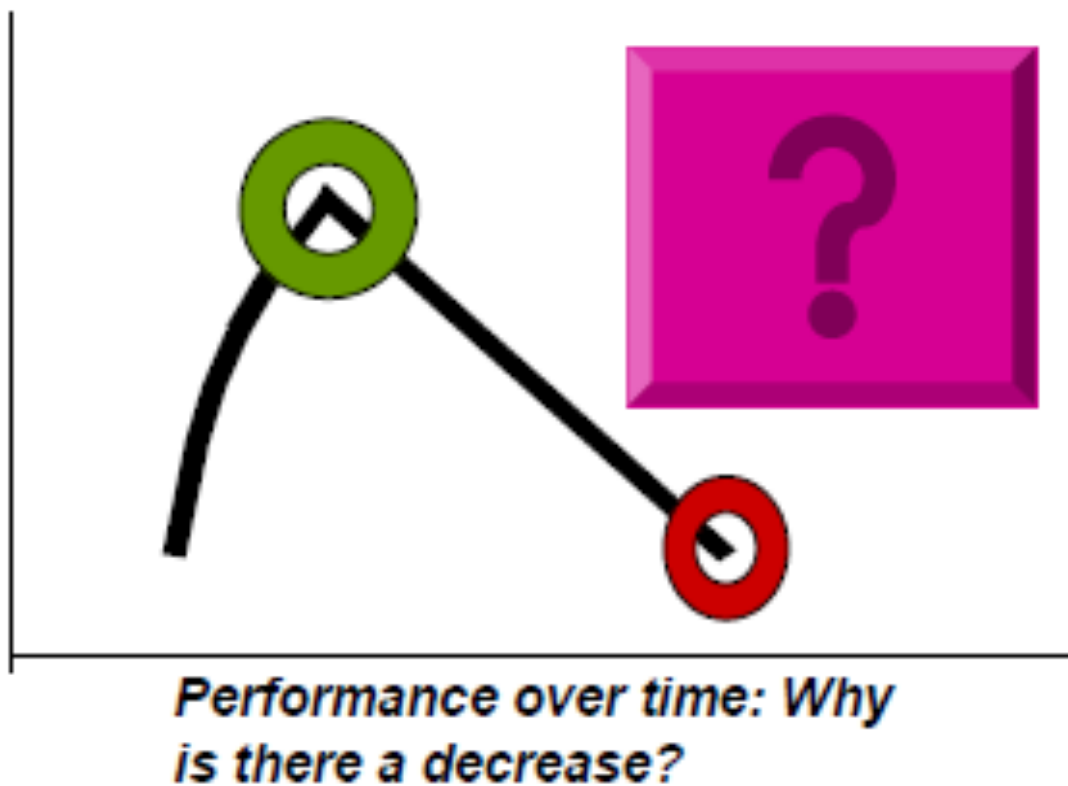
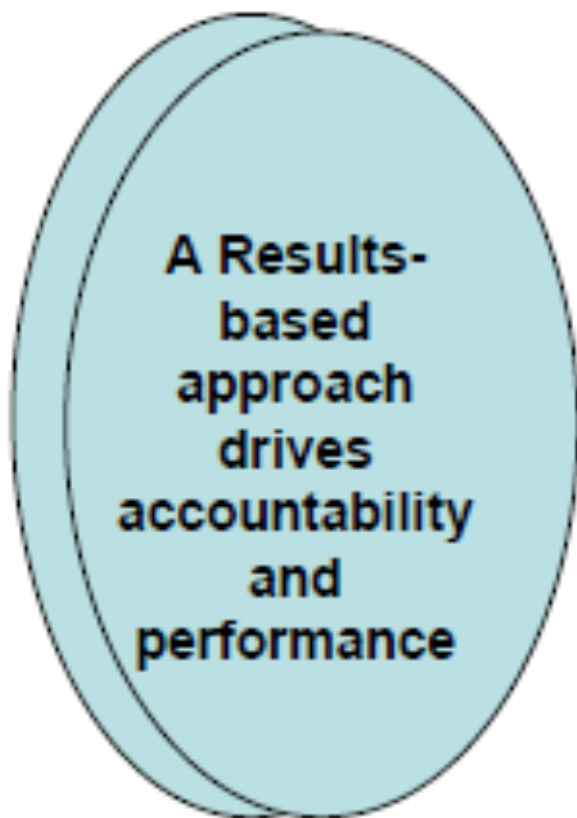
- By measuring prevention, treatment, care and mitigation inputs, outputs and outcomes
- By increasing attention to results in the strategy planning process and in work plans
- By ensuring that results-based data are used for management, learning and decision making – not just reporting and accountability.

# How strategy results cycle helps develop an HIV Policy or strategy

Ordering of what to consider:

1. Evidence on the nature of the epidemic and effects on specific population groups (STI and HIV)
2. Evidence of the effects of the national response
3. Determine the specific results to be achieved
4. Then determine desired outcomes with indicators, baselines and performance targets
4. Selection of activities, services or “interventions”  
(to start, expand or finish)
5. Determine priorities for different scenarios.
6. Clarity on how the national response will be monitored, measured, and evaluated.

## Focus on results – the reason for the strategy

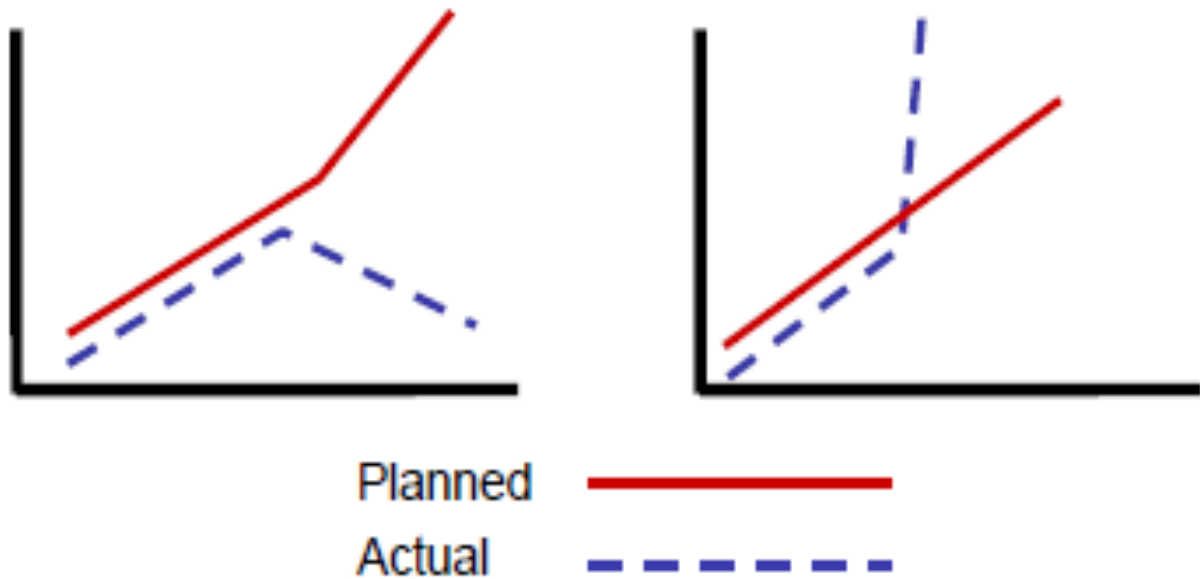


**Strategic planning is an iterative process of reflection and analysis. Being “strategic” means being flexible and able to respond to change; and remaining relevant to the changing epidemic and its underlying causes.**

Source: Guide to the Strategic Planning Process for a National Response, UNAIDS, August, 2000



# When actual performance is different to planned performance – what do we do now?



Source: J.Kusek and R. Rist, 2004, p. 118.



# The logical approach of the results chain

