Summary: Governance and Results-Based Management specialist

- A results-based management specialist with 35 years of experience in rural development, governance and project monitoring, who helps development agencies and their partners develop practical clear-language monitoring and evaluation formats, logic models, understandable and actionable theories of change, and workable results indicators, Greg Armstrong works in Asia, Africa and North America.

- Applying basic principles of adult education to work on RBM, he has helped donors, practitioners and host country partners in government and civil society, overcome their reluctance to use the jargon of RBM, using clear language to clarify results, indicators and planning and reporting formats for projects on environmental governance, agriculture and rural development, public service reform, elections, court operations, parliamentary development, legislative procedures, justice reform, human rights, gender and democracy, accountability, access to information, decentralization, adult and early childhood education, maternal, newborn and child health.

➔ Greg Armstrong' approach to clear-language Results-Based Management can be found at the RBM Training website: www.rbmtraining.com and 25 of his current public articles on RBM can be found at the Results-Based Management Websites Review blog: www.results-based-management.com

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2. Contact information:

    E-mail: gregarmstrong@rbmtraining.com;

    Websites:
        RBM training: http://www.RbmTraining.com
        Results-Based Management Reviews: http://www.results-based-management.com

    Profile: Devex: http://www.devex.com/GregArmstrong/,   **LinkedIn:** ca.linkedin.com/in/gregarmstrongrbm/
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3. Nationality: Canadian

4. Education:
    Doctor of Education, (adult education) University of Toronto, Canada, 1981.
    Master of Arts, (educational planning), University of Toronto, 1973
    Master of Arts, (public administration) Carleton University, Canada, 1972
    B.A. Carleton University (political science), 1967

5. Languages: English (Excellent); Thai (Functional for training, consulting);

6. Countries of work experience: Vietnam, Cambodia, Thailand, Lao PDR, Malaysia, India, Brunei, Indonesia, Bangladesh,Tajikistan, Tanzania, Namibia, Ethiopia, Barbados, Canada.

7. Greg Armstrong's recently completed Results-Based Management assignments:

- Provision of advice to the UNHCR RBM team, on reform of the agency's Results Framework – March-May 2017
- RBM training and development of a Performance Measurement Framework for the Ministry of Mines, Petroleum and Natural Gas, on a Global Affairs Canada-funded natural resource management project in Ethiopia –June-Nov 2016
- Training of trainers in Results-Based Management, Ministry of Planning, Bangladesh. August -Sept 2016
- RBM training, Logic Model and indicator development workshop for the State Bank of Vietnam, with Cowater International, February 2015, April 2016.
- Assessment of the Results Framework for the Caribbean Development Bank Basic Needs Trust Fund (Maxwell Stamp PLC) Nov 2015-March 2016.

- Results-based Civil Society-National Assembly governance project design for DFATD Canada, Hanoi, January-November 2015.
- Results reporting, Environmental Governance and Sustainable Livelihoods Project, [DFATD Canada] Sulawesi, Indonesia, SNC Lavalin, Ottawa, June, 2015.
- Results-Based Management training for a journalist protection NGO in Hanoi, February 2015, [DFATD Canada]
- Facilitation of indicator development workshops in Makassar and Jakarta for the Environmental Governance and Sustainable Livelihoods Project, in Makassar and Jakarta, and development of a clear-language reporting format for this **DFATD Canada** project. April-May 2014.
- Indicator revisions and development of a Clear-language results reporting format development for a project on decentralized Islamic higher education in Indonesia, (Cowater International, DFATD) December 2013-June 2014;
- Training of trainers on results-based management – The National Academy of Public Administration, Vietnam, and UNICEF Vietnam, October-November 2013.
- Development of a clear-language reporting format for IFAD Vietnam – November 2013
- RBM Training for UN Volunteers in Vietnam – November 2013.
- Workshops in Canada on clear-language RBM, development of M&E frameworks, logic models, indicators and results reporting formats for Cowater International Projects, on audit institutions in Cuba, rural water supply in Tanzania, banking in Vietnam and environmental management in the mining industry in Peru. (July 2013-january 2014).
- Namibia Results-Based Management Training, facilitation of logic model and indicator development workshops, Institute of Public Administration of Canada and Ministry of Gender Equality and Child Welfare, [DFATD Canada] (Windhoek, April-May 2013).
- Facilitated 5 workshops in Canada (RBM training, indicator development) for development of clear-language M&E frameworks, results and reporting frameworks, workable change theories and logic models for public service reform, democratic governance, local government and accountability projects in Uganda, Tanzania, Malawi, Ghana, the Philippines & and Vietnam for the Democratic Governance Fund of the Institute of Public Administration and national partners [DFATD Canada]. (August 2012- February 2013)
- Lessons Learned on governance and poverty reduction from the CIDA Cambodia Programme, 1993-2012 (October 2012-January 2013)
- Results-Based Management Training for decentralized Local Leadership programmes in Jakarta, Surabaya and Makassar Cowater International, DFATD Canada. (November-December 2012)
- Results-based management training, development of logic model and indicators for the Tanzanian Ethics Secretariat, in Dar es-Salaam [Cowater/DFATD], October-November 2012)
- Logic model and indicator development for a Cuba Auditor-General capacity development project. [August 2012]
- Assessment of indicator occurrence and consistency in an agency-wide M&E framework with Thematic Priorities for 17 CIDA projects in Vietnam, Ghana and Honduras (June 2012).
- Assessment of results consistency for Maternal, Newborn and Child Health Programmes in 20 CIDA country programmes with Thematic Priorities (April-May 2012)
- Clear-language M&E framework, Indicator and results development, RBM training for Bangladesh Auditor-General Project (Cowater International, DFATD Canada] Dhaka, 2011, Canada 2013)
- Harmonizing CIDA's bilateral and multilateral project and programme Logic Models and Performance Measurement Frameworks on Maternal, Newborn and Child Health with multilateral commitments on results and indicators; (2011)

9. **Pertinent Experience** by themes (1986- present)

- **Results Based Management specialist:** project and programme design and training, (1996-2014) Cross-cultural training; logic model training; indicator development; materials development, training of trainers, policy analysis; multi-donor indicator harmonization on governance; health; education; environment; rural development; capacity development; institutional development.

- **Southeast Asia regional RBM training**: Southeast Asia Regional Cooperation on Human Development – migration, trafficking, human rights (CIDA - 2006-2010), multi-country RBM training, development of M&E systems; Urban Environmental Management project - Asian Institute of Technology, coaching on results based reporting [2009-2010]; *UNIFEM:* Implementing CEDAW in Southeast Asia – development of a monitoring and evaluation framework; handbook on working with partners on RBM (2006); *CIDA*: Burma Border Areas Project (2006); Southeast Asia Fund for Institutional and Legal Development – M&E system

development for projects on migration, elections, journalist training, public service reform, parliamentary development and accountability projects in Cambodia, Vietnam, Thailand, Indonesia, Sri Lanka and Malaysia (2000-2004); co-author of a handbook on qualitative methods for gender focal points in Southeast Asia focusing on data collection for RBM published by UNESCO/Bangkok.

- **Vietnam RBM training and results-based project design**: Governance project design, DFATD Canada, Hanoi, January-April 2015, ongoing design, Ottawa, May-July 2015; RBM training, indicator development workshop for the State Bank of Vietnam, Cowater International, February 2015; RBM training, theory of change, and indicator workshop for RED Communications, Vietnam, February 2015; Training on clear-language results reporting for IFAD Vietnam, RBM training for UN Volunteers, [November 2013], Training of Trainers on RBM for Vietnam General Directors – National Academy of Public Administration and Unicef Vietnam [October-November 2013]; Cowater International Vietnam Banking Regulation and Support Project indicator and logic model development [July 2013]; Logic Model and indicator development in Canada with staff of the Institute of State Organizational Sciences and the Institute of Public Administration of Canada, for their project for capacity development in local administration [June 2013]; CIDA/DFATDC: Policy Implementation Assistance Project [2008, 2010] project implementation plan development, M&E system development workshops with Vietnamese partners; Vietnam National Legal Development Project design workshops with Ministry of Justice, Law Committee of the National Assembly, on M&E for legal development [2008, 2010]; Vietnam-Canada Environment Project workshops in Hanoi and provinces to develop M&E system, and indicators for a decentralized environmental management project, (2003-4) Canadian Cooperation Office M&E work with NGOS; [2003, 2004, 2006]; Vietnam-Canada Community College Project M&E system development in Tra Vinh 2003; Canada Fund Civil Society partners 2003-2008); Development of Logic Models and indicator frameworks for Judicial Reform and Food Quality projects with Ministry of Justice, Supreme People's Court and the Judicial Academy (2010).

- **Indonesia RBM:** Results-Based Management Training, strengthening the M&E framework for Local Leadership programmes in Jakarta, Surabaya and Makassar [October 2010, November-December 2012], indictor revision and development of a clear-language results reporting format in Jakarta, [December 2013, ongoing 2014]; Indicator development workshops, and development of a clear-language reporting format for the Environmental Governance and Sustainable Livelihoods Project in Kendari, Makassar, Jakarta, [2014] and results reporting [June 2015] ;UNIFEM- Aceh, Development of a project implementation plan, a monitoring and evaluation framework and reporting formats - Strengthening Women's Legal Rights (gender and Sharia law) (2008); CIDA staff training on the new RBM system; Development of results and indicator reporting frameworks for the Environmental Governance and Sustainable Livelihoods project to the new CIDA RBM system).

- **Cambodia RBM training on theories of change, logic model and indicators:** Council of Ministers, Public Administration Reform programme (CIDA 2003); Secretariats of the National Assembly and Senate (CIDA 2003-08); UNESCO and Ministry of Education; UNICEF national office staff (2007); Civil Society Governance Fund NGO partners; Canada Fund and NGO partners (CIDA), Health Fund (CIDA); World   Vision; Mapping the Land Management project to the new CIDA RBM system (CIDA, 2010), Technical Working Group Joint Monitoring Land Sector Indicators workshop (CIDA, UNDP, and other donors 2010); Study on Lessons Learned from the CIDA Cambodia programme 1993-2012 (completed January 2013).

- **Thailand RBM training**: *Administrative Court of Thailand* results-based management training, M&E design and reporting; Department of Technical and Economic Cooperation; Thai International Cooperation Agency, designing a results-based planning and monitoring system; Canada Fund Civil Society partners; King Prachadipok Institute training for *Southeast Asian parliamentarians and senior officials*; UNIFEM; Asian Institute of Technology [2006-2010].

- **Bangladesh RBM training, indicator development**: Strengthening Comptrollership and Oversight of Public Expenditures Project, Dhaka. Cowater International, 2011, indicator and Logic Model revisions, 2013.

- **India RBM:** RBM training for child-friendly schools, for UNICEF managers and state education officers (2003).

- **Tajikistan RBM training:** Multi-donor workshop, including UNDP on common results for local governance programming, government ministries, donor agencies, NGOs. [2008].

- **Ethiopia RBM:** Training for Ministry of Mines, Petroleum and Natural Gas senior staff on results-based management, indicator development, and the development of Performance Measurement Frameworks for a Canadian aid project. Ethiopia, Canada: June-October, 2016.

- **Namibia RBM:** Orientation to clear-language Results-Based Management, and the development of logic models, indicators and performance measurement frameworks on Early Childhood Development and pre-primary education, with Ministry of Gender Equality and Child Welfare, The Namibia College of Open Learning and The National Institute of Educational Development, under a project funded by the Institute of Public Administration of Canada. (Windhoek: April 2013)

- **Tanzania RBM:** Orientation to Results-Based Management for the *Ethics Secretariat of Tanzania*; Monitoring and Evaluation Framework Development, [Cowater International, CIDA October, 2012].

- **Canada:** Indicator development/logic model workshops in Canada for 5 democratic governance projects in Uganda, Malawi, Ghana, Vietnam and the Philippines for the Institute of Public Administration of Canada and national partners, August, 2012-February 2013; Assessing lessons learned on governance and poverty reduction from 20 years of CIDA programming in Cambodia (October-November 2012); RBM training, Indicator development, *Auditor General, and Ethics Secretariat accountability projects,* Cowater International, (January – November 2012);Assessment of CIDA results consistency for 20 country programmes with 3 Thematic Priorities (May 2012); assessment of the indicators for 17 projects in Honduras, Ghana and Vietnam, for consistency with Thematic Priority indicators (June 2012); Harmonization of CIDA's MNCH results frameworks, logic models and indicators, with multi-donor commitments (November 2011); Guide to Plain Language Results Reporting (September, 2011).

Governance programming specialist:

- **Vietnam *National Legal Development Project design and M&E framework development*** [2008, 2010]; Results-Based Management training of trainers for Directors-General, [2013]

- **Project monitor,** Cambodia-Canada Legislative Support Project, Civil Society Governance Initiatives Fund, *Cambodia* (2001-2008**)**. Capacity development in Results Based Management for Canadian and Cambodian partners, including Secretaries-General and staff of the Senate and National Assembly; and civil society organizations, results verification. Co-monitor SEARCH (Southeast Asia Regional Cooperation on Human Development project, CIDA – governance, human rights and migration (2005- 2009)

- **Governance Advisor**, CIDA Cambodia. Technical advice on programme and project development, needs and resource assessment for CIDA Cambodia. (2007 – 2009).

- Produced and field-tested a new results-based management application and reporting forms for regional human rights and governance projects for CIDA in Southeast Asia. (2000)

- Produced results-based **assessments of governance projects**:
  - human trafficking in the Mekong area including Cambodia,
  - legal reform in Thailand,
  - decentralized civil service management training in Cambodia,
  - human rights journalist training in Malaysia, Cambodia and Thailand,
  - regional legal reform in Thailand, Lao PDR, Cambodia and Vietnam,
  - human rights institute development in Thailand, and
  - conflict resolution in Cambodia and Thailand, for the Southeast Asia Fund for Institutional and Legal Development [SEAFILD]. (1998-2000) [Evaluation, governance]

- **Facilitated a series of constitutional and political reform workshops and conferences** in Thailand, involving

Canadian and Thai experts, on topics such as:
- *access to information,*
- *elections law*
- *conflict of interest,*
- *judicial reform,*
- *money laundering and*
- *police reform* (Feb 1998 – March 1999).

- Provided *institutional development assessments* for a mission to review the feasibility of continued Canadian assistance to democratic development in Cambodia (Aug-Sept. 1997).

- Developed and implemented, for CIDA, *low-cost high-impact programmes* in in Cambodia, Thailand, Lao PDR and Vietnam, coordinating the work of Canadians and Southeast Asian professionals, politicians and civil servants and helping them work effectively as teams on:

  - conflict resolution,
  - parliamentary development,
  - human rights,
  - democratic planning and
  - public service reform[1993-1997].

10. Cross cultural and facilitation skills

- Solid **conceptual skills** focusing on political and institutional capacity assessment, development of workable theories of change, capacity development, results-based management, participatory needs assessments and participatory planning, institutional development.

- Good **cross-cultural political skills**, working with senior officials and Ministers in four Southeast Asian countries and with regional universities and local government agencies dealing with ethnic minorities.

- Ability to provide **effective RBM training** at central offices or in the field, to senior political figures, civil servants, field workers, practitioners, civil society organizations and community groups in a wide range of development sectors; and to **mentor agencies** on how to work effectively on results based needs assessment, planning and reporting with *local partners.*

- Good **research and programme evaluation capabilities** focusing on governance and human rights programming, basic education, social change, educational administration, implementation of complex policies, community development, and decentralization of the bureaucracy.

- **Ability to build programme and project teams** linking donors and Southeast Asians, facilitating cross- cultural communications in project teams.

- Capability to **design and teach qualitative field research methods** to development practitioners and graduate students in Asia.
- Ability to write coherent, useful accessible briefing papers, monitoring and evaluation reports.

11. Research, consulting reports and publications:

Results-Based Management Websites - 28 Reviews of RBM tools and websites [links]

- 119 Million RBM Websites?
- The UNIFEM Results-Based Management Guide
- Project Cycle Management, the LFA and RBM
- A Comprehensive Monitoring and Evaluation Website
- The LFA Debate: A Summary of the theory behind the Logical Framework Approach

- The LFA Debate: How Implementing Agencies View the Logical Framework
- The LFA Debate: Making the LFA Participatory
- CIDA's Practical Guide to Planning Large Development Projects
- Indicators: A simple analysis
- Applying RBM to Policy
- Using Logic Models in Results-Based Management
- Results-Based Management at the United Nations – 1: Inconsistent RBM (2010)
- Results-Based Management at the United Nations – 2: Ambiguous Results Definitions (2010)
- Bilateral Results Frameworks – 1: SIDA, AusAID, DANIDA
- Bilateral Results Frameworks – 2: USAID, DFID, CIDA, EuropeAid
- Reporting on Complex Results
- 26 Lessons on RBM from the 1990's remain valid today
- Podcasts and RBM 1: How to use audio podcasts to reinvigorate thinking on indicators and results
- Podcasts and RBM - 2: Audio Podcasts from the BBC, Australian Broadcasting Corporation and National Public Radio
- Podcasts and RBM -3: BBC's More or Less: Behind the Stats
- Online Results-Based Management Training: The University of Wisconsin's Logic Model development course
- Online RBM Training -2: The UN's Programme Performance Assessment in Results-Based Management
- Indicator Data Visualizations: The Guardian Datablog and Data Store
- Norad - Aid, not Bombs: The Norwegian Agency for Development Cooperation's website
- Building a Monitoring and Evaluation System: IFAD's useful M&E RBM Guide
- Governance Assessments and Governance Indicators – The Governance of Forests Initiative Indicator Guidance Manual
- The dangers of using standard performance indicators in development projects
- A Useful Introductory RBM Guide for Long-term Planning
- The Global Affairs Canada Results-Based Management guide

Other *selected* reports and publications

Armstrong, Greg. *How Adults Learn, and what this means for Results-Based Management Training*: A Summary Guide to Facilitating the use of Results-Based Management in Public Service Reform. National Academy of Public Administration and UNICEF Vietnam: October 2013.

Armstrong, Greg. *A Clear Language Guide to Results-Based Management*. Democratic Governance Programme, The Institute for Public Administration of Canada: August 2013.

Armstrong, Greg and Anne K. Bernard. *Assessment of Indicators for 17 CIDA projects in 3 Country Programmes for Consistency with Key Indicators for CIDA Thematic Priorities in Children and Youth,Food Security and Sustainable Economic Growth*. CIDA Strategic Planning and Operations Directorate, June 2012.

Armstrong, Greg and Anne K. Bernard. *Review of compatibility of results for 20 Country Programmes with CIDA Sustainable Economic Growth, Food Security and Children and Youth priority themes.* CIDA Strategic Planning and Operations Directorate, May 2012.

Armstrong, Greg and Anne K. Bernard. *Analysis of Results and Indicators for 16 CIDA Maternal, Newborn and Child Health Projects.* CIDA Strategic Planning and Operations Directorate, October 2011.

Armstrong, Greg and Anne K. Bernard. *Plain-Language Guide to Reporting on Results.* CIDA, September 2011.

Bernard, Anne K., George Attig and Greg Armstrong. Exploring and Understanding Gender in Education: A Qualitative Research Manual for Education Practitioners and Gender Focal Points. UNESCO. Bangkok: 2005.

Armstrong, Greg**.** *Assessing the Utility of Indicators*. RBM training material. Administrative Court of Thailand,   February 2004.

Armstrong, Greg*. Applying Results-Based Management to Public Policy Planning Projects.* Training paper for the Council of Ministers. Phnom Penh: June 2002.

Armstrong, Greg. *Interim Results of a Multi-Country Policy Consultation project: A Results-Based Management assessment of an ongoing SEAFILD Activity* (April 2000). Bangkok: SEAFILD, April 2000.

Armstrong, Greg.   *Country-specific Projects in a Regional Programme: A results-based management assessment of three SEAFILD governance projects in Southeast Asia*. Bangkok: SEAFILD, January 2000.

Bernard, Anne K. and Greg Armstrong. *"Learning and Policy Integration",* in The Cornerstone of Development: Integrating Environmental, Social and Economic Policies**.** Edited by Jamie Schnurr and Susan Holtz. The International Development Research Centre. Ottawa: October, 1998.

Armstrong, Greg. *What Works? A Case Study of Successful Canadian Governance Programming in Thailand and Cambodia.* Southeast Asia Fund for Institutional and Legal Development. Singapore: March, 1998.

Armstrong, Greg, Vanchai Vatanasapt, Suwit Laohasiriwong, Alex Grzybowski and Wongsa Kongdee *Energy and Conflict in Thailand, Cambodia and Lao PDR.* Institute for Dispute Resolution, Khon Kaen University, Khon Kaen: March, 1997.

Armstrong, Greg. "*How Adults Learn and What This Means for Training*". In Public Participation and Conflict Management, volume 3, Trainers Manual. Natural Resources and Environmental Management Project, Bangkok: March 1997, p. 5-12.

Armstrong, Greg. Basic Education Expertise in Canada: An Inventory of Institutional Resources to Support International Programming. The Canadian International Development Agency. Ottawa: 1992.

Armstrong, Gregory. *Implementing Educational Policy: Decentralization of Nonformal Education in Thailand*. Comparative Education Review, vol. 12, #3, 1984, 454-466.

References available on request