



COL–CEMCA–NSOU Online Workshop on Results-Based Management (RBM) Graduate Employability Project | 12–13 November 2025 | Zoom

The two-day online training, jointly organized by COL-CEMCA and Netaji Subhas Open University (NSOU), successfully strengthened the RBM-related competencies of key faculty associated with the Graduate Employability Project. The workshop aimed to shift project planning from an activity-oriented approach to a results-oriented framework to enhance accountability and effectiveness in improving graduate employment outcomes. The training enabled participants to:

1. Understand RBM concepts and their relevance to development and employability-focused projects.
2. Create a Logic Model/Theory of Change linking inputs and activities to outputs, outcomes, and impact.
3. Formulate SMART indicators to support monitoring and evaluation (M&E).
4. Design an M&E framework to track progress, evidence results, and inform decision-making.

A total of nine faculty members from diverse disciplines of NSOU (Geography, Sociology, Environmental Science, English Language Teaching, Public Administration, Social Work, Mass Communication & Journalism, Commerce, and Education) attended. Their interdisciplinary representation allowed RBM concepts to be contextualized across academic domains.

Training Highlights

Day 1: RBM Concepts & Strategic Planning

- ✚ Opening remarks by Dr. B. Shadrach and participant introductions.
- ✚ Introduction to RBM: purpose, benefits, and principles such as evidence-based planning and accountability.
- ✚ Detailed overview of the Results Chain—Inputs → Activities → Outputs → Outcomes → Impact.
- ✚ Development of a Theory of Change using the Graduate Employability Project as a case example.
- ✚ Exercises on defining measurable outputs for skill-building and educational initiatives.

Day 2: Monitoring, Evaluation & Sustainability

- ✚ Techniques for formulating SMART indicators for outputs and outcomes (e.g., job placement time, salary bands, job satisfaction).
- ✚ Designing an M&E matrix, including defining baselines, targets, and data sources.
- ✚ Discussion on risk management, external assumptions, and sustainability strategies.
- ✚ Group work and case-based tasks with facilitator feedback, supported by interactive tools such as polls and breakout rooms.

The facilitator/Consultant utilized interactive methods, including polls, breakout rooms, and shared documentation, to keep the virtual sessions engaging and productive. Dr. Anirban Ghosh, Professor of commerce, NSOU & Project Coordinator expressed that the RBM training was a crucial step in aligning the Graduate Employability Project's execution with its intended impact. The sessions provided a clear, shared framework for all partners.

Key Recommendations

- ✚ Immediate Implementation: Finalize the official Logic Model and M&E framework within four weeks, building on the draft developed under the mentorship of Dr. Soni Agrawal.
- ✚ Follow-Up Support: Conduct an optional follow-up session within 6–8 weeks to address implementation challenges.

- 📊 Data Alignment: Ensure institutional data systems align with the newly formulated RBM indicators for seamless tracking and reporting.

Facilitator/Consultants: Dr. Soni Agarwal, Nominated by COL-CEMCA

Participants: Faculties nominated by the Vice-Chancellor, NSOU

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