

Results-based Management (RBM)

A results-based approach to public management

Material of the Technical Assistance Unit (TAU)

*Introduction to
Results-based Management
Concepts*



Contents

- Relevance of RBM
- Building blocks of RBM
- Logic model
- Measuring performance
- Organisational capacity and accountability
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- Summary



The Essentials of Results Based Management (RBM)

- This presentation sets out the essential concepts of RBM
- The intention is to provide a brief history and overview of this approach that is the foundational concept behind governments approach to the performance and delivery agreements

Relevance of RBM

International experience

- ◆ The adoption of RBM is not unique to South Africa – it is widely used internationally
- ◆ RBM is recognised as a useful approach in developed countries as well as developing countries
- ◆ RBM thinking underpins the approaches of multilateral organisations such as the World Bank, development agencies and the international donor community



Delivery Reform & RBM in SA



In RBM the question shifts from

What are we
doing?



What are we achieving?



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What are we
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What are we achieving?



Activities, Outputs and Outcomes are the building blocks of Results Based Management

Every programme undertakes **activities** that produce **outputs** that contribute to the achievement of **outcomes**.

Activities

what we do

Describes a collection of functions (actions, jobs, tasks) that consume inputs/resources required to produce outputs

Outputs

what we produce

The direct products and services generated through processes or activities.

Outcomes

**what we wish to
achieve**

The effects, benefits or consequences that occur (either in the short, intermediate, or long-term) due to the produced outputs

Activities are “what we do”

A collection of functions (actions, jobs, tasks) that consume inputs/ resources required to produce outputs.

Activities contain *verbs*

Examples of Activities

- Conduct research
- Publish documents
- Provide advice
- Contract for services
- Respond to enquiries
- Investigate
- Prosecute
- Attach assets

Outputs are “what we produce or deliver”

The direct products and services generated through processes or activities

Outputs contain *nouns*

Examples of Outputs:

- New housing estate
- A training programme for maths teachers
- New community stadium
- Victim empowerment policy
- New power station
- Child support grant

Outcomes are “what we wish to achieve”

The effects, benefits or consequences that occur (either in the short, intermediate, or long-term) due to the delivery of outputs

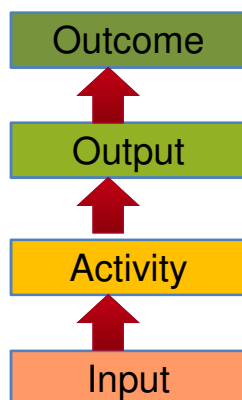
Outcomes refer to a changed state of being and are stated in the present tense

Examples of Outcomes

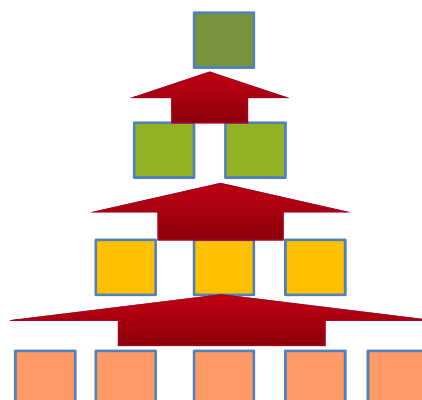
- A secure work environment
- Reduced crime levels
- Representative workforce
- Healthy foreign investment
- Healthy community

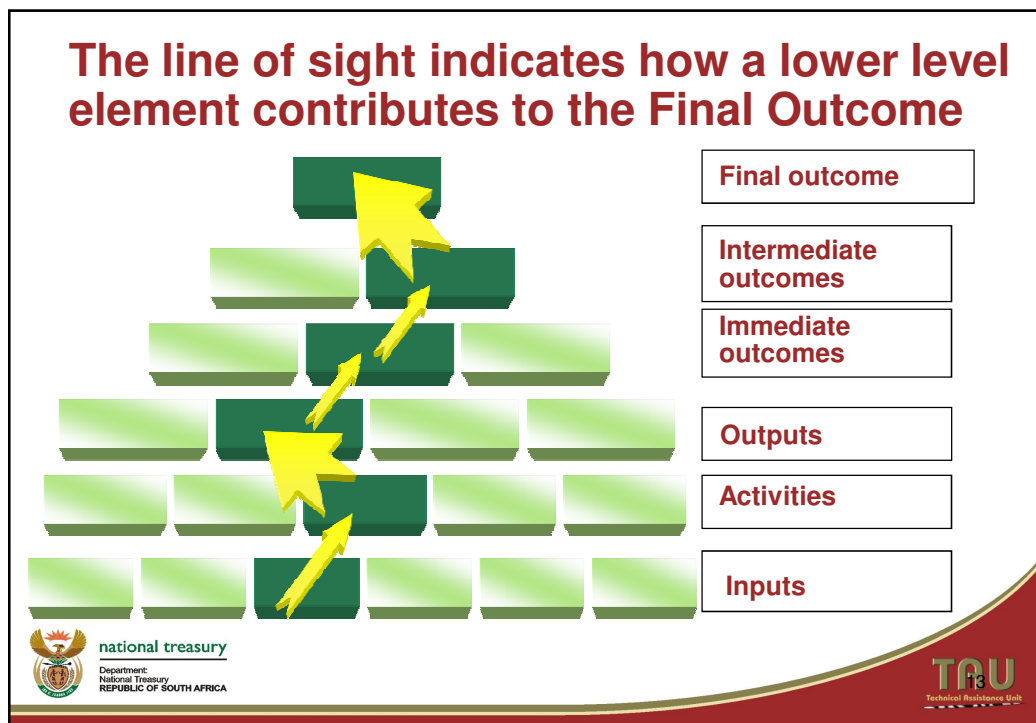
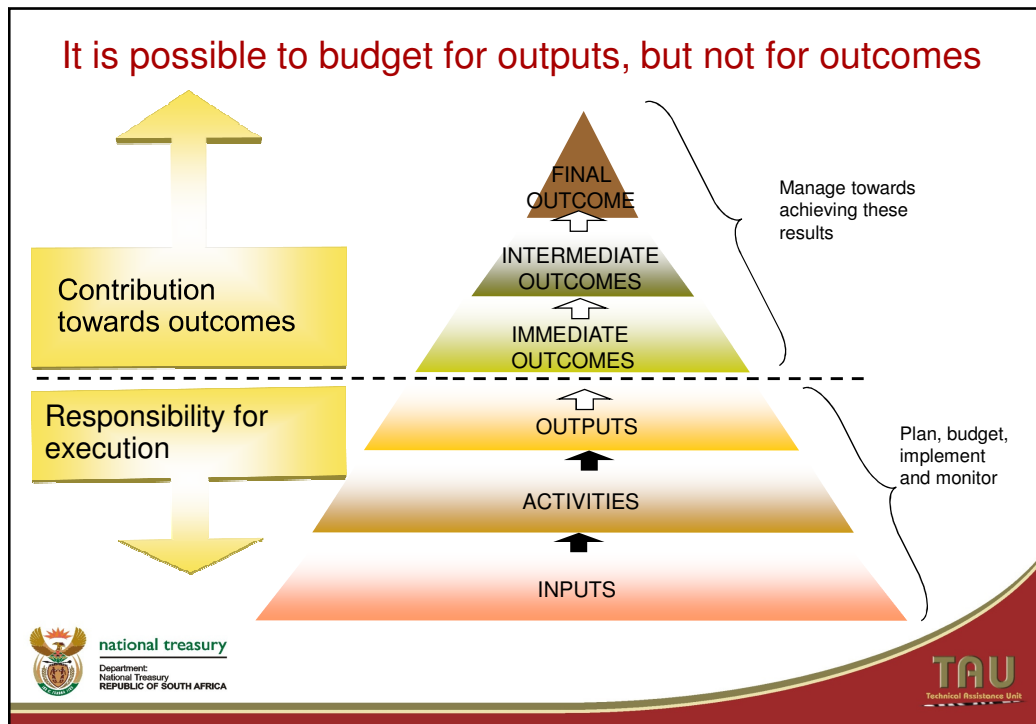
How do activities, outputs and outcomes link?

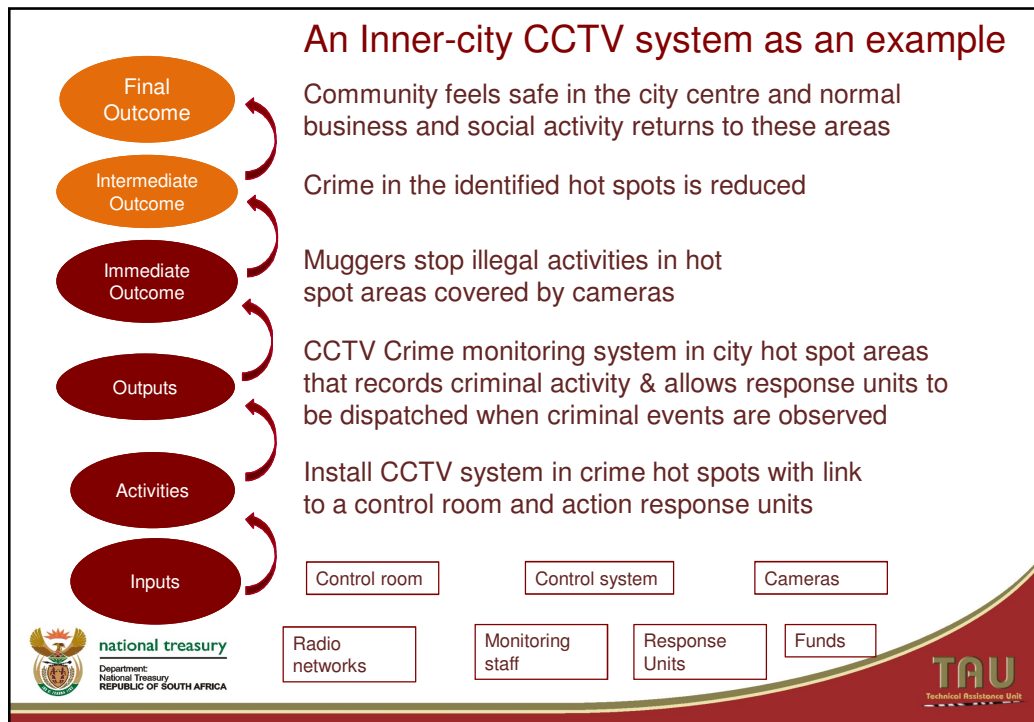
Single Results Chain



Results Hierarchy



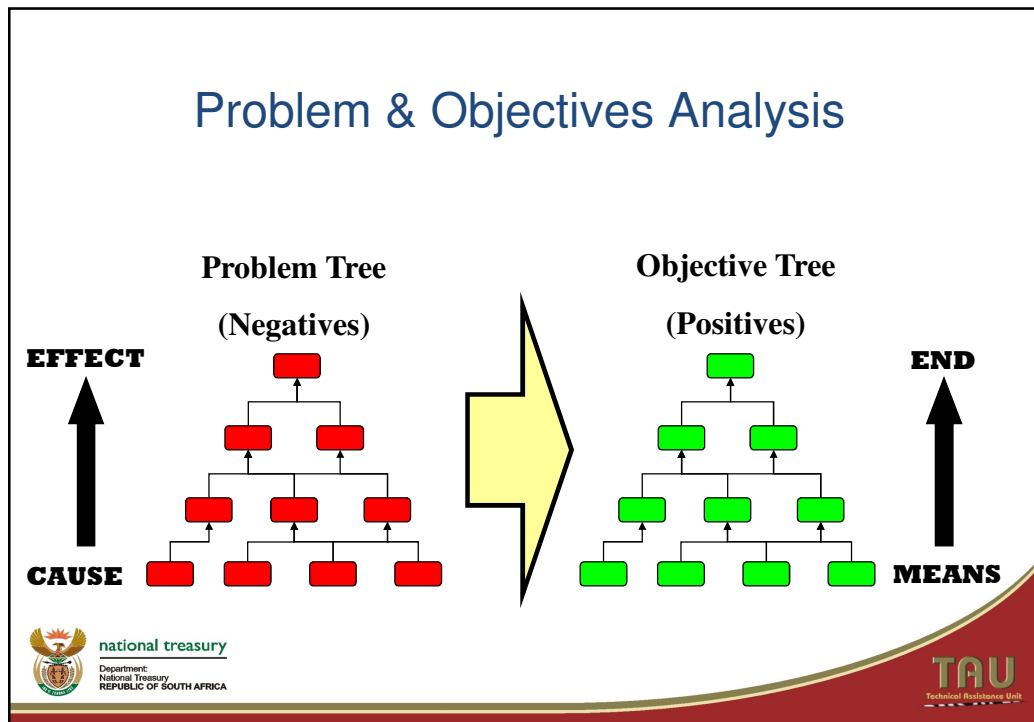




Building Evidence-based Logic

- Problem Analysis
- Identification of Objectives
- Analysis of Alternate Strategies
- Develop the Logic Model

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Problem Analysis helps to;

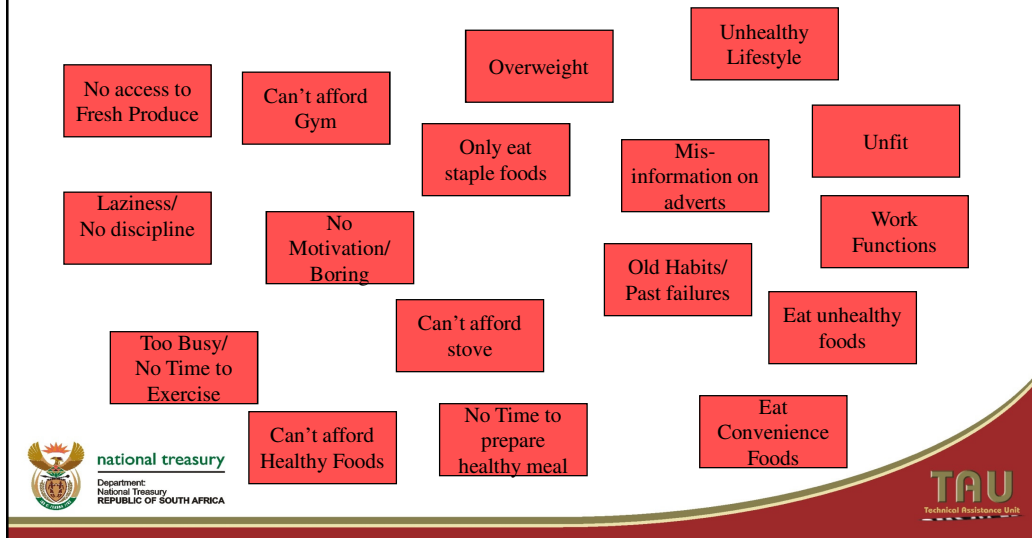
- Determine **real** vs. apparent needs
- Identify the underlying **causes** of problems
- Identify the **size** of the problem and likely **resources** needed to tackle it
- Identify **alternative solutions**

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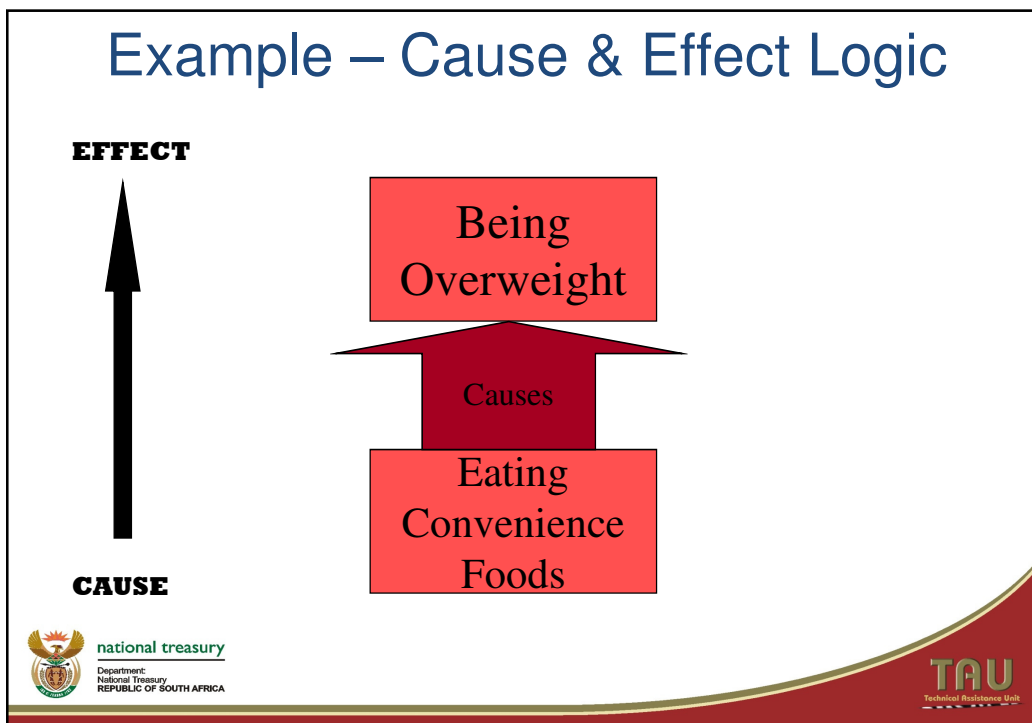
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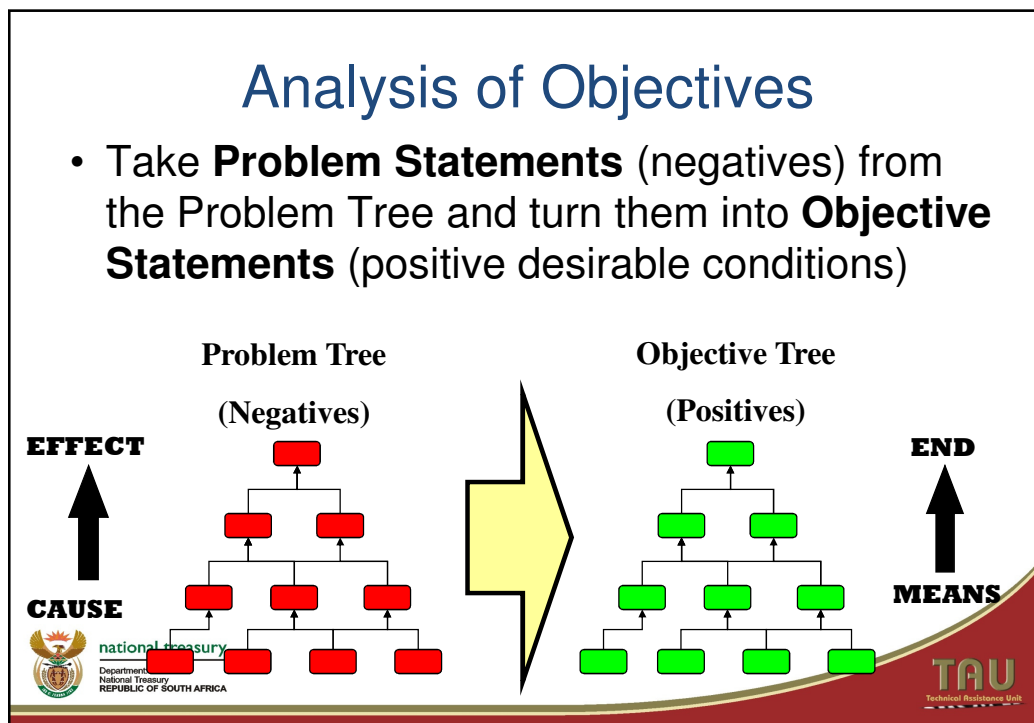
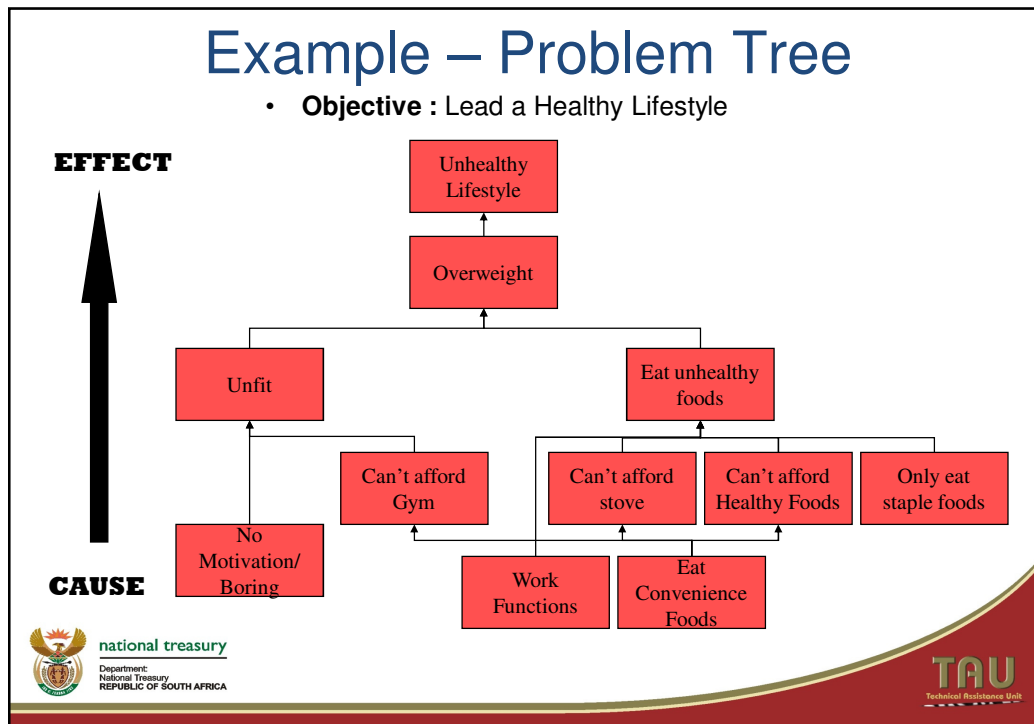
Examples of problems

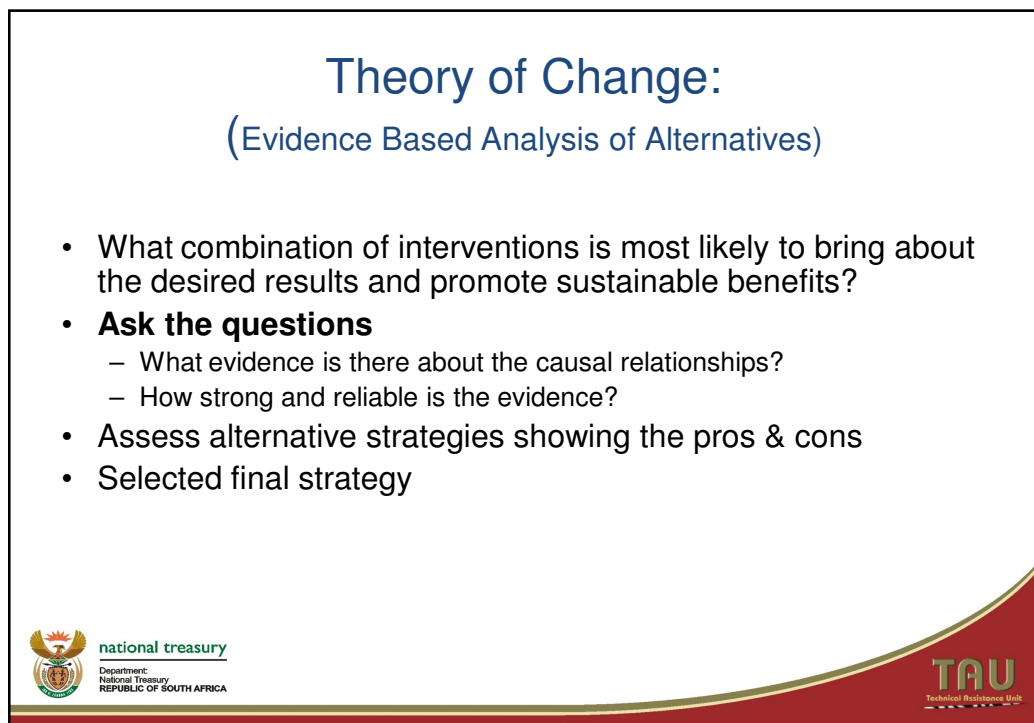
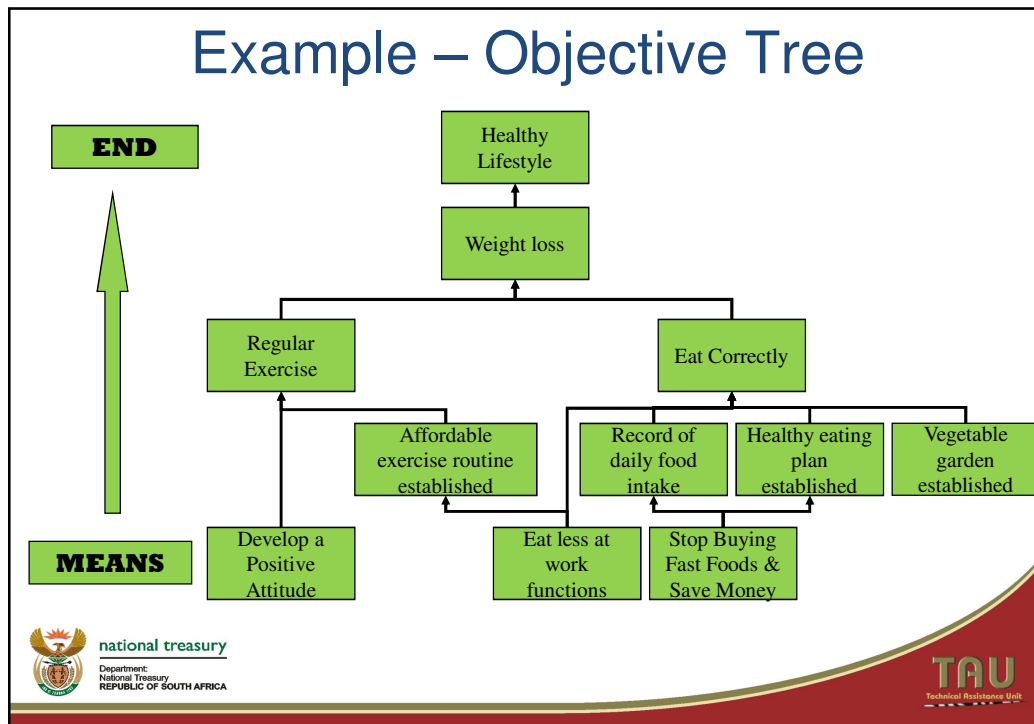
- **Objective :** Lead a Healthy Lifestyle



Example – Cause & Effect Logic

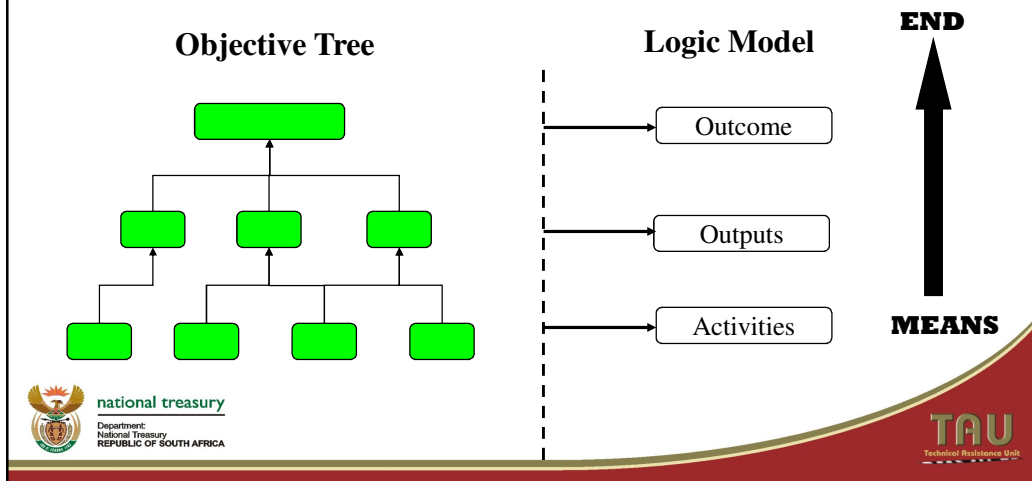






Develop Logic Model

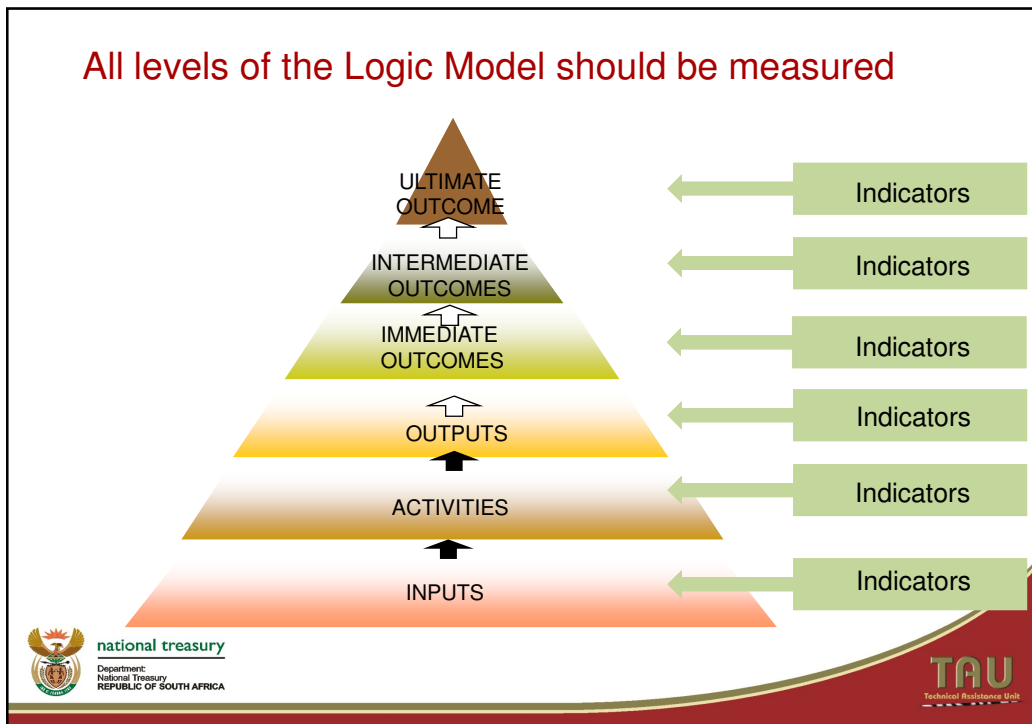
- The Objective Tree frames the Logic Model.



The Logic Model as a framework to understand Performance

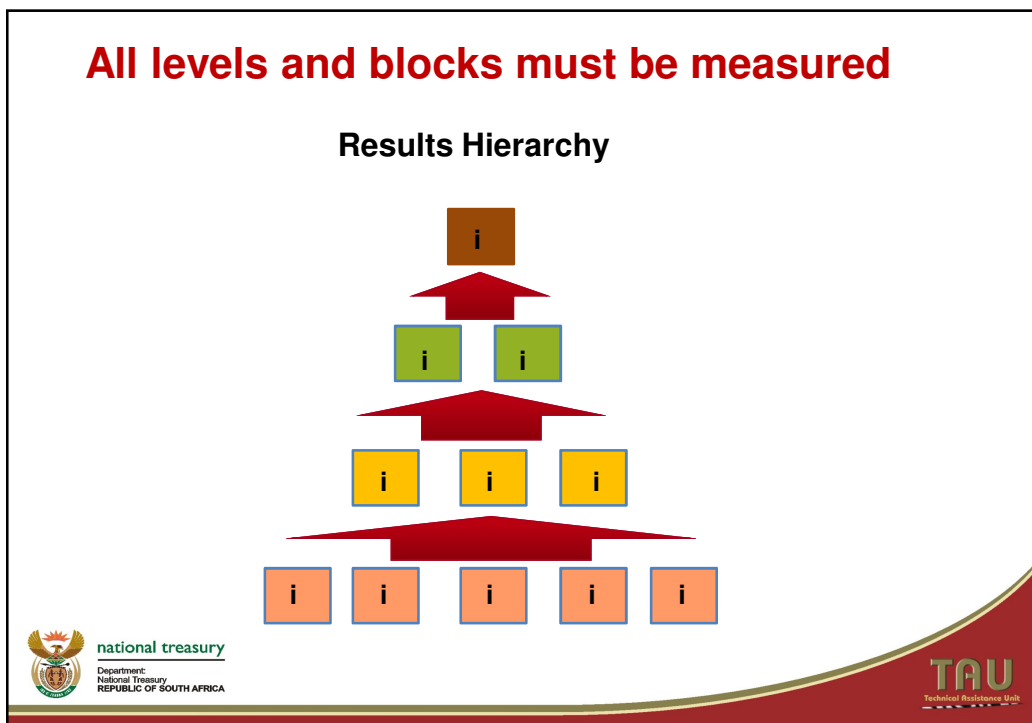


All levels of the Logic Model should be measured



All levels and blocks must be measured

Results Hierarchy



Indicators

Indicator definition

- What should be measured
- Over what time period
- In what units, By who, How frequently

Indicator Baselines

- The first or historical measurement of an indicator
- Used for setting performance target

Indicator Targets

- The score we would like to achieve
- Time bound
- Achievable

Indicator Measures

- Actual score
- Measured periodically
- Trends



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Baselines, Targets and Measures are all expressed in the same units

INDICATOR	Baseline (date)	2009 Target	2009 Measure
Number of subsidies paid for solar water heaters per annum	5640 (in 2008)	12 000	12 345
Mortality rate of children under 5 years of age	565 per 10 000 births (in 2005)	400 per 10 000 births	385 per 10 000 births
Percentage of learners passing mathematics in Matric	43% (in 2002)	72%	65%



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The RBM elements can all be expressed in tabular form in a Logical Framework

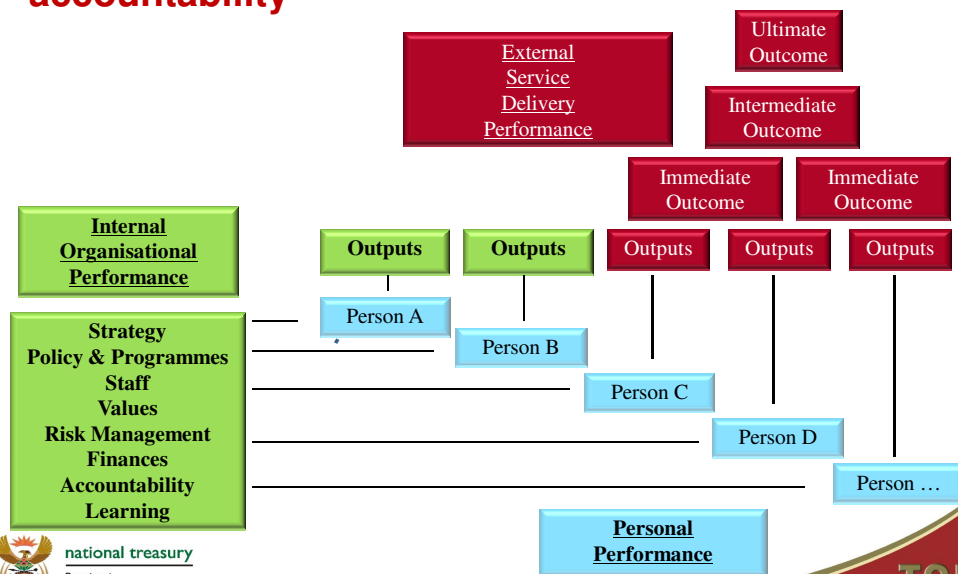
Description	Type	Indicator	Baseline in (year)	2008 Target	2008 Measure	2009 Target	2009 Measure
Learners' maths skills are improved	Out-come	Percentage of learners passing mathematics in Matric	43% (2002)	68%	62%	72%	65%
Maths Training Programme for secondary school maths teachers	Out-put	No of matric maths teachers in quintile 4 and 5 schools completing programme	1243 (2007)	1500	1151	1700	1629
Delivery of learning materials to training centres	Activity	Percentage of training centres receiving learning materials by start of programme	85% (2006)	95%	92%	100%	98%



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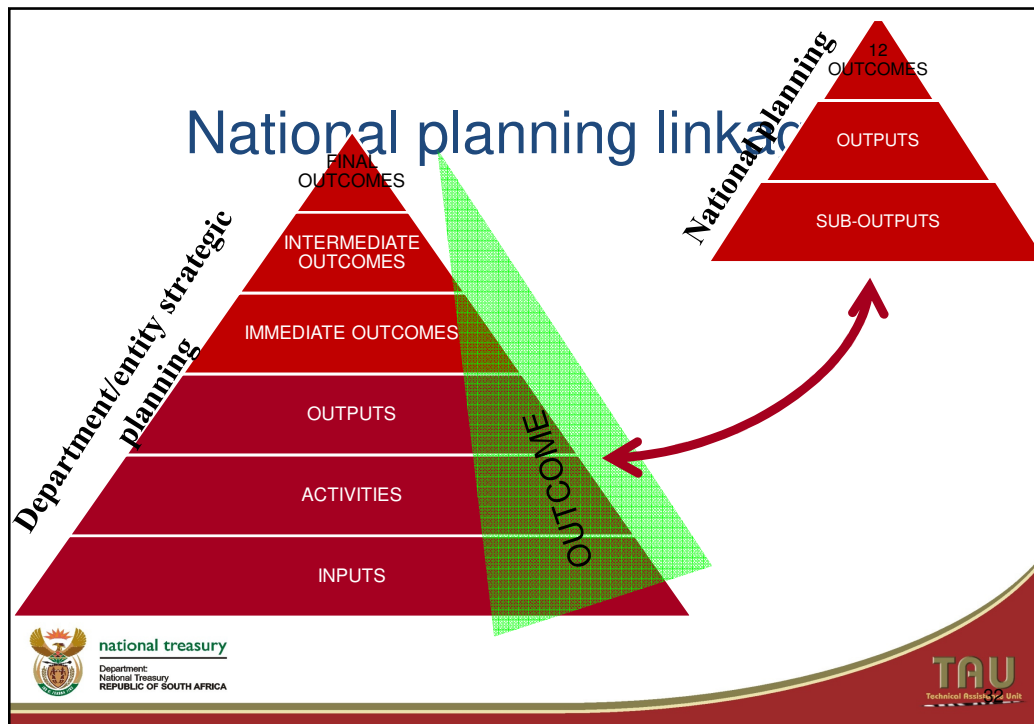
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Performance Map - Organisational capacity and accountability



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Summary

- RBM focuses on the consequences of delivering services and products;
 - Answers the ‘so what?’ question.
- The Logic Model;
 - Sets out the theory of change.
 - A way to visualize the hierarchy of endeavour.
- The Logic Model;
 - Provides a framework for measurements that are required to assess performance and achievement of results.
- Evidence must be used to test the logic.