

# Institute On Governance

Better Governance through Thought and Action



Asia-Pacific  
Economic Cooperation



## An Introduction to Results-based Management (RBM)

9th APEC/RDEAB Workshop on Agricultural  
Biotechnology  
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Santiago, Chile



## Presentation Structure

- A bit of history
- The “logic model” and performance indicators
  - Language and elements
  - Three problems to watch for
- Building a RDEAB logic model

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## Some History on RBM

- Example: Emergence of RBM thinking in the international development context
  - Up to 1970s:  
Managing in-country projects by inputs (costs) and work activities
  - Widely accepted in the 1990s:  
Results-oriented planning & performance measurement



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## History Continued

### Shift in donor management



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## RBM Quote

“There is a broad trend among public sector institutions towards Results-Based Management (RBM). Governments and international organizations are adopting RBM with the aim to improve program and management effectiveness and accountability and achieve results.”

(UNFPA - United Nations Population Fund)



## What Does RBM Mean? For UNFPA ...

- Establishing clear organizational vision, mission & priorities (with goals, indicators)
- Focus on results: strategic planning, monitoring, evaluation & reporting results
- Learning lessons: feeding back into process
- Responding to realities of country situations
  - “There are no ready-to-hand models”
  - Must be rooted in history, traditions, structures



## RBM in Action: The MDGs

(1) Eradicate extreme poverty & hunger	<ul style="list-style-type: none"><li>- Reduce by half the proportion of people living on less than a dollar a day</li><li>- Reduce by half the proportion of people who suffer from hunger</li></ul>
(2) Achieve universal primary education	<ul style="list-style-type: none"><li>- Ensure that all boys and girls complete a full course of primary schooling</li></ul>
(8) Develop a global partnership for development	<ul style="list-style-type: none"><li>- In cooperation with the private sector, make available the benefits of new technologies — especially information and communications technologies</li></ul>

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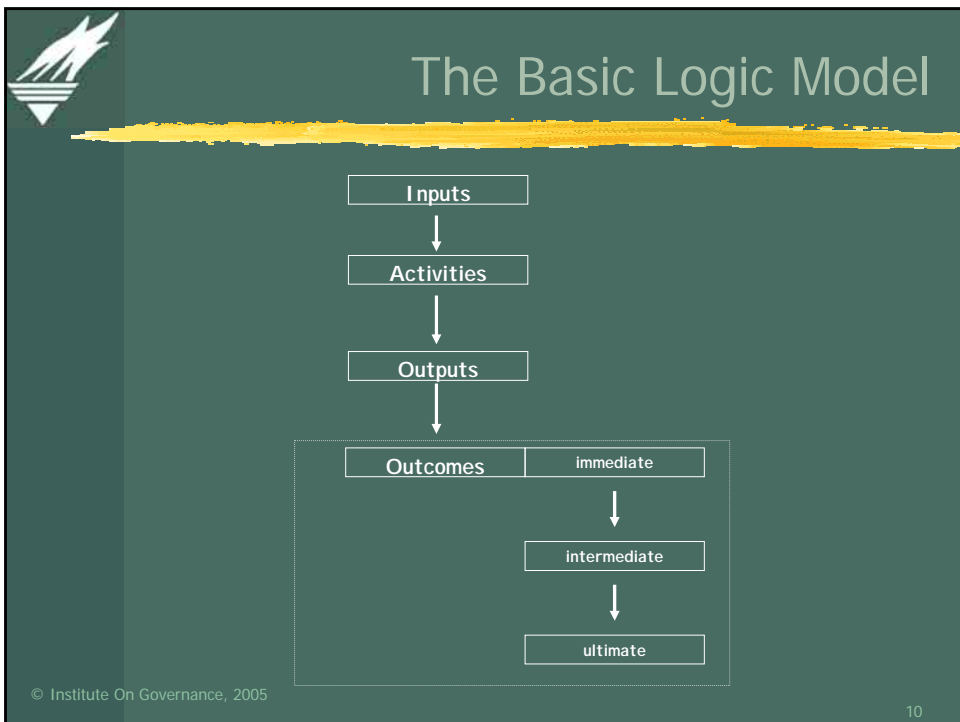
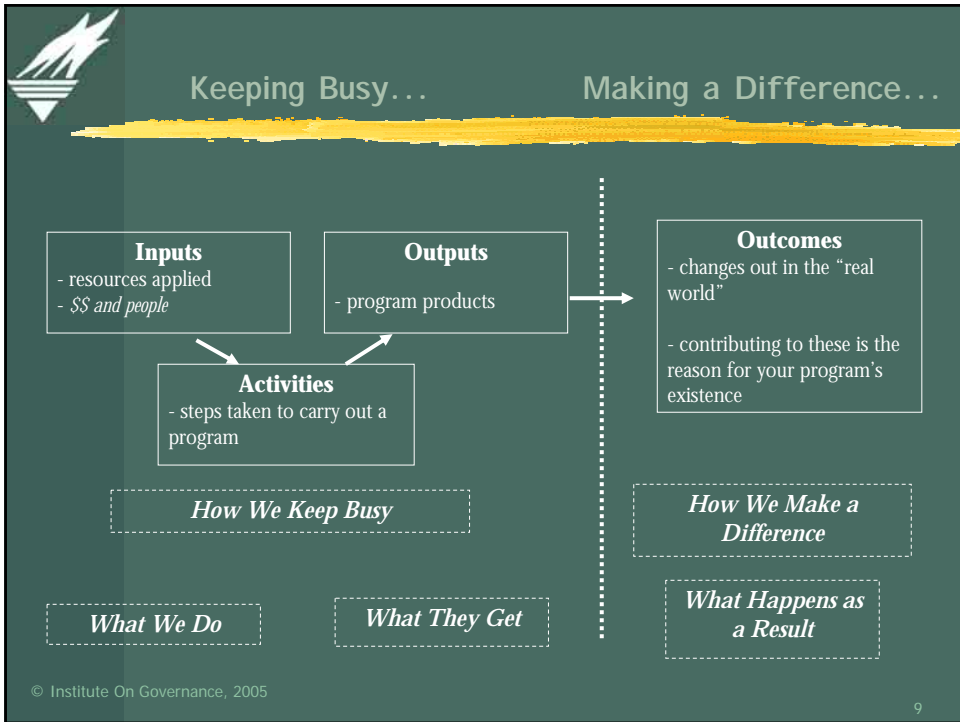
## The Public Sector Context

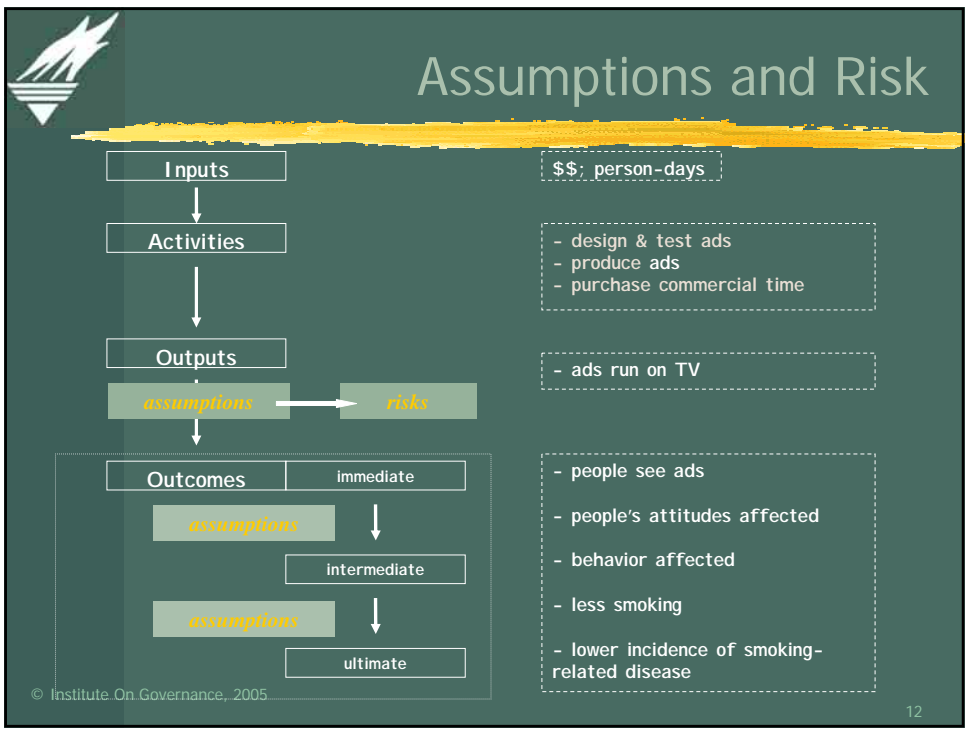
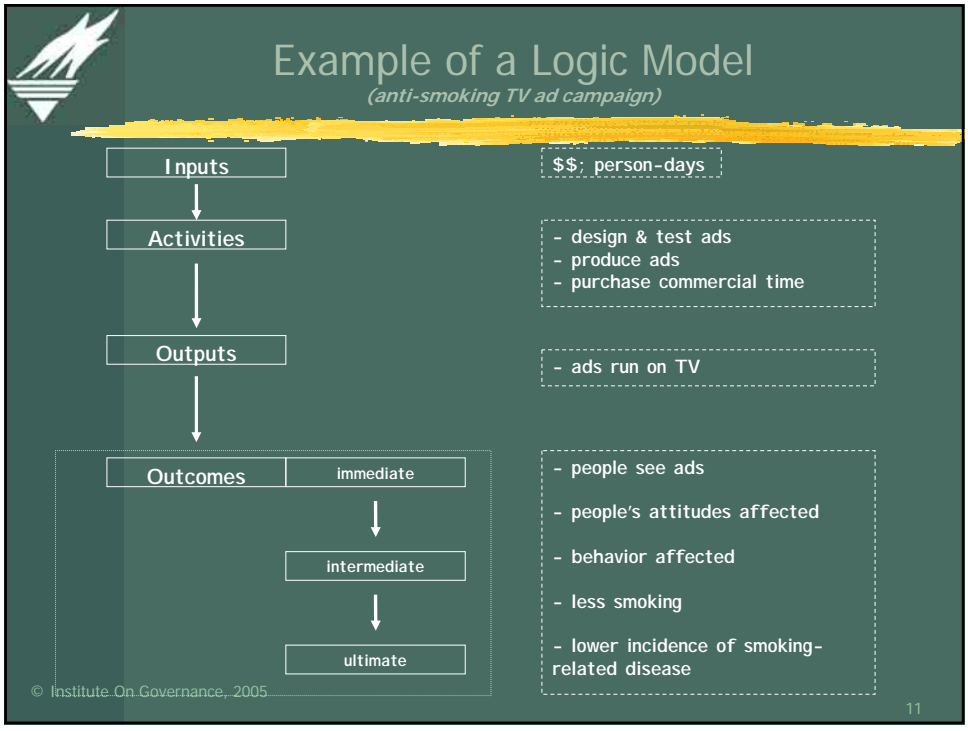
- RBM as part of new governance models and “new public public management”
  - Increased centrality of citizens
  - Greater role for accountability
  - From inputs to government to results for the public

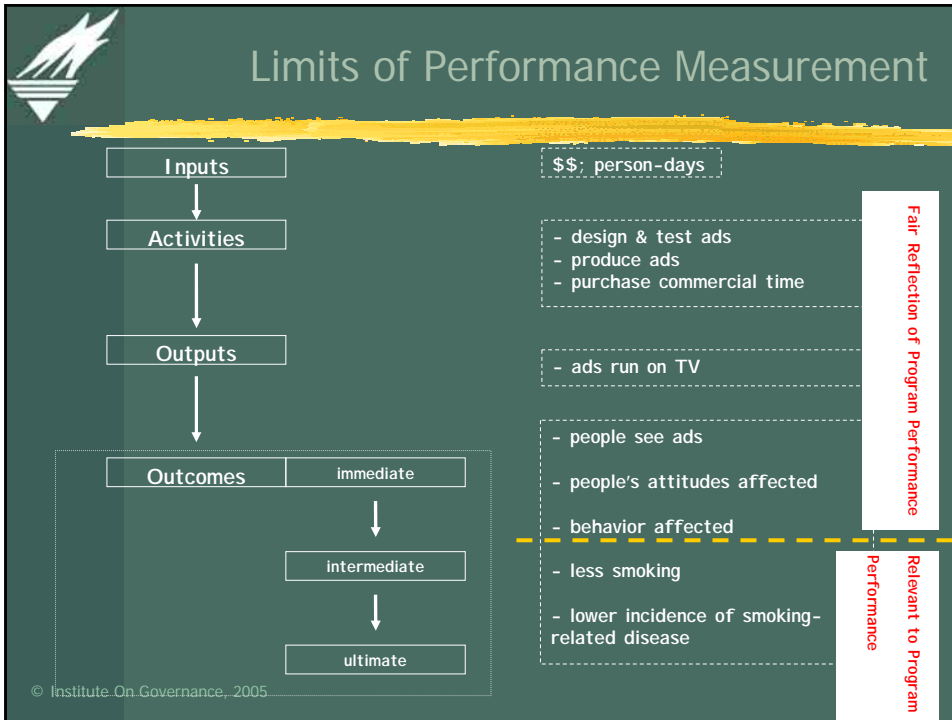


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- ## The Attribution Problem
- The more we move from outputs to ultimate outcomes
    - ... the less we can control things
    - ... the less we are sure that we caused things to happen
    - ... the less we can attribute the results to our work
    - ... the less we can measure them (especially in terms of numbers)
  - **Problem 1: The most interesting things are the hardest to measure**
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## Sample Performance Indicators

### Immediate Outcome

- People see ads
- Attitudes are affected

### Intermediate Outcome

- Behaviour is affected
- Less smoking

### Ultimate

- Lower incidence of smoking related diseases

### Performance Indicators

- Survey to determine viewers, ages, when, where etc.
- Survey & focus groups to determine attitude changes
- International comparisons

### Performance Indicators

- Survey to determine behaviour changes
- Survey & focus groups to determine if behaviour change continued over time
- International comparisons

### Performance Indicators

- Data on smoking related diseases over time



## Indicators and Perverse Incentives

- Most indicators affect behavior
- Sometimes they lead to unwanted behaviors
  - "Perverse incentives"
- Indicators require wise, meaningful interpretation
- **Problem 2: Perverse incentives need to be managed**





## The Complexity Problem

- Multiple indicators can be put in place
- Multiple risks could be calculated
- Multiple interactions and trade-offs could be discussed
- Problem 3: Too much complexity renders performance measurement useless

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## A Job for Experts?

- No, because:
  - RBM must be closely linked to your goals
  - Indicators must be practical and meaningful
  - Indicators must be interpreted meaningfully
  - In your context, RBM is more of management tool than an audit tool
- Therefore, RBM is your task  
... a customized solution



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## RDEAB Logic Model

### 1. What Do We Want?

#### 1. Agree on objectives

- Ultimate outcomes
- Intermediary outcomes
  
- Keep it simple – set few priorities

#### Outcomes

- Changes achieved out in the “real world”



## RDEAB Logic Model

### 2. What Do We Need to Do?

#### 2. Create the elements of the logic model

#### Outcomes

- Changes achieved out in the “real world”

#### Outputs

- Program products

#### Activities

- Steps taken to carry out a program

#### Inputs

-Resources applied  
-Funds and people

Understand better the consequences of the choice of goals and priorities – and maybe revise the choice



### 3. How Will We Know When We Succeed?

#### 3. Derive indicators from the logic model

- Keep it simple – choose few
- Select practical indicators
- Discuss the risk of perverse incentives



## Your Worksheet

