

Results-Based Management for Senior Executives

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RBM at the Project and Program Level

Keith Leonard, Principal Evaluation Specialist, Operations
Evaluation Department,
Asian Development Bank

Do we agree or disagree with this?

Improving the performance of public organizations depends on finding practical approaches to managing for better results, and this cannot be done without being clear what results are required.

Scott, G. 2001. *Public Sector Management in New Zealand: Lessons and Challenges*. Canberra: Australian National University.

Is the Cheshire Cat
right?

"Which road should I take?" Alice asked the Cheshire Cat.

"Where do you want to get to?" the cat asked helpfully.

"I don't know," admitted Alice.

"Then," advised the cat, "any road will take you there."

Lewis Carroll. *Alice in Wonderland*.

- If you don't measure results, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you probably can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support [and maybe get promoted!]
- What gets measured gets done.

Citizens in my country are increasingly demanding that public officials and politicians be accountable for the results of public expenditure

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

In my country public officials and politicians are increasingly seeking to improve the results obtained from public expenditure and policy choices

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

What is a project or a program?

- A bounded set of public expenditure and/or policy choices designed to produce a definable improvement over some baseline level of performance, which is deemed to be unacceptable.
- In other words, a project or program should be a solution to a problem.

- ✓ The measurement of results from public expenditure and policy choices is no more or no less than any responsible government interested in the socio-economic development of its people should be doing all the time.
- ✓ Therefore, specifying expected results and evaluating actual results is something countries should be doing for their own benefit.
- ✓ It should **NOT** be something that is done simply to satisfy the requirement of an external funding agency.

The project/logical framework tool

Design Summary	Targets & Indicators	Data Sources/ Monitoring Mechanisms	Assumptions and Risks
Impact or goal: the expected beneficial impact from this & other projects/programs	Expected results over a baseline	Where the data will come from to measure results	Necessary external conditions that must be met for success (assumptions) or external threats that must be avoided or mitigated (risks) to achieve the desired result
Outcome or purpose: the result of this project/program = the solution to the problem	Expected results over a baseline	Where the data will come from to measure results	
Outputs: the “deliverables” of the project	Quantitative & qualitative output descriptors	Project management information source	
Activities /milestone events	Critical activity expected end dates	Project management information source	
Inputs	Quantitative & qualitative input descriptors	Project management information source	

Impact Design Summary

- ❖ A statement of desired medium-term impact that is partly, but not exclusively, attributable to the project or program.

Outcome Design Summary

- ❖ The beneficial result that follows from having successfully solved the problem. The outcome should be directly attributable to the project (subject to assumptions and risks) and be evident at or near completion.

Output Design Summary

- ❖ The tangible and intangible goods and/or services produced by the project

Activities Design Summary

- ❖ Groups of time critical tasks carried out using project inputs in order to produce the desired outputs

Activities



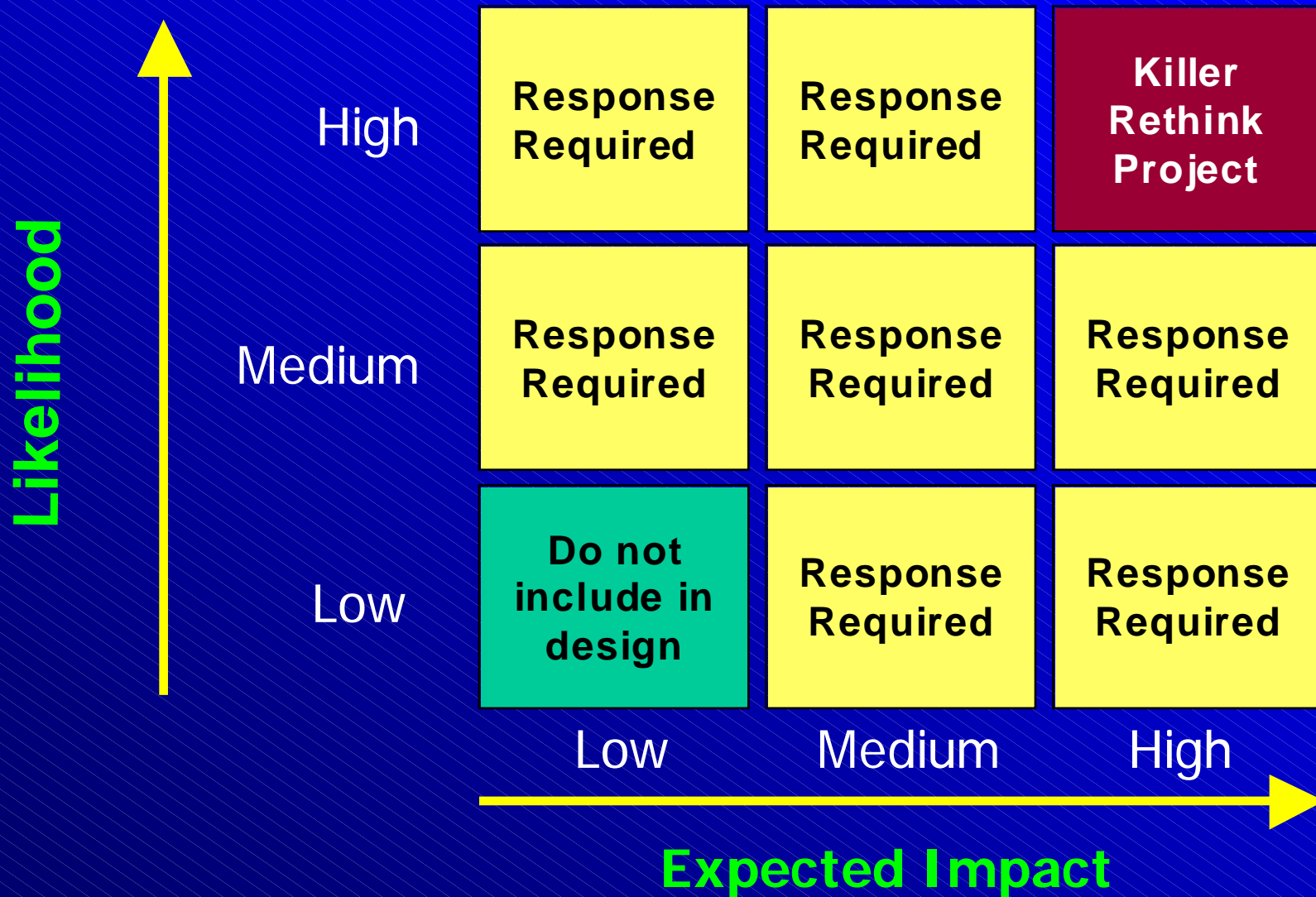
Inputs Design Summary

- ❖ The main resources required to carry out the project (financial and human)

Assumptions & Risks

- ❖ **Assumptions** are conditions, events or actions that project designers recognize as being necessary for the cause and effect logic to hold true at each level but which are not controllable by project managers.
- ❖ **Risks** are potential adverse events or actions that are outside the direct control of project managers but which, if they occur, would negatively influence the attainment of impact, outcome, outputs or activities. Risks may be capable of mitigation.

Risk Matrix



Indicators & Targets

- ❖ **Indicators** are the measures to be used for determining the level of achievement of a result area (impact, outcome, or outputs), completion of activities and delivery of inputs. "The yardsticks we will use to measure achievement."
- ❖ **Target** is the timebound and desired level of achievement for a result area (impact, outcome, outputs), and activities over a baseline level. "How much more we aim to achieve over current levels and by when."

Targets & Indicators

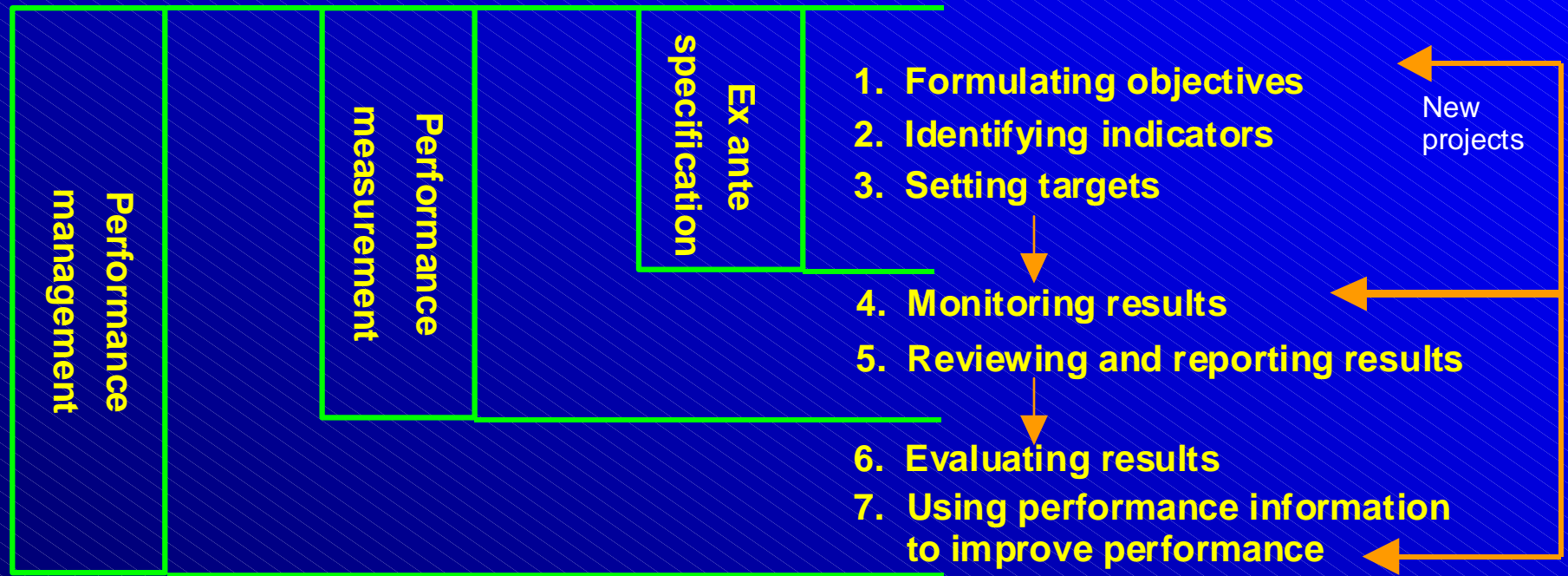
- ❖ These should be:
 - ✓ **S**pecific (clear & unambiguous definition)
 - ✓ **M**easurable (and reliable & verifiable)
 - ✓ **A**ttributable (to the actions taken & clear accountability)
 - ✓ **R**elevant (to the organization)
 - ✓ **T**imebound (and timely)
- ❖ Should not lead to perverse incentives

Data Sources/Monitoring Mechanisms

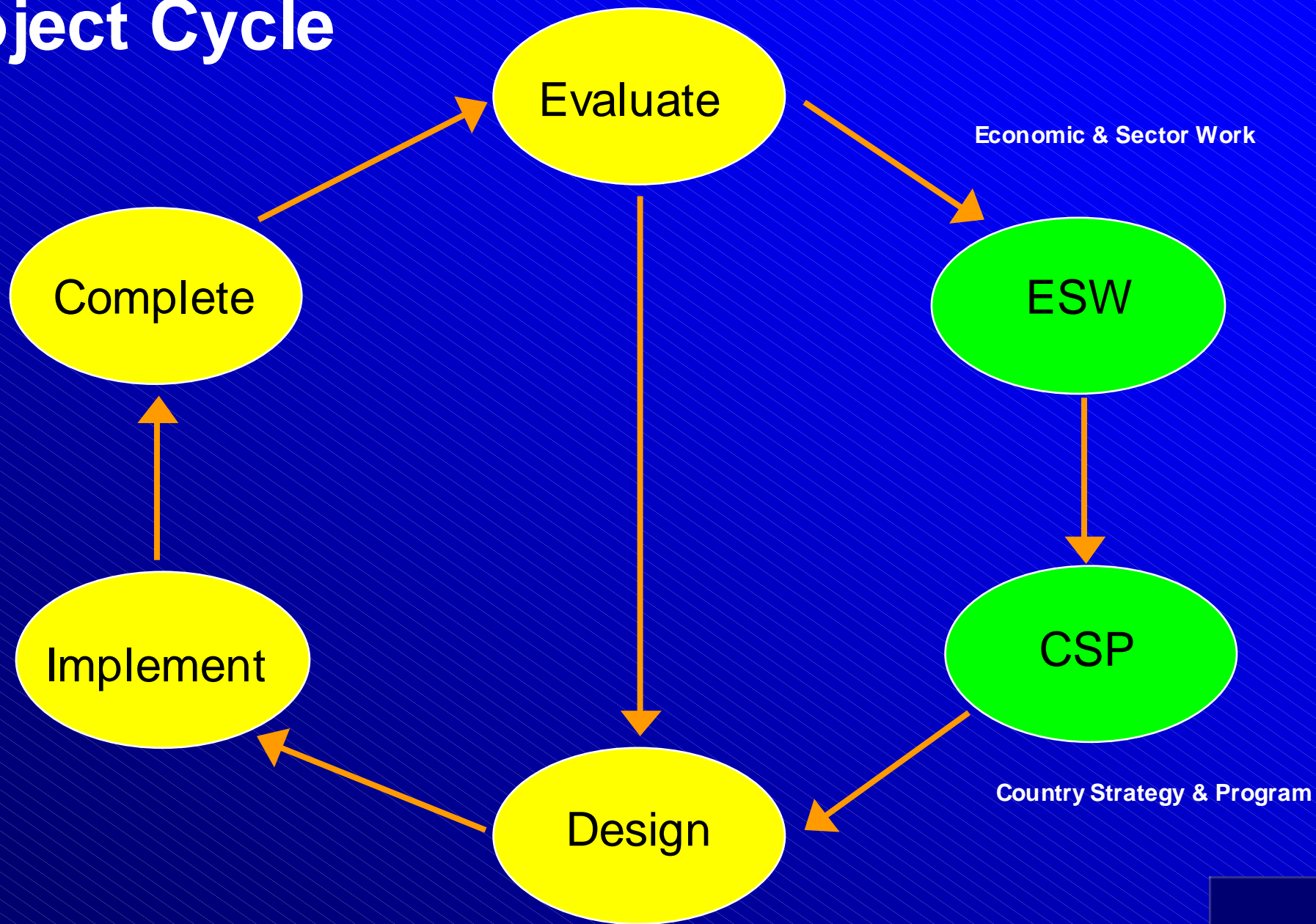
- ❖ The **sources of data** for measurement of attainment for each target/indicator

Participant Exercise

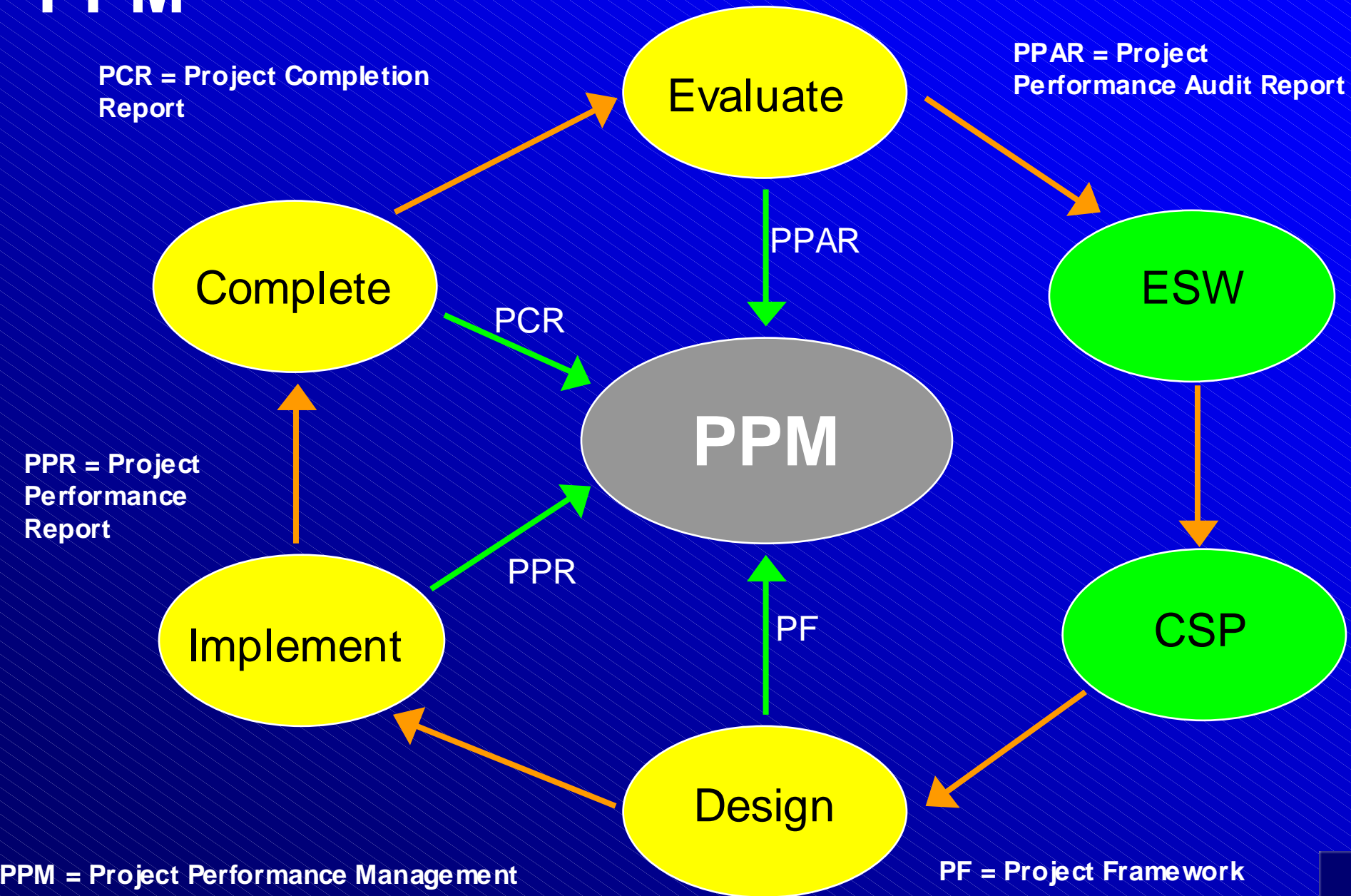
Results-based management



Project Cycle



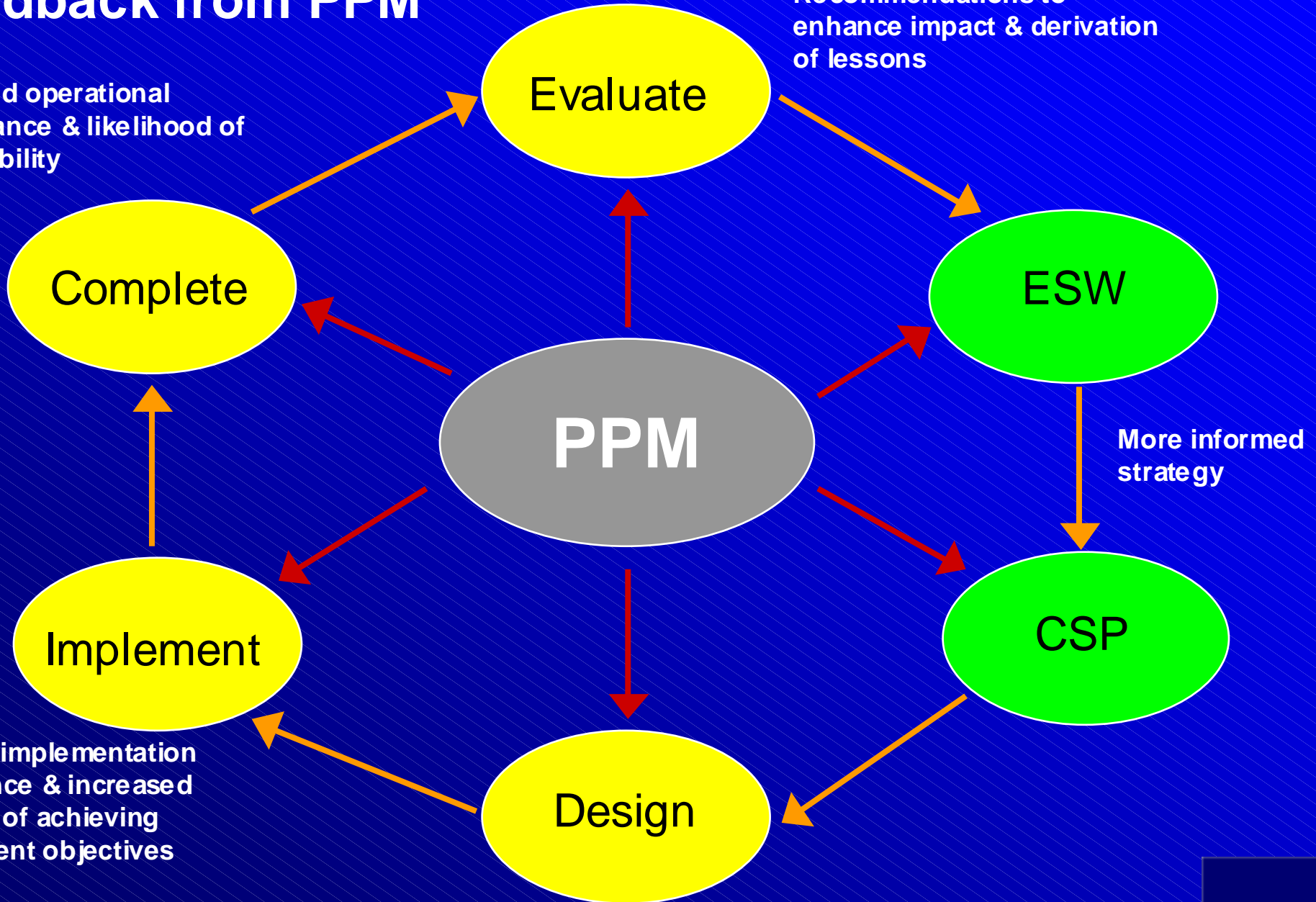
PPM



Feedback from PPM

Enhanced operational performance & likelihood of sustainability

Recommendations to enhance impact & derivation of lessons



More informed strategy

Improved implementation performance & increased likelihood of achieving development objectives

Improved design through incorporation of lessons

Good Luck & Good Results!

R Keith Leonard
rkleonard@adb.org