

Results Based Management and Rapid Results Approach

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WHAT IS A RESULT?

A Result is a
MEASURABLE CHANGE

- We can train, we can develop systems, we can produce policies but bottom line is the **“SO WHAT?”**

What is RBM?

RBM IS A TOOL



for MANAGING
PERFORMANCE



and is an integral
part of ACHIEVING
REFORMS

RBM SHIFTS
MANAGEMENT FOCUS
in the public sector



FROM bureaucratic
PROCESSES



TO RESULTS

Public sector reforms
SHIFT FROM
bureaucratic
PROCESSES



TO RESULTS
ORIENTATION



For BETTER
SERVICE DELIVERY
to the public

WHAT IS RBM?

PARTICIPATORY and TEAM-BASED APPROACH

ACHIEVE RESULTS BY
IMPROVING:

Program and management
efficiency and effectiveness

Accountability and transparency

ENHANCES management
effectiveness and
accountability

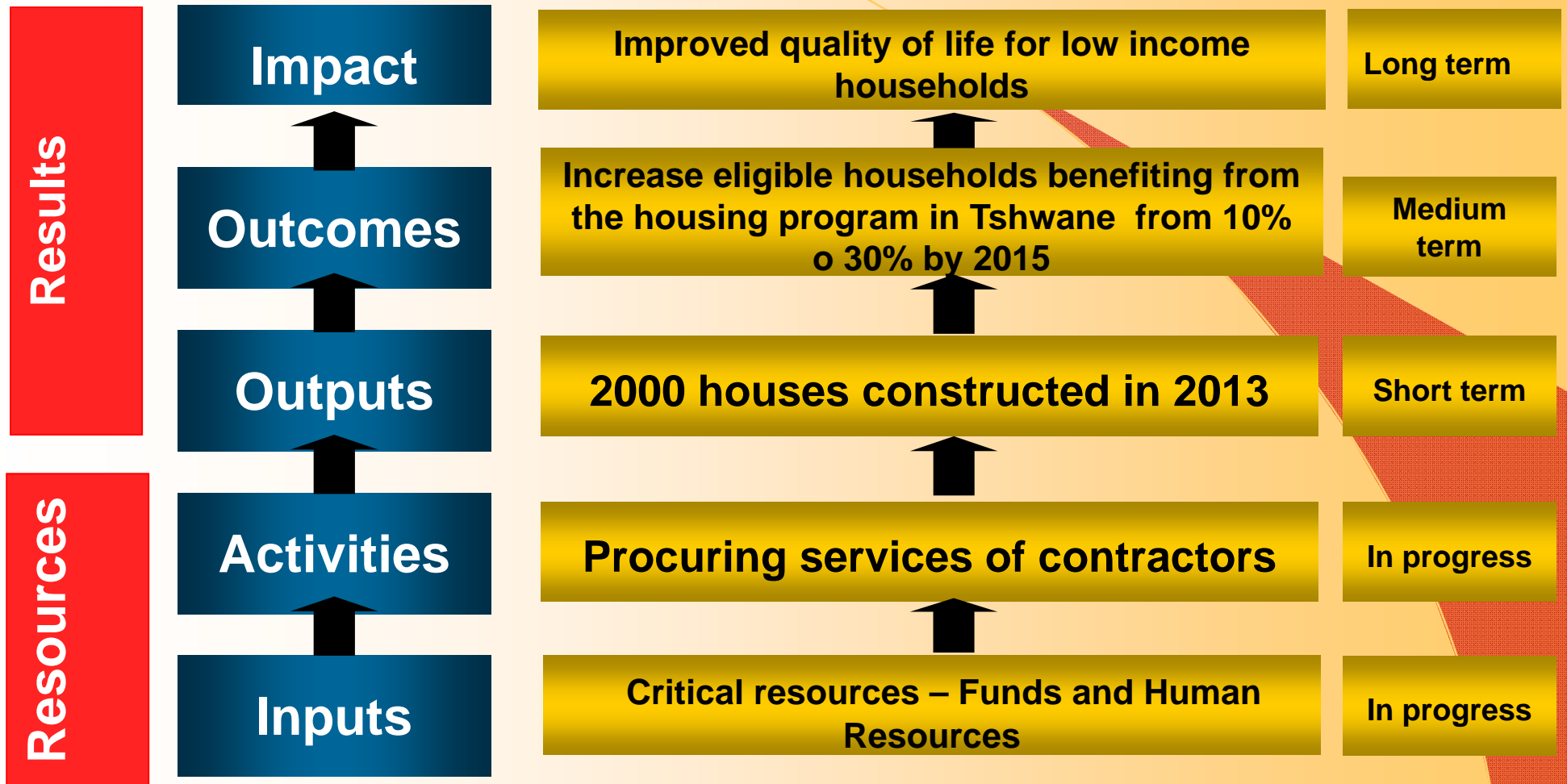
INVOLVES KEY
STAKEHOLDERS IN:

Defining expected results

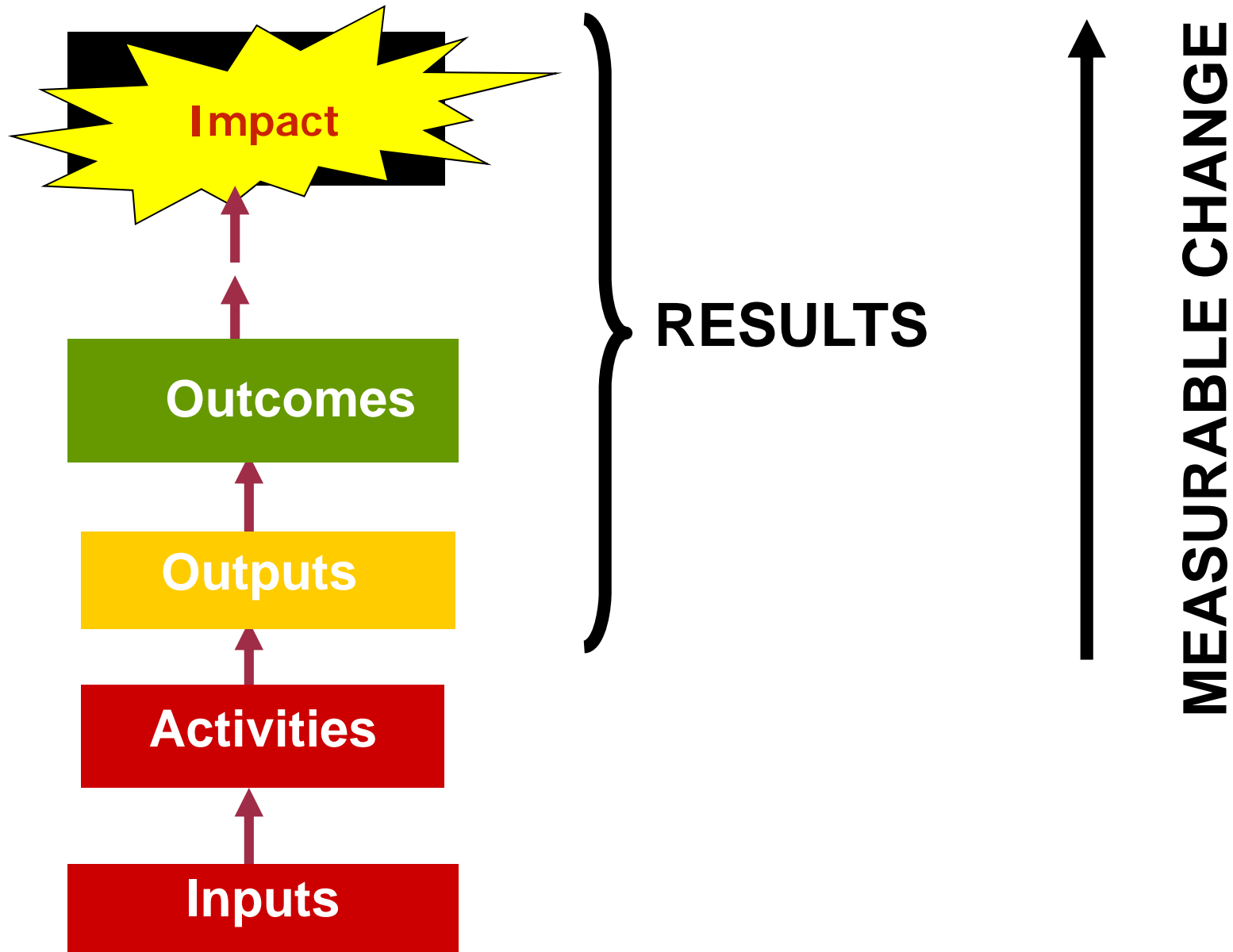
Assessing progress towards
achievement of expected results

Integrating lessons learned into
management

The Results chain



The Results Chain



Source: Binnenen and Kusek&Rist, 2004.

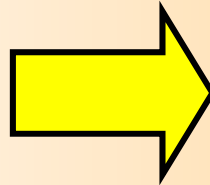
Let's look at examples of results based language...

Examples

Action Language

Increase the percentage of households provided with a decent house

Reduce the cost of transport among low income population in Johannesburg



Suggested answers....

Change Language

Increase eligible households benefiting from the housing program in Tshwane from 10% to 30% by 2015

Reduce the cost of transport among low income population in Johannesburg by 40% by 2015

RESULTS STATEMENTS INCLUDE:

An action
verb

What will be
achieved

Success
measurement

Time frame

Key Messages

RBM:

- Improves focus on results instead of activities
- Improves transparency
- Improves accountability
- Improves measurement of program achievements
- Results attract more funds
- Enhance performance culture in an organization
- Increases productivity and motivation among staff

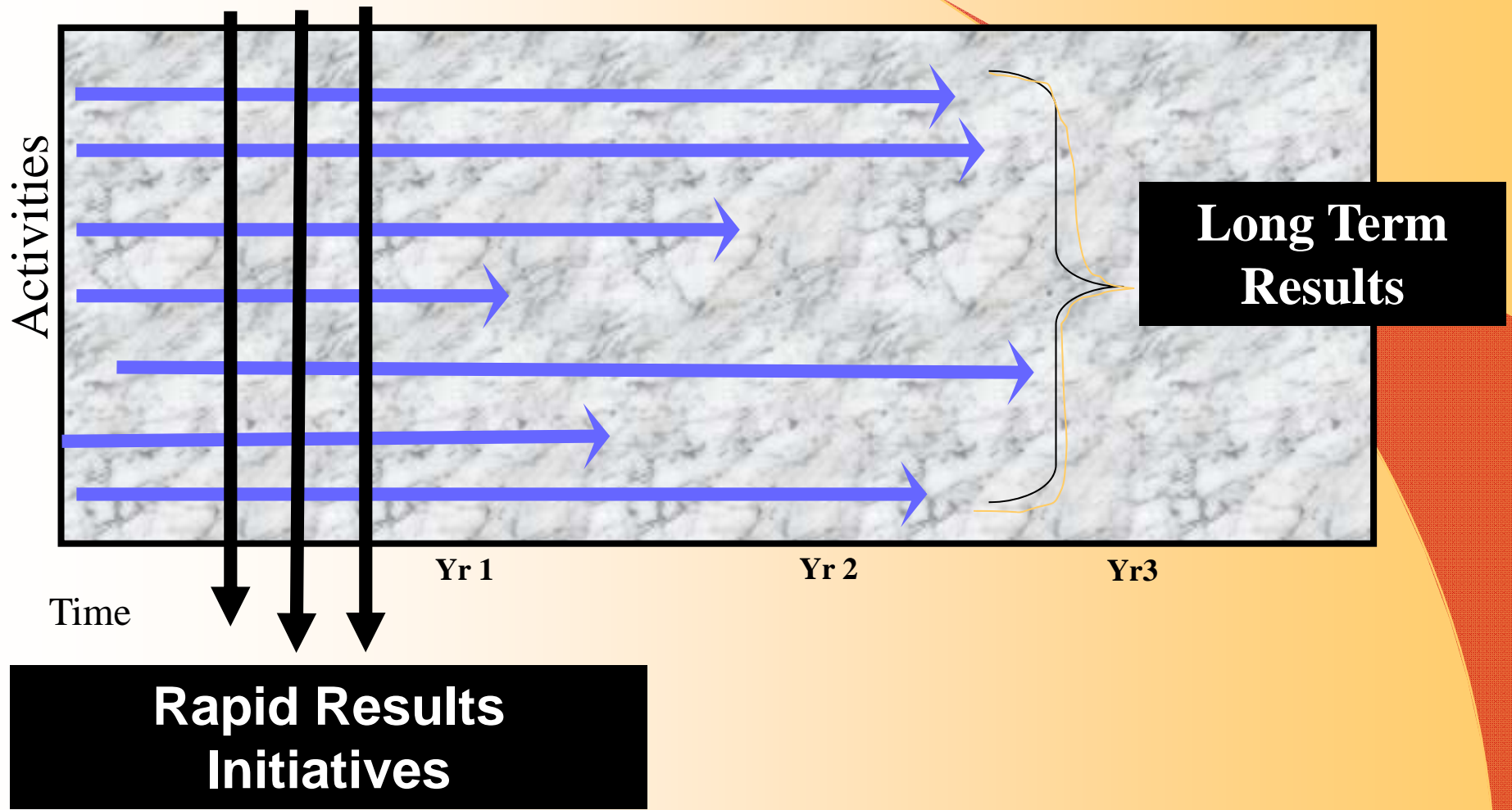
Overview of the Rapid Results Approach

What is Rapid Results Approach

A results-oriented approach which:

- Jump starts **major change** efforts through a series of **small-scale, results producing and momentum building** initiatives
- Promotes results-focused **learning**
- Enhances **implementation** capacity
- Empowers **teams** by achieving ambitious but feasible results – within **90-days**
- Unleashes existing **capacity**
- Commits **leaders**

RBM AND RRA – the link



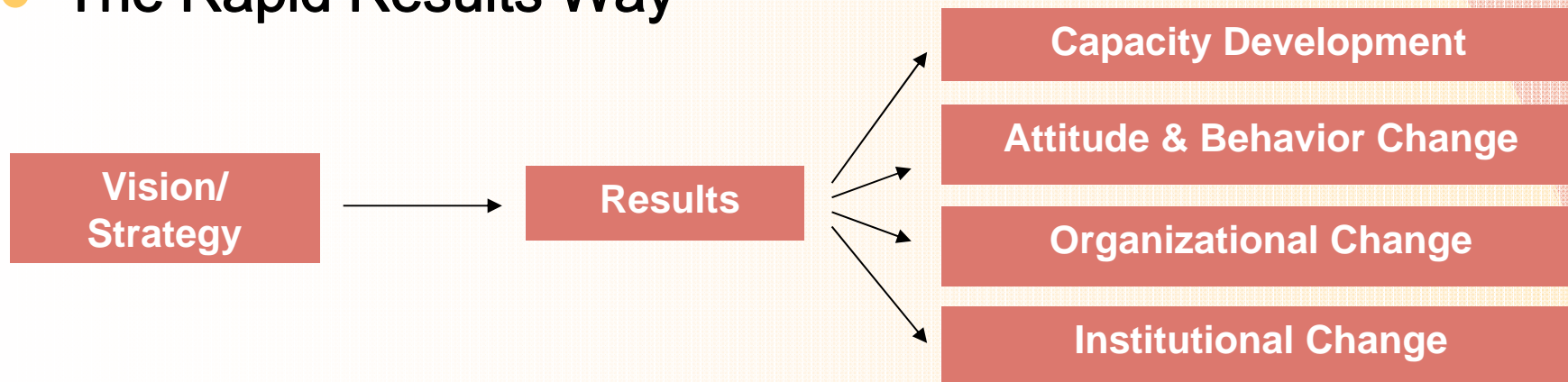
The Implementation Challenge: Activity-focused Approach vs. RRA

Flipping Means and Ends

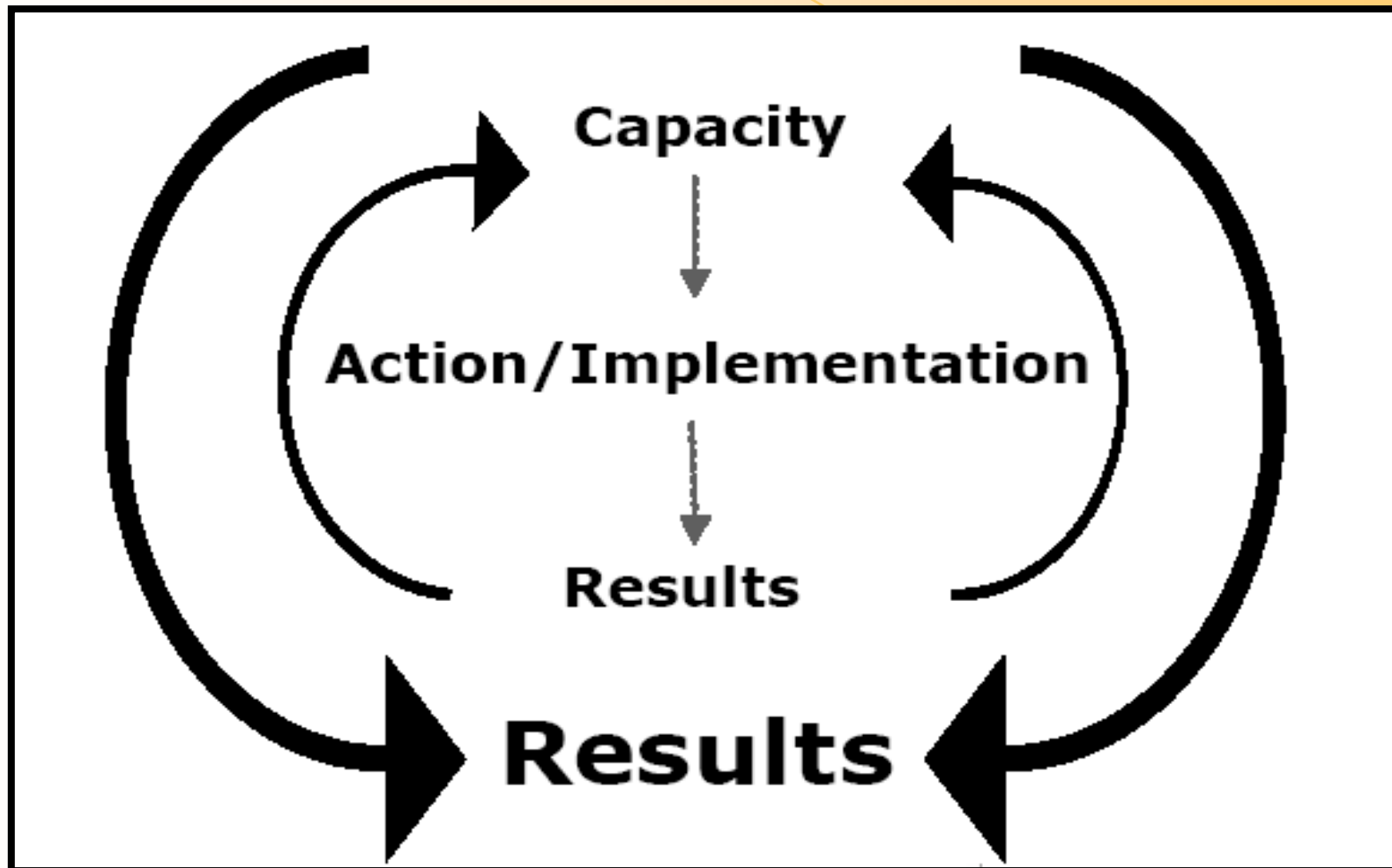
- **The Usual Way**



- **The Rapid Results Way**



Capacity...OR Short-Term Results



The RRA Implementation Environment

- New government/administration facing political pressure to perform
- Government or municipalities showing political commitment to reform
- Presence of reform and implementation champions within the government
- Entrepreneurial spirit: willingness to take some risk and think out of the box

The Implementation Challenge: Traditional Activity-focused Approach

Program Objective: To upgrade 3 informal settlements into blueprint integrated and sustainable human settlements by June 2016

Program Activities

Establish multi disciplinary dedicated team with clear accountability

Establish time frames and critical path/deliverables

Public participation and stakeholder engagements

identify HR requirements expertise and sources

The Implementation Challenge: Traditional Activity-focused Approach

- **Assumes that:**

- ⇒ We know all the activities that are needed to achieve the end objectives
- ⇒ If we complete all the activities, the objectives will be achieved automatically

- **But in reality,**

- ⇒ Even if all activities are undertaken, the objectives may not be achieved

Overcoming the Implementation Challenge: The RRA

- ✿ Translate Objectives into Concrete Results
 - Personal Challenge
 - Real Accountability
 - Discovery and Learning

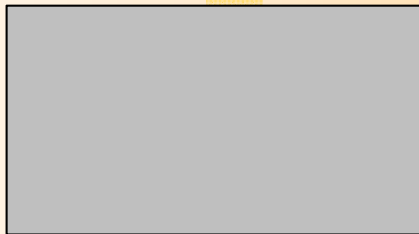
Overcoming the Implementation Challenge – Translating Objectives into Concrete Results

Program objectives

To upgrade 3 informal settlements into blueprint integrated and sustainable human settlements by June 2016

Linking poor with opportunities

To establish the northern urban development corridor



Focusing on Strategic Areas and Defining a Rapid Results Goal

Upgrade 3 informal settlements into blueprint integrated and sustainable human settlements by June 2016

Overall objective

Key Strategic Objective

Rapid-Results Goal

Sharpening the Focus

Increase families with decent housing by 22% in 2013

To: Construction of 5000 houses completed

To: Focus on 1 informal settlement

To: ????? result within 90 days

Overcoming the Implementation Challenge

- Translate Objectives into Concrete Results
- ✿ **Personal Challenge**
- Real Accountability
- Discovery and Learning

Personal Challenge - Why Does the RRA Work? (Tennis Ball Game)

- New confidence
- “Hidden” abilities and competencies emerging
- Enthusiasm and energy: “let’s go for more”
- Cross-boundary collaboration
- Pursuing “stretch” goals stimulates innovation, team spirit, and high performance
- Goals need to be challenging, but at same time “believable” by the team
- Importance of teams setting their own goals

Overcoming the Implementation Challenge

- Translate Objectives into Concrete Results
- Personal Challenge
- ✿ **Real Accountability**
- Discovery and Learning

Implementation Challenge – Lack of Accountability for Results: the Village Fool and the Emperor’s Horse

The Emperor’s Challenge:

- Whoever can teach his favorite horse to speak Chinese will get half of his Kingdom;
- But if the person fails, s/he will be executed

The Village Fool’s Response:

- He took up the challenge and agreed with the emperor that “he will teach the horse to speak Chinese in 10 years”

Implementation Challenge – Lack of Accountability for Results: the Village Fool and the Emperor’s Horse

The Village Fool’s Response

Study neighing patterns to detect nuances in pronunciation

Lead study tour to other districts

Design “neigh-to-Chinese” mapping program

Implement daily training program on “n2c” conversion

Establish incentive system

Change environment of horse: live with human family

Today

Today + 10 years

Implementation Challenge – Lack of Accountability for Results: the Village Fool and the Emperor’s Horse

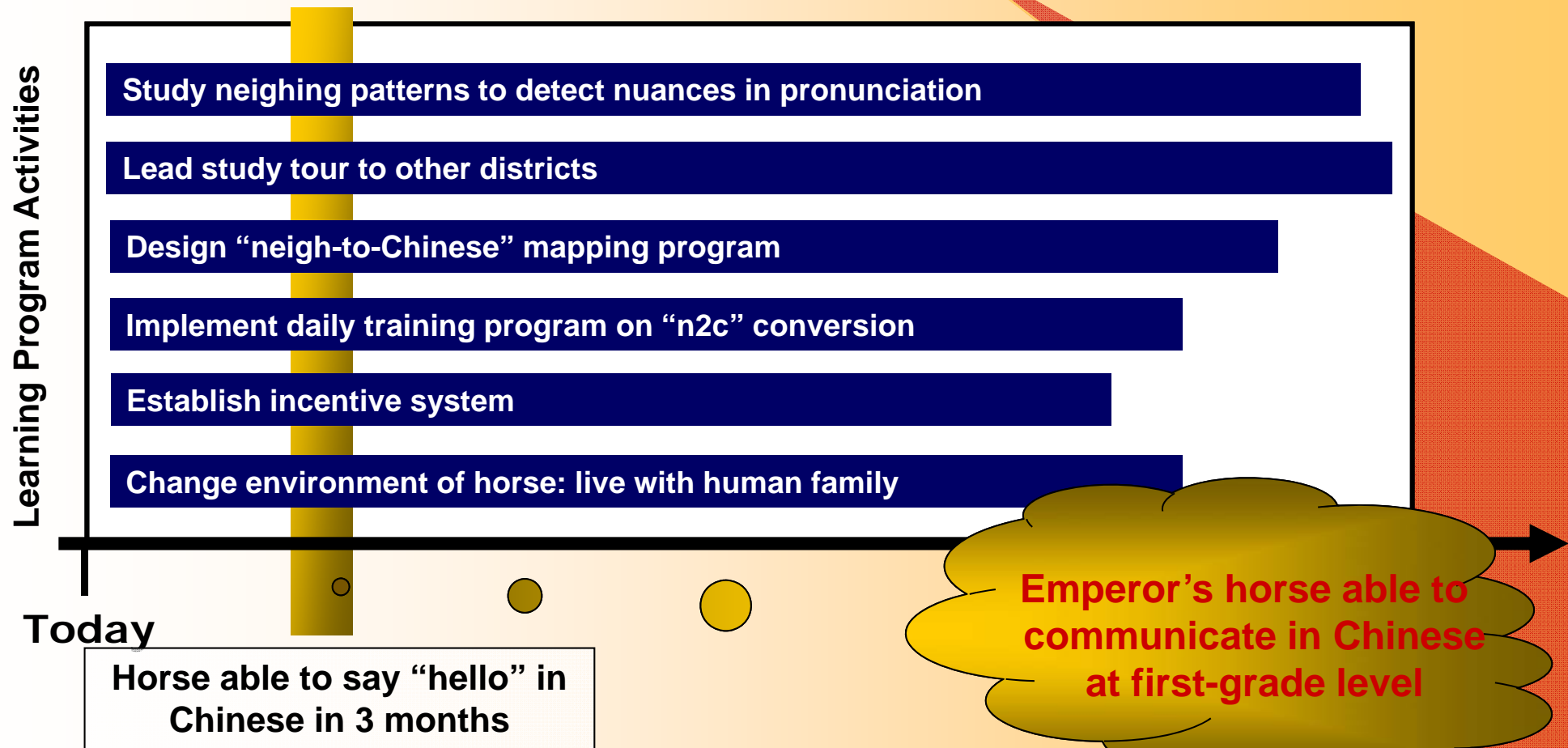
The Problem:

- No clearly defined goals
- No measuring of results
- No monitoring of results
- No real responsibility:

in ten years, either the Emperor dies, the Village Fool dies or the horse dies

Overcoming the Implementation Challenge: Results and Accountability

What Would Have Happened If the Goals Were Specified?



Overcoming the Implementation Challenge

- Translate Objectives into Concrete Results
- Personal Challenge
- Real Accountability
- ✿ **Discovery and Learning**

Discovery and Learning

- RRA is about *learning by doing*
- RRA helps teams find out *what it takes* to achieve the desired results
- RRA *unleashes* untapped capacity
- RRA provides teams with a framework for *operating and thinking outside the box*

Discussion

Comments and questions