

Community of Practice on Results Based Management (RBM)

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“Results’’: *definition of the OECD*

- Results are changes in a state or condition which derive from a cause-and- effect relationship
- There are three types of such changes (*intended or unintended, positive and/or negative*) which can be set in motion by a development intervention – its **output, outcome and impact**



Results based “management” and evaluation

- Most of the concepts behind RBM are derived from evaluation theory
- However, results should not only be of interest to evaluators and evaluation officers
- They should be constantly on the agenda of Structural Fund managers and at the core of programme management systems
- Evaluators can play a crucial role in:
 - Providing advice on how to shape the management systems of a programme to be results oriented
 - Providing expertise on how to obtain information concerning programme results, within the context of a broader results based management system



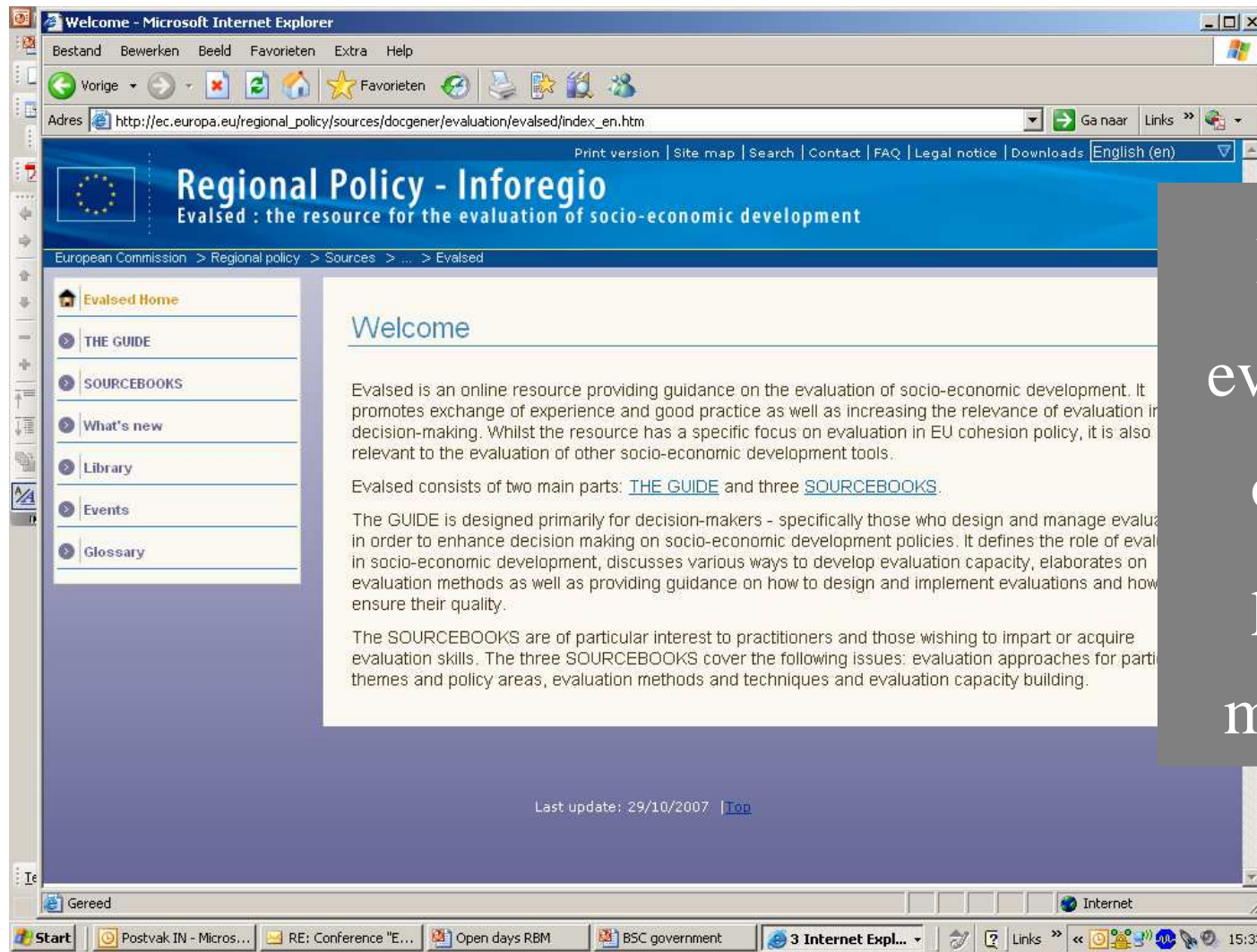
What is the state of the art on managing public funding programmes for results around the world?

- Some landmarks:
 - UN system: Results based management in UNDP in 1998
 - OECD: Glossary of Key Terms in Evaluation and Results-Based Management in 2002
 - World Bank: “10 steps to a results based monitoring and evaluation system” in 2004
 - Asian and African Development Banks: Communities of Practice on results based management in 2006/7
 - Inter-American Development Bank in 2006: conference on RBME
 - OECD: Sourcebook on Emerging Good Practice in Managing for Development Results first edition in 2006 (yearly updated)

What about EU Structural Funds?



Evalsed: DG REGIO's evaluation resource



Focuses on evaluation, not on strategic programme management!



In preparation of the 2007-2013 structural funds programming round: *Vilnius conference on sound planning of the ESF, November 2005*

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Sourcebook on sound planning of ESF programmes

Activity planning and forecasting

... in detail the questions regarding actions (what, how, when, and milestones (an important aspect to be delivered at the end of actions that will achieve the operational objectives.

... ities is by drawing up an "action model"⁴. The action model is a "theory" of how the implementation of the intervention will be carried out and actions already defined in the intervention logic are integrated in an action model.

Action model representation

Implementing organisations

Associate organisations and community partners

Ecological context (prone to allow

Collaborates in planning the intervention

Sourcebook on sound planning:

- produced by DG EMPL in the wake of the Vilnius conference
- provides a collection of tools within the philosophy of results based management
- was intended to be a "living" document

Strategic orientation and coherence



Delivery planning



What?
For whom?
When?

Did we do the right thing?

Did we do it right?

Make the programme operational

Monitoring and evaluation



**Strategic orientation
and coherence**

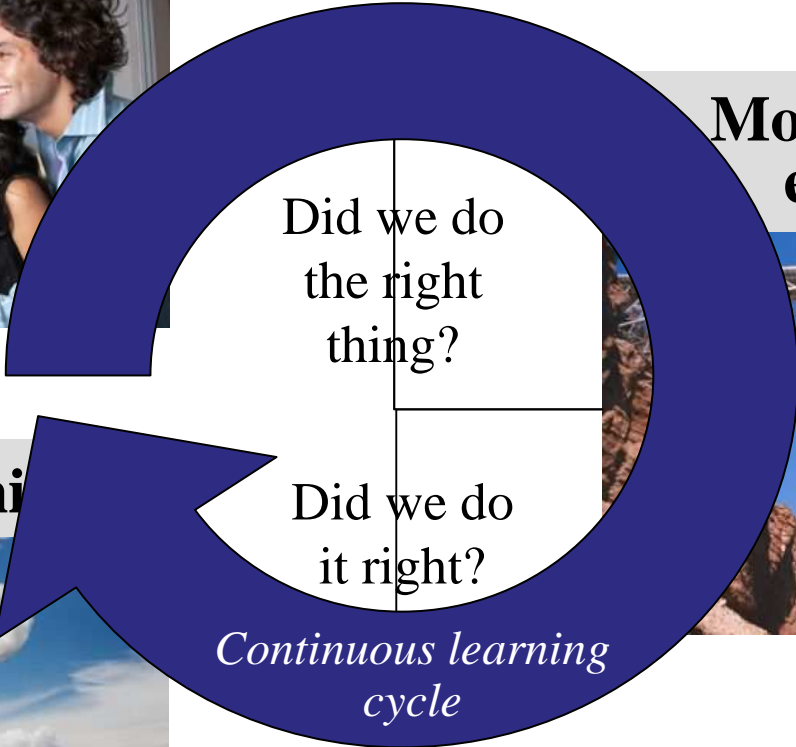


What?
For whom?
When?

**Monitoring and
evaluation**



Delivery planning



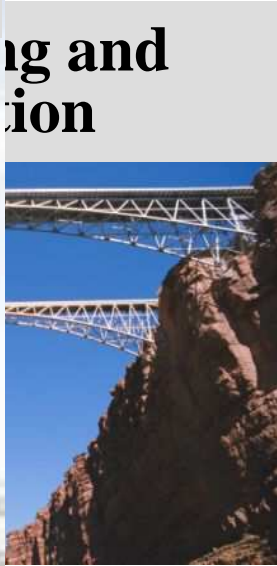
Make the
programme
operational



Strategic orientation and coherence

What?
For whom?

Stakeholder engagement = cross-cutting



Deliver



Plan the work, work the plan



The Community of Practice on results based management

“Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.”

Oriented primarily to the ESF as funded by DG EMPL but also open to other Structural Funds

Initiators are ESF Managing Authorities and Intermediate Bodies from Belgium, Lithuania, Italy, Poland, Spain, Romania and the Czech Republic as well as EIPA in Maastricht



The Community of Practice on results based management in the ESF: *learning objectives*

- who is using some of the methods in the Sourcebook and how
- what is missing from the Sourcebook in terms of issues faced by ESF managers and the RBM approaches to help them
- what are other similar programmes doing (e.g. World Bank, United Nations, etc.) in terms of RBM and what can be used in the Structural Funds context
- what factors are conducive or limiting when trying to implement RBM and how to tackle them
- what can be deemed to be good and poor practices applicable to all programmes
- Sourcebook will be renamed into “Sound planning **and management**”

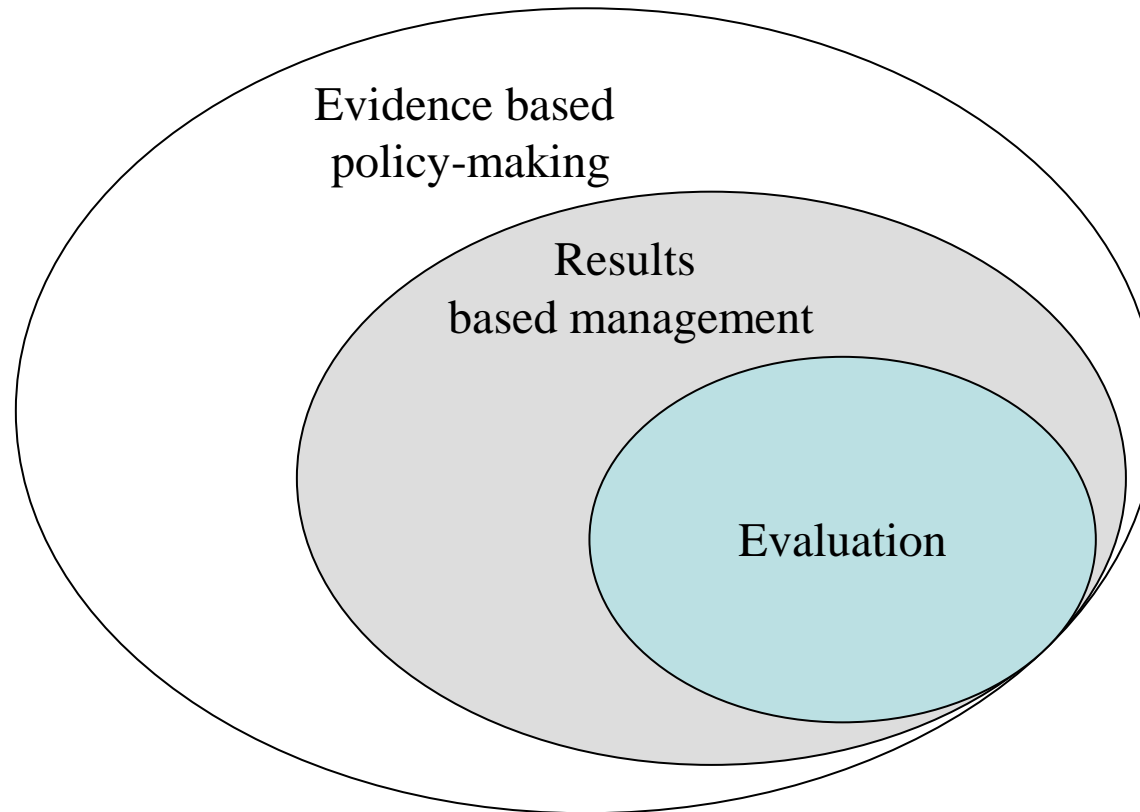


The Community of Practice on results based management: *work programme*

- Three years: start 1/4/2009
- 8 knowledge sharing meetings for programme managers
 - Addressing urgent issues concerning results based management
 - Reflecting more fundamentally on structural funds practice
 - Bringing in leading experts to stimulate discussion on the basis of reports on state of the art and on current practices in the structural funds but also beyond
- 3 study visits to an ESF programme manager to review and improve planning and operations
- Interactive website with discussion forum, wiki pages, cybrary etc.
- Planned dissemination activities:
 - A training seminar in cooperation with the European Institute for Public Administration in Maastricht
 - Lunch sessions in the European Commission
 - A revised Sourcebook website (www.esfsourcebook.eu)
 -



COP work is to be embedded into a wider debate...



Masters degree on evidence based policy-making and evaluation at the University of Maastricht



3 key themes of the program: *the essence of EBP and evaluation*

1. Tracing evaluative evidence

- methods and conceptual frameworks for reviewing existing evidence

2. Generating evaluative evidence

- methods and design of evaluative research

3. Using evaluative evidence in policy-making

- concepts and tools for analyzing and improving the role of evaluative evidence in policy design



Program concept

- 2 year part time 60 ECTS Master program
- Optimal combination between professional and learning activities through:
 - 8-10 tuition blocks of 3-5 days of intensive courses in Maastricht
 - online education modules to be completed in accordance with participants' professional workload
 - tailored tutoring online and on site
 - problem-based, builds on questions from participants' own professional practice through development of 2 personal learning projects
- Participants can choose to follow specific tuition blocks as certified courses or the whole program



Partners

- Experts from UM faculties and departments
- Experts from partner universities in the Netherlands, Belgium, Germany, UK and US
- Leading Evaluation and EBP practitioners from the Dutch, European and global public policy context (e.g. World Bank, OECD, ...)



Interested?

- COP on RBM:
 - The CoP is open to all structural funds programmes (programme managers, evaluation officers, etc.)
 - External experts can be invited as ad hoc contributors
 - Contact: benedict.wauters@esf.vlaanderen.be
- Maastricht Masters contacts:
 - benedict.wauters@esf.vlaanderen.be
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