Results Based Management and Programming

Turin, Italy

ITC
International **Training** Centre

Results Based Management and Programming

Rationale

Implementing a Results-Based Management (RBM) system and related culture in a public administration is a multifaceted challenge that requires careful and extended participatory planning in order to forge well-designed linkages between the organization's mandate, its work programmes and business processes. While the RBM principles and concepts have been inspired by the profit-making objectives of the private sector it is important to note that in the public sector we emphasize the equivalent notions of "value" and "relevance" in the provision of public services and products to the citizens at large.

In the last two decades, attempts to integrate the RBM principles and concepts in the modus operandi of public administrations, International Organizations and Civil Society Organizations operating under public funds have been gaining increasing momentum. The main goal of implementing RBM is to put performance at the center of policy making processes as well as integrating it within the operational mechanisms of the organization in order to ensure that the management fulfills the objective of effective and efficient use of public funds which is a basic principle that is found at the root of the statutes of any public founded organizations. The RBM idea is then to facilitate the measurement of performance to support the organization in making its choices and to ensure that the required framework for accountability is established.

Even though RBM has become a central tool to plan, monitor and evaluate the performance of public sector organizations and to support its decision-making processes, yet, the accountability and the learning capacity of organizations i.e. the optimal utility of the approach is often not reached.

Managers still face problems like the following:

- The RBM system is not fully internally used by the top management and workers and remains in many cases a tool to report to financial contributors or to the board of directors
- The Management Information System that is thought to reduce bureaucracy, to advance decentralization, to facilitate proximity management and to develop an entrepreneurial culture is at the contrary becoming a tool to centralize and often becomes an extra bureaucratic layer added to the existing system rules and procedures
- Indicators are defined from a top-down approach without the required participation and consultation necessary to generate the sense of ownership from middle-managers, workers and beneficiaries (clients/users). Sense of ownership that is a prerequisite to develop a results-based culture of management within the organization and to ensure that the system and its indicators are used by all actors
- Overuse of quantitative indicators at the output level which results in transforming the RBM system in a "counter of numbers" that is actually not assessing through the system if the organization produces the desired outcomes

The definition and the implementation of an integrated RBM system remains a challenge. In many cases the concepts look better on paper than as actually implemented and effectively used at the workplace.

This course aims at assisting directors and programme managers to face these challenges related to the design and implementation of the RBM approach and to help them avoiding the usual pitfalls and making RBM a success for the organization.

Objective

The main objective of the course is to provide a thorough introduction to the concepts and methods used for the design and the implementation of an RBM integrated system in an organization as well as to provide participants with the required RBM tools and techniques to support the development of their system.

Participants

This training targets directors and managers of public and private organizations, programme managers, planning officers, monitoring and evaluation specialists, national project coordinators and performance auditors who are involved in the design, implementation or the use of an RBM system.
The course addresses organizational realities from public sector institutions, International Organizations and INGOs.

Course Methodology

The course is two-week duration and will be held in Turin, Italy, at the International Training Center of the International Labour Organization (ITCILO), which offers unique residential facilities in a site shared with other UN agencies. The course will be prepared and delivered by ITCILO's experienced experts and international consultants.

The training will rely on the development of a range of advanced training materials bringing together theoretical

concepts and practical case studies. The training methodology will balance classroom lecturing with practical applications.

The course will be conducted in English; therefore a good command of English is required.

Competencies addressed

Participants who successfully complete the training can expect to improve or enhance their knowledge and skills in the following areas.

Possess the general knowledge and technical skills related to RBM by knowing about:

- RBM origin, core principles, main processes and terminology
- Experiences of implementing RBM in different contexts and different types of institutions
- The latest developments in the field of results-based management

Integrate results-based management into staff performance management

- Support top management in articulating the institution vision, mission, values and declaration of services to citizens or constituents
- Design and use managers' performance and accountability agreements
- Promote the use of benchmarking and an outward-looking culture

Coordinate strategic planning exercise

- Channel vision, mission and values into the strategic plan, the programme(s), the recurrent operations, the projects and the budgets
- Know about the various concepts and approaches to conduct strategic planning exercises
- Align strategic plan, programming frameworks, programmes and projects
- Prioritize and balance programmes and projects in a constrained financial environment

Develop and design results-oriented programmes and projects

- Develop results-oriented strategic plans, programmes and projects
- Apply and manage the results-based feedback loop(s): assess, think, envision, plan, do and review
- Know the RBM tools and techniques to use at each phase of the programming and project cycle

Design monitoring, evaluation and knowledge management systems

- Plan for monitoring, reporting and control
- Develop or validate performance indicators and data collection mechanisms
- Oversee programmes and projects implementation
- Establish and implement an evaluation function
- Report on results, lessons learned and best practices
- Use of ITCS to support RBM

Implementation, monitoring and learning

- Prepare periodic work plans and budgets
- Manage risks
- Mobilize resources for programme and project implementation
- Learn and improve service delivery
- Optimize use of resources

Use of RBM to support decision-making process

- Plan and implement evidence-based decision processes

Costs of participation

The cost of participation in this two-week programme is Euro 3,795 payable in advance by the participant's sponsoring organization. This covers:

- **tuition fee**, which includes the use of the Centre's training facilities and associated support services, books and training materials, routine medical care and insurance;
- **participant fee** which covers:
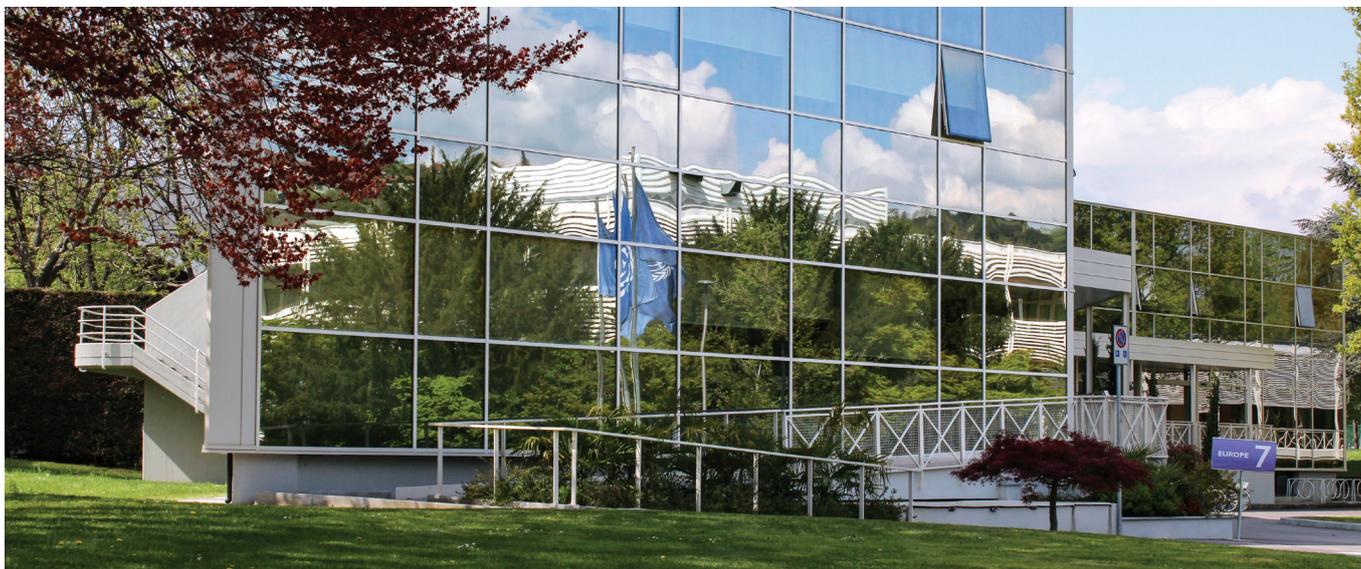 - full-board accommodation at the Centre.

Main travel between the participant's home country and Turin is not included.

For information regarding payment, cancellation and refunds, please consult:
https://www.itcilo.org/application

Fellowships for training programmes conducted by ITCILO generally become available through the training allocations of development projects fi nanced by International Financial Institutions or by United Nations' agencies, bilateral technical co-operation agencies, governments and/or private enterprises.

Candidates are encouraged to contact these organizations and agencies in their countries to enquire about the availability of funds for fellowship training programmes.

The ILO Turin Centre's facilities

Located in an attractive park on the banks of the River Po, the Centre's campus provides a congenial environment in which to live and study.

- It contains 21 pavilions with fully equipped modern classrooms, conference halls and meeting rooms fitted out for multilingual simultaneous interpretation, a computer laboratory, and a computerized documentation centre linked to various data banks.

The campus has 287 study/bedrooms, all with private bathrooms, telephones and cable television. It also has:

- a reception desk open 24 hours a day;
- a restaurant, a self-service canteen and a coffee lounge, all catering for international dietary needs;
- a bank;
- a travel agency;
- a laundry service;
- a post office;
- an internet point;
- a recreation room;
- facilities for outdoor and indoor sports;
- an infirmary.

Social events are regularly held both on and off campus, so that participants from different cultural backgrounds can make the most of the stimulating international climate.

FOR FURTHER INFORMATION PLEASE CONTACT

International Training Centre of the ILO
Sustainable Development Programme
Viale Maestri del Lavoro 10
10127 Turin (Italy)

E-mail: sdp@itcilo.org

Eco-Schools