

**RESULTS BASED PUBLIC SECTOR:  
APPLICATION OF THE CONCEPT OF  
MANAGING FOR DEVELOPMENT RESULTS**

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# ROAD MAP

- Managing for Development Results in Government
- Learning from International Best Practices on MfDR
- Institutionalizing MfDR into the PSM Cycle –  
Planning, Budgeting, Implementation, Monitoring,  
Evaluation and Auditing
- Government Performance Management
- Prerequisites and Challenges
- Linking Performance Appraisal to MfDR

# WHY RESULTS BASED MANAGEMENT IN GOVERNMENT ?

- Widespread perception around the World  
“Governments have not delivered what was expected from them”
- Traditionally Government structures are characterized by rule based approach (Compliance with procedures, rules and regulations.) Performance has been based on compliance instead of results. Civil servants rarely held accountable for results.

# WHY RESULTS BASED MANAGEMENT IN GOVERNMENT ?

Consensus among Management Experts that  
“ What gets measured gets done”

- The purpose of RBM is
  - to move the focus of Department from process orientation to results orientation
  - provide an objective and fair basis to assess the departments overall performance

# Results Focus

- ❑ Governments are increasingly being called upon to be **more accountable for results**.
- ❑ Citizens, parliamentarians and media expect “**national public management**” to focus beyond **inputs, activities** and **outputs** towards “**outcomes**” and “**impacts**”.

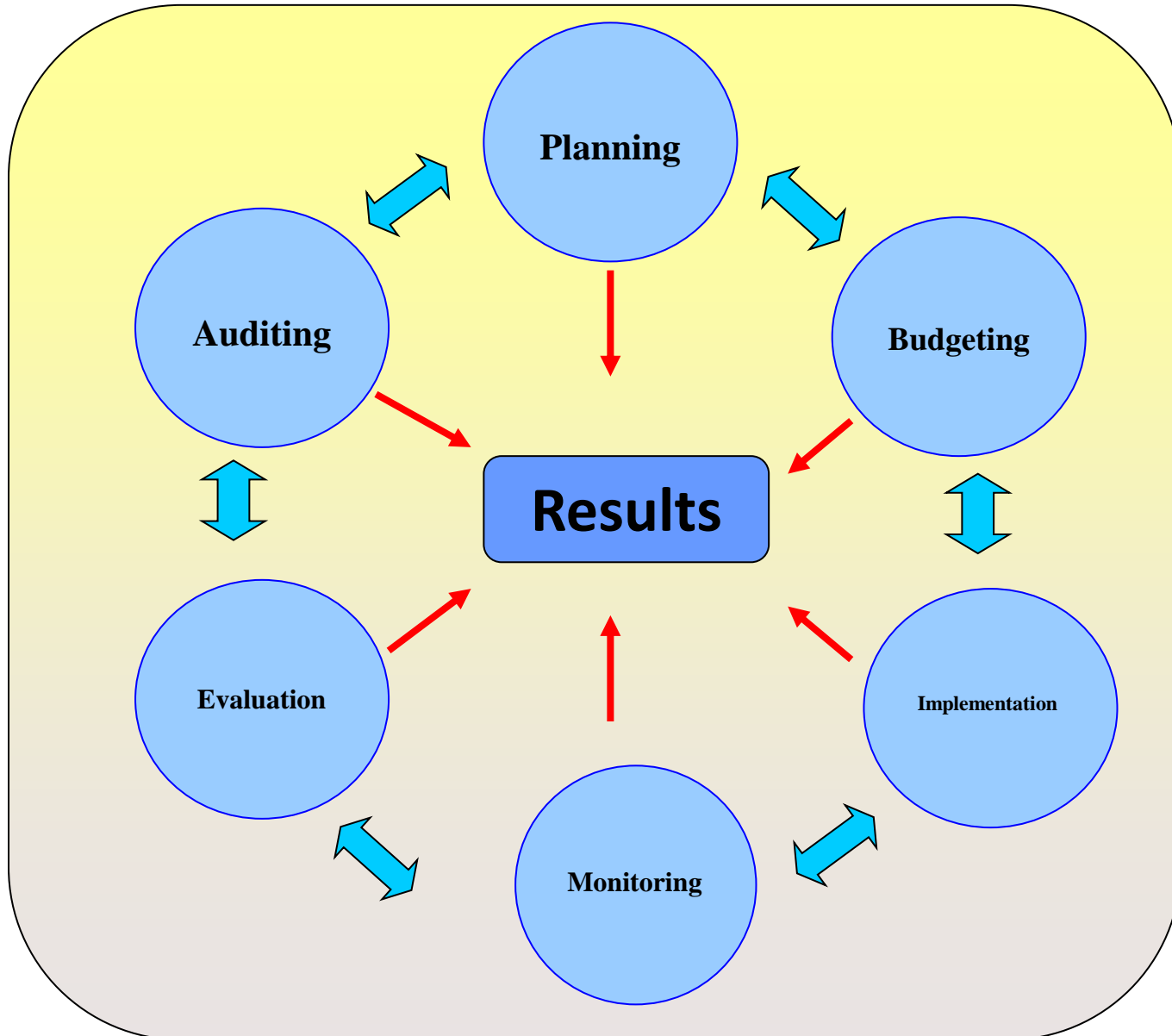
# Results Based Management : Best Practice Models

- Oregon Benchmarks
- Minnesota Milestones
- Virginia Scorecard

## Defining MfDR

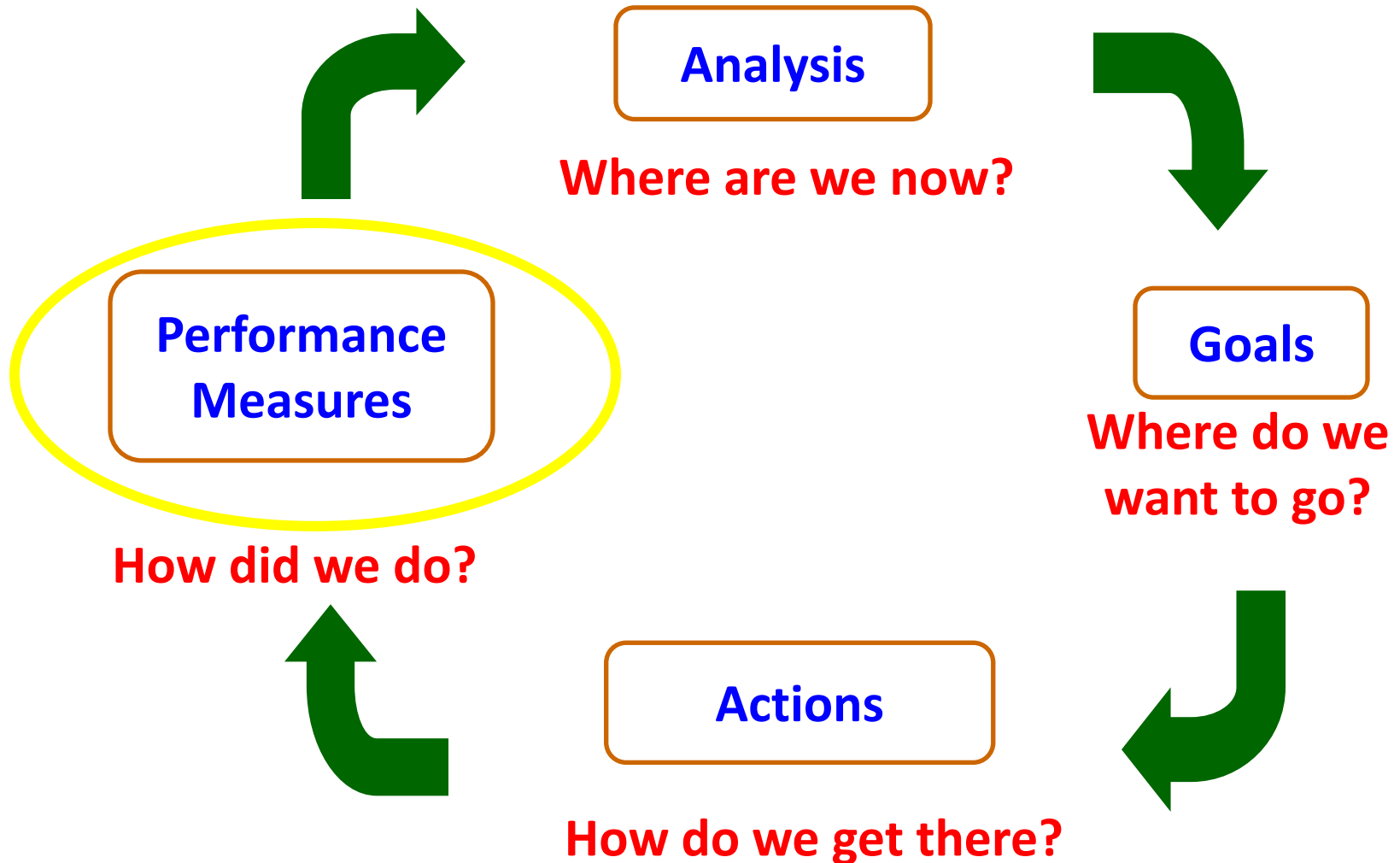
- **Shared Vision, Clear Goals and Measurement of Results**

# Integrating Results in the PSM Cycle: Whole of Government Approach



# Managing for Results

Performance measures assess progress.



15,000 ft view

Oregon Benchmarks





## **Ministry of Highways and Road Development Agency Results Framework**

### **Vision**

To provide accessibility and mobility to entire population of the country by having high quality Highway network for rapid, safe and comfort transportation of passengers and goods.

### **Mission**

To develop and maintain best connected National Highway Network to provide accessibility to the entire population of the country.

### **Thrust Areas**

- 1) Construction and Maintenance of Expressways
- 2) Improvement of National Highway Network
- 3) Bridge Rehabilitation and Reconstruction
- 4) Management of traffic congestion
- 5) Maintenance of National Highway Network

**Managing for Development Results**  
**Results Framework – 2010**  
**Ministry of Highways and Road Development**

Priority Thrust Area/ Goal	Key Performance Indicator (KPI)	Base Year Achievement of KPI 2009	Target of KPI		
			2010	2011	2012
<b>1. Construction and Maintenance of Expressways</b>					
1.1 Faster accessibility and higher mobility	a) Cumulative Length of Expressway completed (Km)	Nil	96	126	161
	b) Average speed of Expressway Network (Km/h)	Nil	80-100	80-100	80-100
<b>2. Improvement of National Highway Network</b>					
2.1 Provision of Capacity and accessibility of National Highway Network	a) Cumulative Length of 2 lane roads under currently funded roads project (Km)	1,395.3	1,725.00	1,769.05	1,873.05
	b) Number of Bridges rehabilitated or Reconstructed	86	51	44	25
2.2 Improved Connectivity among regions	b) Number of Regional Growth Centres connected	5	10	18	21

# Linking Performance Measures to Budget – Results Based Budgeting

- ❑ In Virginia the Department of Planning and Budget under its **budget instructions** directs all Executive Branch Agencies to develop **3 to 5 key performance measures** that will be used to evaluate the success in achieving the Agency's Mission and objectives and indicate the **desired direction of change**. Too many targets mean unclear priority.
- ❑ In Sri Lanka the Department of National Budget under its **Budget Call 2010** instructed all Secretaries of Line Ministries to identify 2 Core Thrust areas and 5 to 6 **Key Performance Indicators (KPIs)** in submitting their budget request for Line Ministries The KPI will be used to **justify** the budget request and **evaluate the success in** achieving the Ministry's Mission and objectives.

# LINKING MfDR TO NATIONAL BUDGET

Budget Call 2010

## Managing for Development Results Results Framework

Ministry of .....

Priority Thrust Area	KPIs	Relevant Budget Link (Vote Particulars)	Budgetary Provision for 2010 (Rs. Mn.)	Base year Achievement of KPIs 2009	Target of KPIs		
					2010	2011	2012

# Budget Call 2010 – Managing for Development Results

## Results Framework – Ministry of Health

Priority thrust Area	KPIs	Base Year 2007	Target		
			2010	2011	2012
Curative and Preventive Healthcare service	% of underweight children under 5 years	21.6%	23%	22%	21%
	Incidence of EPI target Diseases (TB) rate per 100,000 population	48	42	40	38
	Immunization coverage of infants against measles	97.1%	100%	100%	100%
	% of women in childbearing age practicing modern family planning methods	52.8%	54%	55%	56%
Human Resources for Health	Doctor Population ratio (Doctors per 100,000 population)	55.1	75	78	80
	Nurse/Population ratio (Nurses per 100,000 population)	157.3	160	165	170

**Managing for Development Results (MfDR)**  
**Results Framework**  
**Ministry of Education**

Priority Thrust Area	Key Performance Indicators (KPI)	Base Year Achievement of KPIs 2009	Target of KPI		
			2010	2011	2012
1. Increase access and participation in primary and secondary education	1. Reduction of out of school children of age 6-14	7162 Students	17,501	15,500	15,000
2. Improve quality of education and Teachers Development	1. Promotion rate from grade 5 to grade 6 ( Junior secondary level )	97.36%	98.00%	98.03%	98.05%
	2. Percentage of the Students scored above mean value at the national assessment (Gr.8 ) (First language, Mathematics and Science )	FL – 59.87	62		65
		Math - 50.45	53		56
		Science - 55.68	58		62
	3. Survival rate of student at grade 9	91.0%	92.0%	93.0%	94.0%
4. Percentage of professionally qualified teachers	181,127 (83.9%)	85%	87%	90%	

## **Budget Call 2010 – Results Framework Palmyrah**

<b>Priority Thrust Area</b>	<b>KPIs</b>	<b>Baseline 2009</b>	<b>Target</b>		
			<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Development of Palmyrah plantation and Popularization of Palmyrah products</b>	<b>Increased in number of Palmyrah plants from 11Mn to 20 Mn in 2016 (MC 10 year Dev.Framework – p6) through re planting and new planting.</b>	<b>11Mn</b>	<b>11.5</b>	<b>12</b>	<b>13</b>
	<b>Jaggery Production (kg) from 6 Centres - Jaffna, Mannar, Trincomalee, Kilinochchi, Mullaitivu and Vavuniya</b>	<b>7496</b>	<b>9500</b>	<b>10500</b>	<b>11500</b>
	<b>Pulp Production (Litres) from 4 Centres - Jaffna,Vavunia, Mannar and Trincomalee</b>	<b>4251</b>	<b>8000</b>	<b>9600</b>	<b>10500</b>
	<b>Soft Drinks Production (bottles) from 3 Centres – Jaffna, Colombo, Vavuniya</b>	<b>16756</b>	<b>45000</b>	<b>49000</b>	<b>54000</b>
	<b>Fibre Production (Kg) from 6 Centres –Jaffna, Mannar, Mullaitivu,Kilinochchi, Katpity and Hambantota</b>	<b>5660</b>	<b>7500</b>	<b>8250</b>	<b>9000</b>

# Agency Scorecards

- Scorecards are maintained to **measure achievements** against targets using KPIs.
- The scorecards employs a **Red-Yellow-Green grading system (traffic light signals)** to track performance of institutions – Early Warning Signals.
- Weighted score on the overall performance serves as a “**Dashboard**” to guide and manage institutions (**Management by Exception** and avoid information overload).



# Cascading MfDR

- MfDR at Provincial Level and Project Level
- Audit moving from compliance audit to performance audit
- Performance contract to make CEOs accountable for results.

# Fundamental Prerequisites

- **Political will** and Policy environment – Govt.Policy on MfDR: Budget Call 2010; NARC Administrative Reform Agenda; Finance Commission Budget Call.
- **Champions** to lead the change management process
- Leadership at different levels of Government (**Change Agent – Drivers of change**)
- MfDR **Strategy** and Action Plan
- Adoption of a **process approach**-consensus building
- **Buy-in** (LM/NB/NPD/AG)
- Country Level **Community of Practice** to facilitate peer to peer dialogue.
- **Statistical information**
- **Capacity Building** and Readiness Assessment

# Issues and Challenges:

- **Attribution** limits the application of “Outcome Indicators”.  
E.g. Police Department – Crime Rates.
- **Unrealistic Expectation:** Realistic expectations are vital but sometimes lacking (e.g. Oregon Benchmarks, Minnesota Milestones are impressive planning documents cited in the literature, but performance levels slipped due to lack of resources and unrealistic targets) such as “No child left behind”.
- The GPRA of 1993 did not fully achieve its expectation as there is “stick” but no “carrot”
- Weak link between “Agency Performance” and “Individual Performance”

# Issues and Challenges

- Presentation of information on problems sometimes misconstrued as the problem being addressed whereas in fact it is simply being analyzed.
- RBM Systems often overwhelmed Decision Makers with data – which they could not absorb. **(Information Overload)**.
- **Fear of being held accountable** for performance when cooperation and assistance of outside the organization are necessary for success.
- The most difficult aspect of good performance reporting is to identify and display those few pieces of performance information that tell the key element of the story. **(KISS)**
- Managing for Results and not Managing by Results
- It is a Mixed bag: It has opportunity but not without risk (It has the good, bad and ugly)

**What we want to see is**

**Results, Not Just  
Efforts**

THANK YOU

# Performance Monitoring

- Critical initial steps in performance monitoring are:
  - Identification and clarification of the goals and objectives
  - defining performance
  - Selection of specific performance measures
  - monitoring performance
- Unlike private sector, public sectors do not have a single “**bottom line**”
- In any definition of performance monitoring we need to be clear on what aspect of performance we are talking about. How well you are performing in relation to expectation.
- In USA the Government Performance and Results Act (GPRA) of 1993 commits the Government to an extensive regime of setting performance expectations and annual reporting against those expectations to the Parliament.
- It is very difficult to talk about results and performance with Managers who are rigidly govern by rules and regulations and where results and performance are not a priority (OECD )

# Performance Monitoring

- Client focused service oriented public sector.
- Balancing of performance indicators to capture the variety of perspectives of stakeholders and to cover multiple or conflicting objectives.
- In any definition of performance monitoring we need to be clear on what aspect of performance we are talking about. How well you are performing in relation to expectation.
- The objective of the Corporate Plan was to clarify, among other things the agency's aim and expected results. Plans would outline measures and means to reach this goals and costs of doing so. It is necessary to establish measuring systems which would test whether these objectives have been achieved.
- Target setting, performance measurement and reporting from spending agencies.
- Setting genuine indicators of agency performance is a mandatory requirement for establishing an agency.



# Performance Monitoring

- Targets are also a means for increased accountability
- Corporate Plans are too many targets. All fields are covered but it is not possible to know which are the priorities and which targets are contradicted.
- Target proposed by agencies are sometimes judged to be too high or too low by the central department.



# Ministry of Traditional Industries and Small Enterprise Development

## Agency Results Framework

### Vision

To upgrade, expand and strengthen the traditional industries and small medium enterprises (SMEs) to contribute significantly to the GDP and to contribute to make Sri Lanka a “Wonder of Asia”

### Mission

To provide policy guidance and facilitation to traditional industries, SMEs and handicraft sector to produce world class products that can compete locally and internationally and generate employment and income to the rural poor and contribute to strengthen the home based backyard economy , poverty reduction, equitable regional development, balanced and inclusive growth and social development

### Thrust Areas

1. Creation & promotion of traditional industries and small enterprises / industries
2. Creation, promotion and training of market based handicraft designs
3. Encouragement, promotion and expansion of market for handicrafts and small enterprises
4. Development and promotion of Kithul Industry
5. Development and promotion of Palmyrah Industry
6. Development of Salt Production
7. Manufacturing of Fishnets
8. Human Resources and entrepreneurship development