

Community of Practice on Results Based Management

The Community of Practice organises regular knowledge sharing meetings, study visits, learning seminars and online discussions for its members. Regular membership can be obtained simply by registering on the website. Regular members can access most of the functionalities of the website, including online discussions. In order to participate in the other activities of the Community, it is necessary to have premium member status. Premium membership is restricted to delegates of an official structural funds organisation (Managing Authority, Intermediate Body, etc.) and entails that the organisation joins the Community as an official partner organisation.

RESULTS BASED MANAGEMENT (RBM)

is the way on organization applies processes and resources to achieve targeted results.

RBM consists of several elements:



Strategic orientation and coherence: RBM starts by formulating sound objectives that shift the focus from inputs and activities (how much resources to spend on the intervention) to measurable results (what can be changed in the world outside of the intervention) in a coordinated way.



Stakeholder engagement: RBM makes use of the expertise and resources held by stakeholders in order to increase the likelihood of achieving relevant results.



Delivery planning: RBM allocates available resources to activities that will contribute most to the achievement of the desired results. A pre-condition to sound resource allocation are organizational arrangements that ensure authority and responsibilities are aligned with results and resources.



Monitoring and evaluation: RBM checks whether the allocated resources are making the intended difference and feeds back the information into decision-making.

Partners in the Community of Practice

- Managing Authority of Czech Human Resources and Employment Operational Programme
- Czech National Coordination Authority of the NSRF
- Greek Managing Authority for "Health and welfare" OP and Intermediate Body for "Development of Human Resources" OP
- Lithuanian intermediate body for Operational Programme for the Development of Human Resources OP and Promotion of Cohesion OP
- Lithuanian Managing Authority
- Managing Authority for the Italian Region of Molise Regional OP
- Slovak ESF Managing Authority
- Swedish ESF Managing Authority
- Lithuanian ESF Agency
- Managing Authority for the Walloon Convergence and Regional Competitiveness and Employment Ops
- Managing Authority of the Flemish obj. 2 OP (coordinator of the COP)
- National support structure for the ESF for the Italian Regions
- European Institute for Public Administration

Learn about membership, work programme and join us on www.coprbrm.eu.



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Initiated by the Flemish European Social Fund MA in May 2009, the COP is co-financed by the EC (DG Employment) until the end of 2012.

OBJECTIVE...

Participating Programme management organisations (PMOs)...

- establish a common language concerning key RBM concepts
- explore to what extent there is a common understanding of the existence of RBM practice in the PMO
- arrive at a consensus concerning the existence (or lack of) RBM practice in the PMO
- identify good practices or principles that other PMOs can learn from
- prioritise practices where the PMOs are currently performing poorly

The operational definition of RBM is:

"Results Based Management (RBM) is the way an organization applies processes and resources to achieve targeted results."

The COP is oriented to policy makers and programme managers involved with the preparation, management, monitoring and evaluation of EU Structural Funds programmes specifically ERDF and ESF. However it is of relevance to any public funding manager who seeks to increase the orientation of the funding towards obtaining more results.

All CoP practices are assessed against Good Governance Criteria :

- **Rule of law: Fair legal frameworks that are enforced impartially.**
- **Transparency Information is freely available, communicated and directly accessible to those who will be affected.**
- **Responsiveness: Institutions and processes try to respond to legitimate needs within a reasonable time-frame.**
- **Consensus oriented: Mediation of the different interests to reach a broad consensus on what is in the best interest of the community.**
- **Equity and inclusiveness: All groups, but particularly the most vulnerable, have opportunities to participate.**
- **Effectiveness and efficiency: Processes and institutions produce results that meet the needs of society, by best use of resources.**
- **Accountability: organization or an institution is accountable to those who will be affected by its decisions or actions.**
- **Coherence: Involving all levels of governance (from international, national and regional to local levels)**

CoP Deliverables:

- Baseline Study (RBM typology, tools, ...)
- Assessed pool of interesting RBM practices
- RBM Knowledge Center and discussion platform (web-based)
- Expert network (100 members & growing...)
- Structural Funds strategic management system with self-assessment tool

A dissemination seminar will be organised in collaboration with EIPA in November 2012 for selected SF Programmes. A follow-up for the COP RBM is being formulated to continue until 2014. This will entail new services and ways of working as well as accommodate new partners.

PRIORITY THEMES



- **Operationalising the common view of the future (Strategic orientation and coherence)**
 - How to define realistic and operational results for accountability?
 - How to avoid data overload?
 - How to measure performance (indicators)?


- **Getting external stakeholders to commit to a common view of the future (Stakeholder engagement)**
 - How to take a broader view in order to capture synergies?
 - How to reconcile stakeholder focus on short term, tangible items with longer term, more intangible items?
 - How to sensitise and convince stakeholders to focus on results?
 - How to ensure coherence between bodies within the funds to achieve results?

- **Aligning organization and people with results (delivery planning)**
 - How to set up results oriented project formulation and appraisal systems
 - How to deal with uncertainty (risk management)
 - How to ensure quality management of organisations
 - How to enhance organisational learning

- **Checking how we are doing and acting on it (M & E)**
 - How to link finance to performance
 - How to ensure that results can be attributed to ESF actions?
 - How to ensure good quality of data?

- **General Results Based Management**

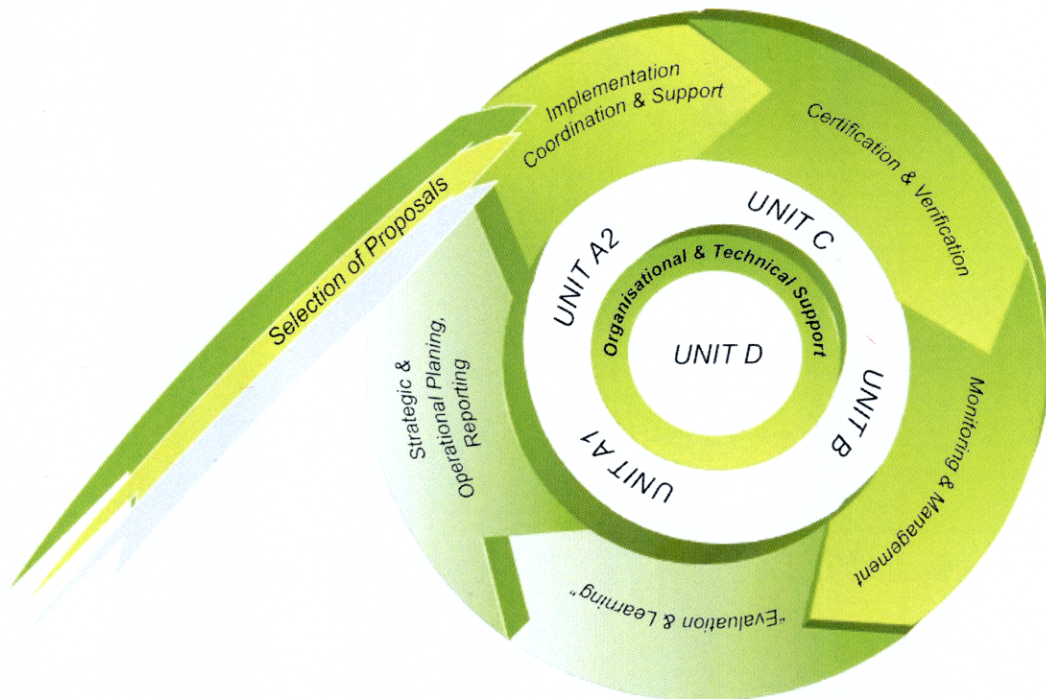
Benefits for the partner organisations



- Foster senior level leadership in RBM
- Promote and support a results oriented culture
- Provide solutions for chronic problems ("how do we measure performance", ...)
- Build organizational image
- Be PRO-ACTIVE in SF developments at EU level.



Since 2007, the Special Service is dealing with a complicated environment, coordinating the health objectives and investments, as they are financed under more than one 2007-2013 Operational Programmes. In search of constant improvement, joined the Community of Practice on Result Based Management in 2009 as member and has participated actively in all base camp meetings.



The Special Service has already reported interesting practices:

- Restructuring the intra-unit division of tasks, forming sub-units around the reform agendas (Public Health, Primary Health, Mental Health, E-Health). Officers "build" informal networks, sharing the same expected results.
- Adding new unit "A2 : Coordination & Implementation Support Unit" responsible for the assessment of project proposals and their compliance with the strategic objectives & monitoring and correction measures.
- New instruments mobilised – common database, electronic document management, common understanding through officer's certification system (IPMA, 2008&2009) and finally – ISO 21000 standardisation.
- Implementation of Strategic Programme Management, focused on results, supported by IT and knowledge management.
- Strong partnership culture development in stakeholder relations.