



AIM CENTER FOR DEVELOPMENT MANAGEMENT

Results-Based Management: Principles and Practices

Course Description:

This course introduces results-based management (RBM) principles and practices in development institutions, with emphasis on the role of results-based leadership and governance in getting started on RBM and of results-based budgeting in sustaining it.

Course Objectives:

1. To make students aware of how results-based thinking translate to principles of results-based management (RBM) for development institutions
2. To expose students to RBM practices of key multilaterals, government organizations and non-profit organizations and working familiarity with their results-based tools
3. To engage students in communicating and crafting RBM approaches for their organizations

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| Basis for Grading: Class Participation 50% Team Outputs & Presentations 50% | Proposed Days: Thursday and Friday plus one Saturday morning fieldtrip Proposed Dates: April 3 to 18 Preferred time: Morning, double sessions due to back to back case discussion and team-based activities | Faculty: Patricia L. Lontoc, DPA and Rev Fr Anton C.T. Pascual, MDM '97 |
| Session Numbers and Date | Theme and Reading and Team Activity (T, R, A) | Learning Objective by knowledge, skill, attitude (K, S, A) |
| Sessions 1 & 2 Apr 3 (Thu) | T: Introduction to Results-Based Management and the Course R1: Results Management: Context, Evolution and Basic Principles (Bastoe, Managing for Results, Managers of Results, AIM, 2006) R2: (treated as case) Public Sector Leadership Management in the Pacific: Challenges and Constraints A: Results-Based Leadership Team Exercises | K1: To have working familiarity with history of RBM K2: To know elements of results-based thinking K3; To recognize results-based principles S: To be able to customize and analyze results-based leadership tools A: To appreciate value-added of RBM in development work |
| Sessions 3 & 4 Apr 4 (Fri) | T: Getting Started on RBM R1: (treated as case) Transition to RBM: The DAR Philippines Experience (Garilao, Managing for Results, Managers of Results, | K1: To understand key cornerstones of RBM K2: To gain insights into the role of results-based |

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| | <p>AIM, 2006)</p> <p>R2: (treated as case) Results-Based Governance of Church-based Cooperatives and of the Philippine National Police: the Difference that Spells Success (Pascual, Powerpoint Presentation, 2007)</p> <p>R2: Coaching and Mentoring as a Means for Improving Management Effectiveness in the Context of Asian Cross-Cultural Organizations (Trenas, Managing for Results, Managers of Results, AIM, 2006)</p> <p>A: Performance Contracting and Coaching Team Exercises</p> | <p>governance in jumpstarting RBM</p> <p>S1: To trace performance contracting from performance frameworks</p> <p>S2: To be able to customize and analyze results-based performance tools</p> <p>A: (same as in S1&2 above)</p> |
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| Session Numbers and Date | Theme and Reading and Team Activity (T, R, A) | Learning Objective by knowledge, skill, attitude (K, S, A) |
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| Sessions 5 & 6 Apr 10 (Thu) | <p>T: Steering and Stirring Up RBM</p> <p>R1: (treated as caselets) Results-Based Management Metrics and Project Team Leadership: What Works (Lontoc, Managing for Results, Managers of Results, AIM, 2006)</p> <p>R2: (used for activity): The Managing for Results Self-Assessment Tool (Office of the Auditor General of Canada and the Treasury Board of Canada Secretariat, Government of Canada, 2003)</p> <p>A: Managing for Results Self-Assessment Workshop</p> | <p>K1: To have working familiarity with RBM as applied by donor organizations</p> <p>K2; To gain insights into the role of results-based governance in sustaining RBM</p> <p>S: To assess one's organization using RBM</p> <p>A: To be open to innovations in RBM</p> |
| Sessions 7 & 8 Apr 11 (Fri) | <p>T: Results-Based Budgeting and Reporting</p> <p>R1: (treated as case) Results-Based Budgeting and Strategic Public Sector Performance Management (Rasappan, Powerpoint Presentation to Ministry of Finance, Kuwait, 2002)</p> <p>R2 (Treated as Case): Results-Based Management as Applied to Philippine Budgeting Process (Montero/Suzuki, Powerpoint Presentation, 2005)</p> <p>R3 (Treated as Case): Reforming UNESCO Budgeting Approach and Practices (d'Orville, Powerpoint Presentation, 2002)</p> <p>R4: (Treated as Case): Results Based Implementation of ADB's Poverty Reduction Strategy: A Challenge (Chatterjee, Managing for Results, Managers of Results, AIM, 2006)</p> <p>A: RBB Workshop</p> | <p>K1: To have working familiarity with RBB as an RBM innovation applied by government organizations and multilateral organizations</p> <p>K2: To recognize drivers for changes/shifts in approaches</p> <p>S: To use RBB tools for one's organization</p> <p>A: (same as S5&6 above)</p> |

| Session Numbers and Date | Theme and Reading and Team Activity (T, R, A) | Learning Objective by knowledge, skill, attitude (K, S, A) |
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| Session 9 April 12 (Sat) OR April 5 (Sat) | T: Results-Based Turnarounds R: (as case background) Veritas Turnaround (Pascual, Powerpoint Presentation, 2007) A: Study Visit to Veritas846 Radio Station with Students as guests to a live Radio Show | K: To identify RBM elements that result in turnarounds S: To be able to communicate RBM to stakeholders A: To raise confidence in influencing results-based thinking in development organizations |
| Session 10 April 18 (Fri) | T: Conclusions on RBM and the Course: A Results-Based Assessment? R: Team Powerpoint Presentation A: Team Presentations and Sharing of Lessons Learned for Application to Real-Life Development Challenges | K: To articulate pros and cons and appropriateness of RBM to development contexts S: To be able to communicate RBM to stakeholders A: To appreciate how RBM transforms development organizations and their manager-leaders |