

Performance monitoring, reporting and evaluation: What's the point of giving the NCE all this data anyway?

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Content Overview

- The evolution of public management.
- The essentials of results-based management.
- Building performance measurement: a step by step process to tell the performance story



The evolution of public management



Why do we need results-based management?

- Public sector programming is complex.
- The introduction of a host of management related policies and frameworks and reporting requirements in the past 25 years.
- Program managers, stakeholders, clients are left feeling overwhelmed and have the impression that nothing is connected – everything seems to be a “one off”.



Classic versus New Public Management

- “Traditional” public management is focused on control and accountability for public spending. **However, does “allowable” spending guarantee successful program delivery?** From the standpoint of the client/recipient-citizen-taxpayer, **has allowable program spending produced intended outcomes (benefits)?**
- Governments may implement policies and programs, but **do such policies and programs actually produce the outcomes, benefits and *changes* expected by/for citizens?** The real question is: **So what?**

Kusek & Rist, 10 Steps to a Results-Based Management Monitoring & Evaluation System, World Bank, 2005



New Public Management

- Makes public policy more *effective* to pursue **public interest**.
- Fosters **public participation** to ensure **equitable** and realistic public strategies.
- Develop *discipline* and *predictability* to better prepare for the future and identify options.
- Grants more *independence* to managers to stimulate innovation in the public service.
- Holds public managers *responsible* for the services provided and *accountable* to the public.
- Ensures the transparency of systems to prevent error and corruption.
- Focuses on results and performance measurement, efficiency, effectiveness, economy.



RBM, a coherent framework that integrates...

- **Lessons learned , concepts from private and public sectors:**
 - MBO
 - PBBS
 - Strategic planning/management
 - TQM
 - BPR
 - Systems approach
 - Learning organisation
 - Project management
 - Client-service orientation
 - Good governance
 - ...
- **Tools, good practices, methodologies such as:**
 - Performance measurement
 - Risk management
 - Performance agreement
 - Logic model / results chain
 - *Logframe*
 - Teamwork
 - Dashboard, scorecard
 - Service standards
 - ...



The essentials of results-based management



RBM – Why measure performance?

❑ **Accountability**

Obligation to report on how you fulfilled your **obligations** and **responsibilities**.

❑ **Results – Improvement & Learning**

You can only effectively manage what you measure. If you don't measure performance, how can you tell success from failure? If you cannot tell success from failure, how can you learn from either? If you cannot pinpoint failure, how can you correct it?

❑ **Credibility, sustainability**

If you can demonstrate success (i.e. your contribution to the organization's objectives or a government issue), **you can increase support for your program, project, initiative...**



Program Performance: Monitoring and Reporting

Management-Led
(ongoing)

Operational Assurance

- Making decisions, managing risk based upon existing operational data

Performance Measurement

- Tracking performance related to inputs, activities, outputs and outcomes (in “real time”)
- *“Are we getting what we expected at the right costs?”*

Independent (episodic)

Audits

- Efficiency of program processes, adequacy of management controls/information
- *“Are we doing things right?”*

Evaluations

- Relevance: continuing need for the program; alignment with-government priorities, federal roles/responsibilities
- Performance: effectiveness, efficiency/economy
- *“Are we doing the right things?”*



Result-Based Management's Promises

Added value to citizens

- Allows to focus on social outcomes and not on internal activities without added value for citizens

Transparency and accountability of the public sphere

- A tool for communication with citizens

Autonomy and decision making of managers

- Greater managerial freedom in exchange for periodic reporting

Motivation and employee productivity

- The willingness of employee(s) to perform has a beneficial effect on their motivation

Reducing deficit and public debt

- Make substantial saving through productivity gains



Utility to measure

- **Improve the effectiveness and organizational performance**
 - Contribute to the continuous improvement of the organization
 - Challenging ways of doing things and finding new methodology, approaches, tools, techniques, etc.
- **Analyse and evaluate the organisation with rigorously**
 - Use systematic methods of evaluation
 - Produce results less questionable
- **Make a decision-making**
 - Obtaining new knowledge
 - Check the information available



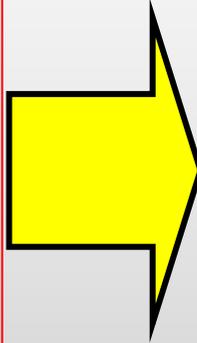
Building performance measurement: a step by step process to tell the performance story



Stating Results: Change the Language

“Traditional” language

- Expresses outcomes from the supplier's point of view
- Is often interpreted in different ways
- Focuses on carrying out activities



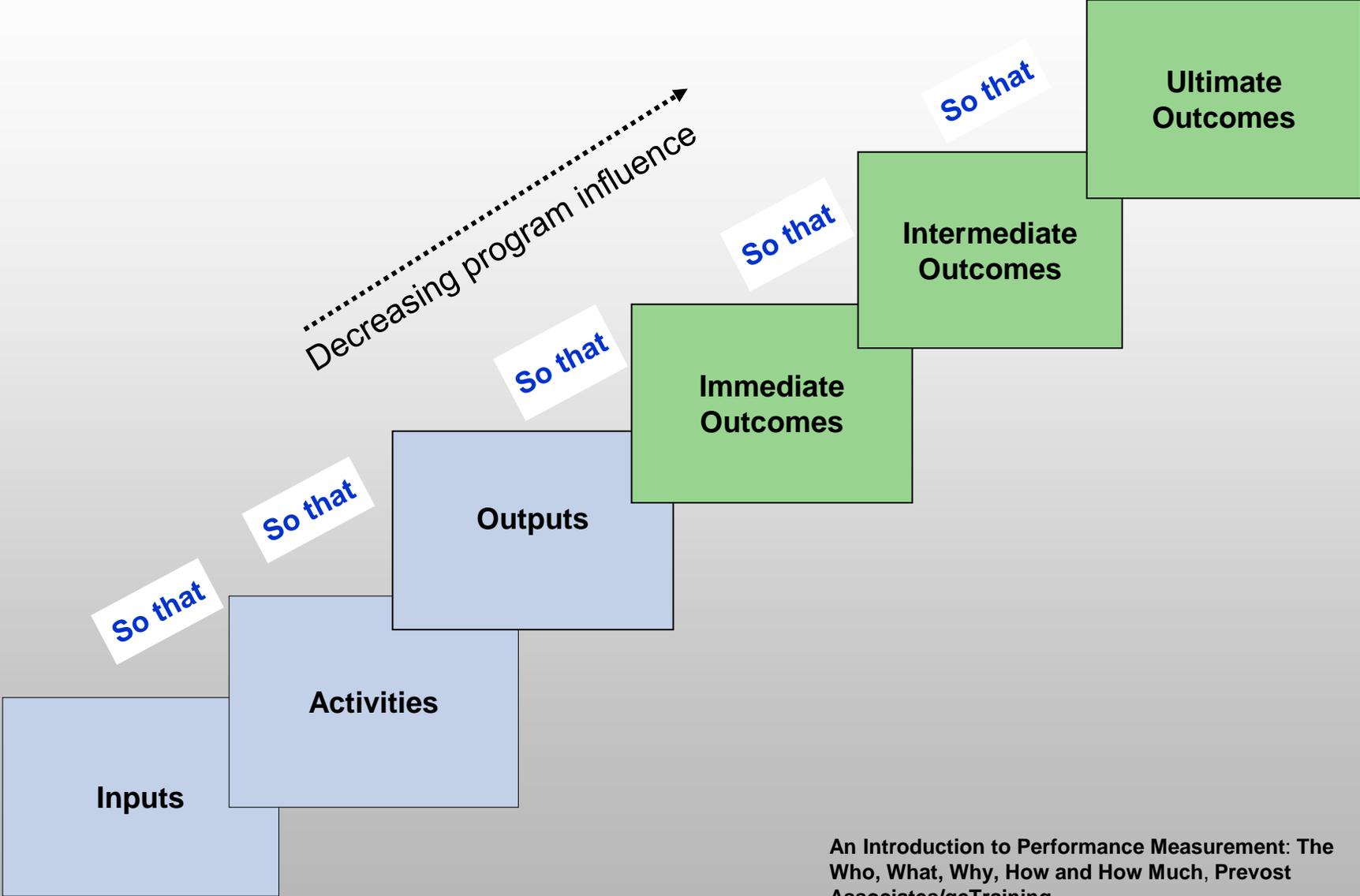
Language of change

- Describes the change in people's living conditions
- Establishes specific criteria for success
- Focuses on outcomes, leaving open all options for producing them

Too often, objectives are stated from the perspective of the action or means. RBM is based on external results and effects – thus making the manager responsible for identifying the means to reach the desired outcome.



Cause-effect relationships

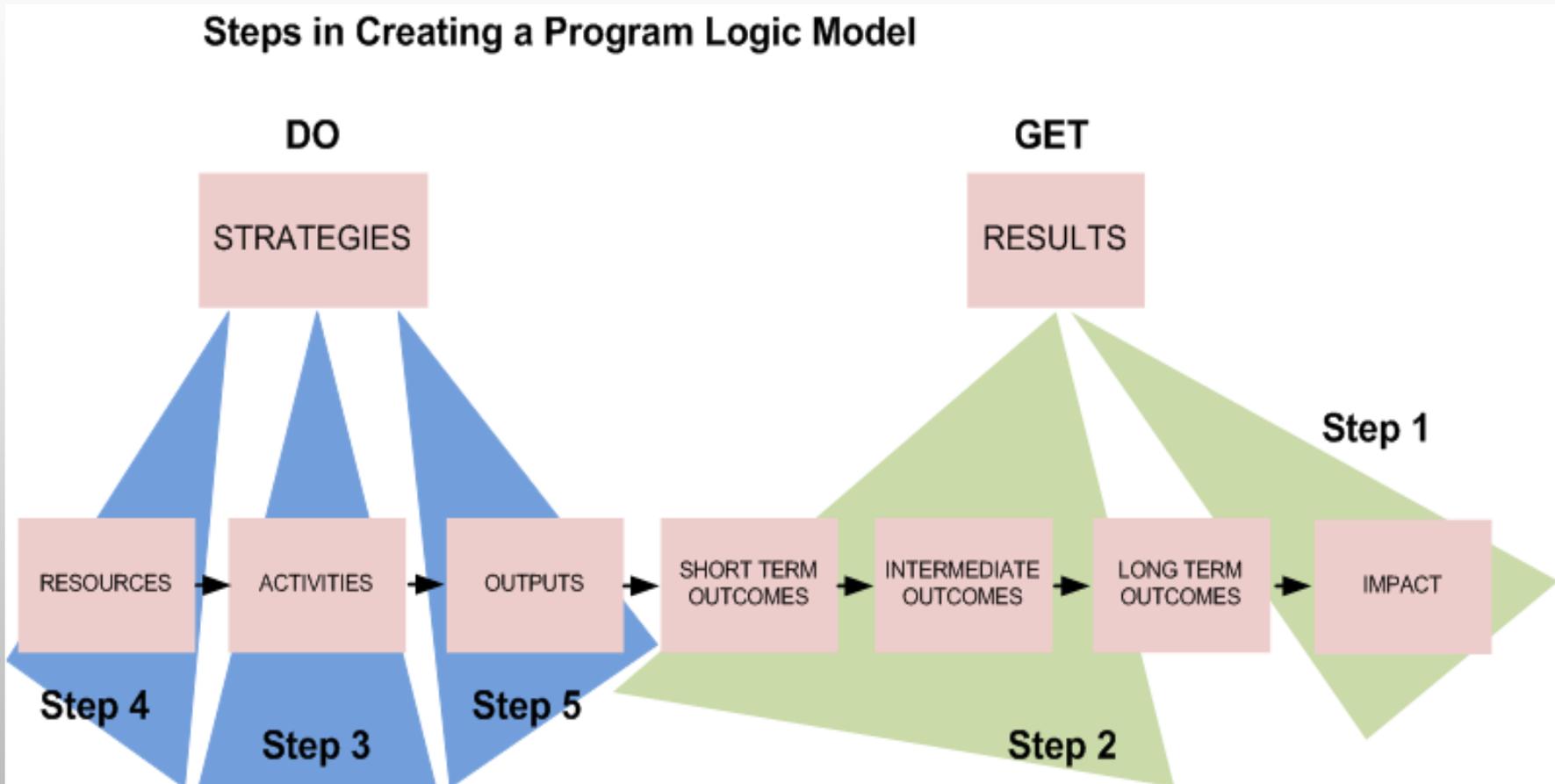


An Introduction to Performance Measurement: The Who, What, Why, How and How Much, Prevost Associates/gcTraining



From Theory of Change to Logic Model

Create the logic model from the theory of change



Wyatt-Knowlton, Phillips, The Logic Model Guidebook, Sage , 2009, ISBN 978-1-4129-5864-6



Get – Results

Every Program contribute to one or more Outcomes

Outcomes

“why we do it”

“What do we want to change in people’s life?”

Benefits or desired states (“not fully under our influence’) to which the outputs of program activities contribute



Do – Strategies

Every Program consume inputs, undertakes Activities that produces outputs: these are the strategies

Inputs

“how we do it”

Resources (financial, human, information and structural capital) used to deliver program activities. Inputs can be outputs from another activity (see “output” definition on the next slide)

Outputs

“what we produce”

The direct products and/or services (usually “tangible and concrete”) generated through program activities without reference to their contribution (the “why”)

Activities

“what we do”

Describe collections of jobs/tasks that consume various inputs and whose outputs contribute towards one or more outcomes



Objective and Outcome Statements

- **Outcome Statement:** “Safe, clean and accessible water”
- **Outcome Statement:** “Sustainable use of lands and resources”
- **Objective Statement:** “Clean up contaminated sites in Aboriginal communities”
- **Outcome Statement:** “Health and safe Canadian communities”
- **Objective Statement:** “Reduce injuries and deaths in the workplace”

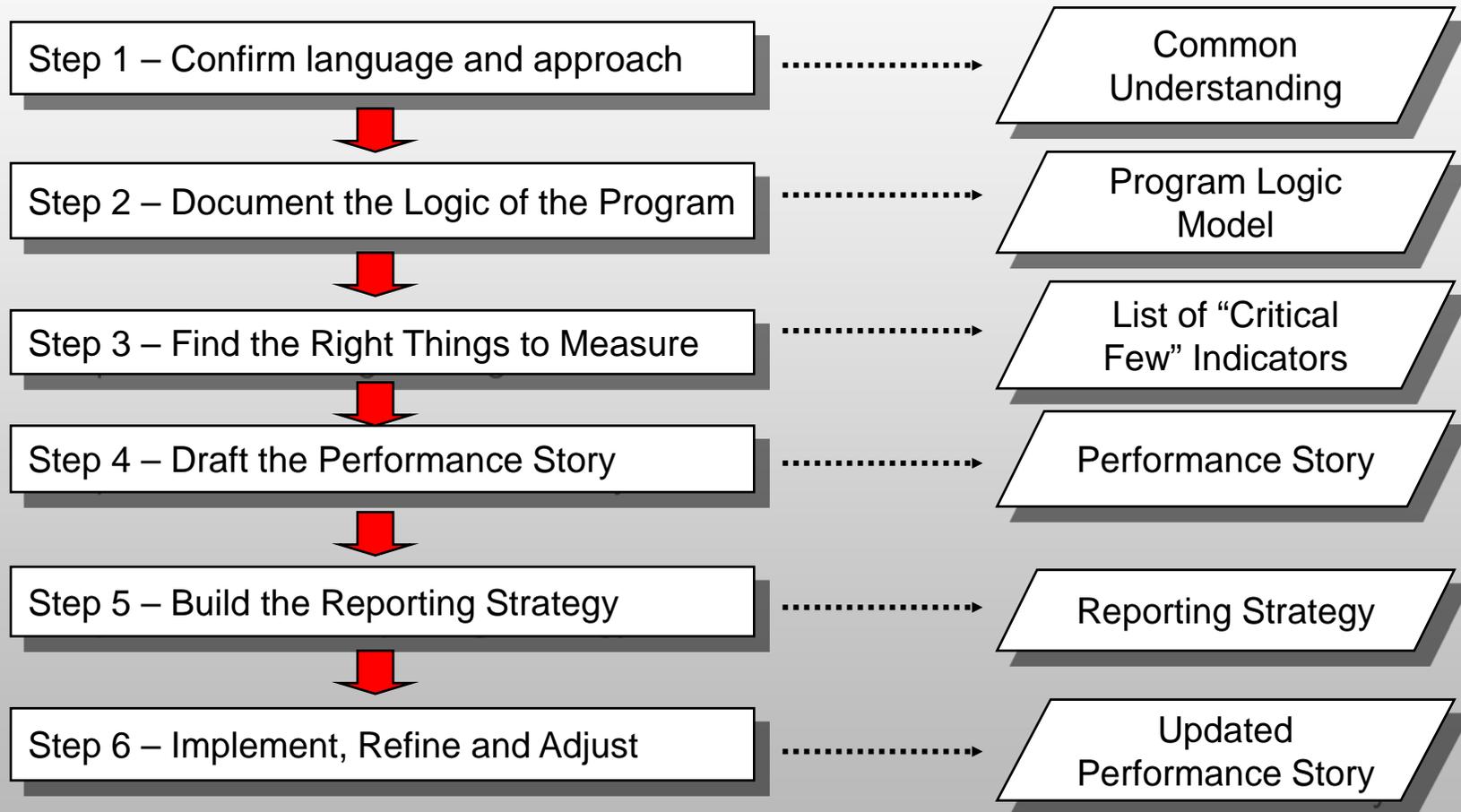


Limitations of Results Measurement

- **Difficulty of finding data ‘that talks’**
- **Difficulty establishing cause–effect relationships (especially when the period of time between an initiative and its results increases)**
- **Difficulty assigning responsibility for results to the right people**
- **Adverse effects**
 - the measure influences, induces and dictates behaviours
 - measuring the wrong things or improperly using performance measurement may have counter-productive consequences



Implementing Performance Measurement



Attribution and Contribution

Attribution: Seeks to answer the question “can the observed performance be attributed to our program”

Contribution: Tries to answer the question: “what is the nature of our contribution to the observed performance”

These two terms are obviously related as you can't measure the contribution of a program (the “how much”) unless the observed performance is attributed (“belongs”) to it

