ZIMBABWEAN EXPERIENCE IN IMPLEMENTING RBM
ZIMBABWE

• Population: 12,521,000 people (2009 estimates)

• Area 150,871 sq miles (390,757 sq km).

• Abundant natural resources

• Preferred tourist destination

• World source of skilled human capital

• Highest literacy rate in Africa – 92% (2010)

• Public services provided by central government, state enterprises and parastatals and local authorities

• Over 200,000 members of the public service

• Facing social-political-economic challenges and needs administrative transformation due to poor service delivery
RESULTS BASED MANAGEMENT (RBM) DEFINED

- It is a contemporary strategic management approach meant to timely achieve desired results with available resources.

- It is characterised by:
  - linking results to resources
  - regular monitoring and evaluation
  - high degree of accountability
Components of RBM

1. **Integrated Development Planning (IDP)**
   A coordinated top down planning approach that outlines national, sectoral, ministerial and departmental vision, key result areas, goals, objectives, outputs, outcomes and impact (inter-linkages).

2. **Results Based Budgeting (RBB)**
   A budgetary approach that shows a relationship between expenditure and targets. (i.e. links resources to results).

3. **Results Based Personnel Performance System (RBPPS)**
   A human performance management tool that focuses on systematic and purposive usage of human resources to achieve desired results using availed resources.
Components continued

4. **Results Based Monitoring and Evaluation and Management Information System (RBM&E/MIS)**
   A time framed assessment and performance reporting system backed by a comprehensive management information system.

5. **E-government**
   An e–enabled and easily accessible framework for all government services on offer.
WHY WE OPTED FOR RBM

Findings of the 1989 Public Service Review Commission highlighted that:

- Government lacked a results oriented performance management culture.
- There was an insatiable demand for quality public services.
- Increasing resource constraints
- Public demand for quality and more responsive services (demand for transformation)
- Development partners` demand for accountability and results
- The need to adopt best practices in line with globalization.
- Deteriorating service delivery in terms of quantity, quality and timeliness
WHY WE OPTED FOR RBM continued

• Recommendations from the Public Service Review Commission led to the introduction of the Performance Management System in 1999.

• This performance management system focused more on activity completion rather than achievement of desired results.

• In 2005 the Government of Zimbabwe adopted Results-Based Management system that focuses more on achieving results using given expenditure targets.
BENEFITS DERIVED FROM RBM

- Improved resource allocation and usage
- Coordinated approach to national development[IDP]
- Improved public sector performance
- Enhanced performance in terms of quality and timely service delivery of public services
- Greater policy coordination
- Better value for money through cost effective measures
- More effective monitoring and evaluation of programmes and projects.
LEAD AGENCIES IN IMPLEMENTATION OF RBM

- The Office of the President and Cabinet (OPC) is the overall leader and initiator of the RBM system.
- Ministry of Economic Planning and Investment Promotion leads Integrated Development Planning (IDP).
- Ministry of Finance leads Results Based Budgeting (RBB).
- Public Service Commission as the employer leads the Personnel Performance System (PPS), Monitoring & Evaluation (M&E) and Human Resources Management Information System (HRMIS).
- Ministry of Public Service leads in capacitating implementers of RBM.
- Ministry of Information, Communication & Technology leads the E-Government component.
# CRITICAL DOCUMENTS IN IMPLEMENTING RBM

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<td>NATIONAL VISION, KEY RESULT AREAS, GOALS</td>
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IMPLEMENTATION PROCESS

- Became Government Policy in 2005 as a management tool to improve public sector management.
- Setting up of management committees spearheaded by the Office of the President and Cabinet.
- Development of critical RBM documents.
- Sensitisation workshops for top officials i.e. Members of Parliament and Permanent Secretaries.
IMPLEMENTATION PROCESS continued

- Training of core trainers in RBM.
- Training of trainers at Public Service Training Institutes.
- Cascading of training to end users (on-going).
- Monitoring of RBM through the Performance Audit and Inspectorate Agency of the Public Service Commission (on-going).
- Review of the implementation by consultants which led to a reviewed RBM report.
CHALLENGES IN RBM IMPLEMENTATION

• Disconnect between the politician and technocrats (conflict between the appointed and the elected).
• Lack of shared understanding and perceptions of the RBM concept.
• Low technological uptake i.e. availability and capacity.
• Residual resistance to change.
• Resource constraints such as limited human capital and financial resources.
• Limited coverage of training because of the large numbers involved.
• Dilution of training through cascading.
SUCCESES TO DATE

• Creation of clients charters in all government Ministries.
• Capacity building in RBM through training of all levels of management in Public Service, Parastatals and Local Authorities.
• A reviewed Government of Zimbabwe Public Service Training and Development Policy.
• Institutionalisation of RBM through development of training modules, RBM reference documents and training infrastructure.
• Implementation of e-government e.g. e-enabled RBM documents, e-passport and Ministries’ websites.
SUCCESES TO DATE Continued

- Efficient financial management through Public Financial Management System (PFMS).
- Enhanced compliance to project schedules.
- Shared vision of national priorities.
- Buy-in across ministries, parastatals and local authorities in RBM implementation.
- Improved linkages within and between clusters/sectors and Ministries
- Institutionalized capacity building in Government