

EDGE: Implementation of RBM in the Government of Ukraine

Results achieved in 2014-2018 Plans for 2019

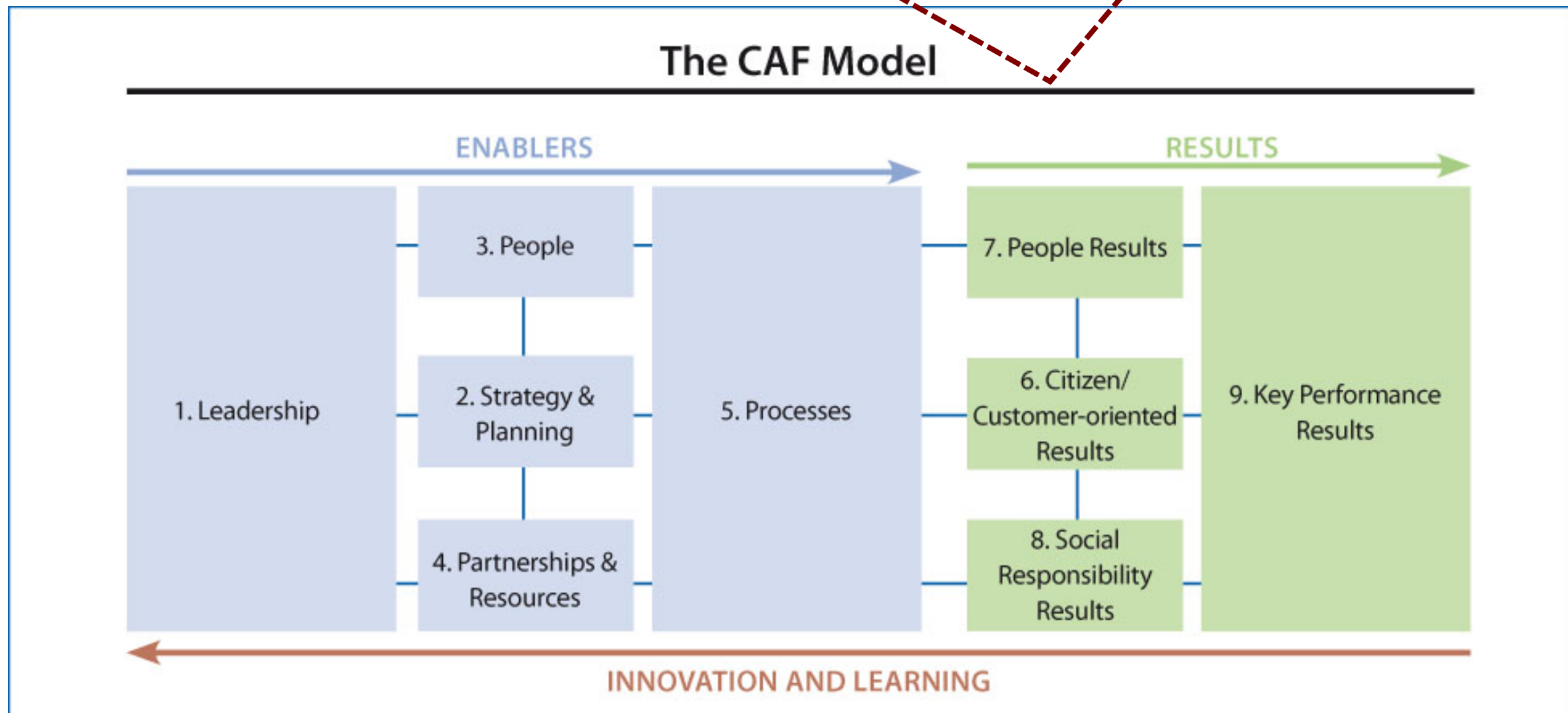
Tawnia Sanford Ammar
Agriteam Canada Country Director for Ukraine, EDGE Program Director

28 February 2019

TAIEX Workshop “Implementation of the Results-Based Management System”

CAF AND RBM

RBM ensures clear and results-based plans for the public sector that can be measured and evaluated under CAF



Source of the CAF Model: European CAF Resource Centre

EDGE AT A GLANCE

EDGE was conceived at the end of the Maidan Revolution of Dignity to help the Ukrainian Government manage critical reforms

16 | Current Initiatives

38 | Completed Initiatives

17
Ministries
Agencies
Government Offices

67
Reform Experts
currently
deployed

260
Total
Reform Experts
2015-2019

EXAMPLES OF EDGE CURRENT INITIATIVES



RBM



- **SCMU:**
Implementation of RBM and GBA+ in strategic planning



- **MinInfrastructure:**
Support in passing the maritime audit



- **MEDT:**
Administrative Services Office



- **MinRegion:**
Sectorial Decentralization



- **MinJustice:**
Probation Reform



- **Cross-Ministerial:**
Deinstitutionalization of children



- **MinHealth:**
e-Health




- **MinEducation:**
Electronic Educational Platform

PLANNING IN THE GOVERNMENT OF UKRAINE

Need for a planning process that:

- **Encourages collaboration** starting with planning and throughout implementation
- Requires stakeholders to **define a Common vision**
- **Comprehensive:** includes planning, implementation and monitoring plans
- Uses **standardized terminology** that all stakeholders understand
- **Focused on achievements/results**

IMPLEMENTATION OF RBM IN THE GOVERNMENT OF UKRAINE TO DATE



2014-2017

- **RBM Inception Phase:**
- All EDGE-supported initiatives develop a Logic Model, WBS and PMF with the Ministry and other stakeholders
- EDGE reform offices report to their Ministers in RBM format



2018

- **Rollout of the RBM Project in SCMU and Ministries:**
- 1200+ civil servants from 15 Ministries (incl Ministers/Deputy Ministers) trained on RBM
- Ministers officially approve Ministerial plans in RBM format
- MinJustice was the first Ministry to be fully RBM-ed

RBM PILOTING IN THE GOVERNMENT OF UKRAINE: HIGHLIGHTS

72 Strategic sessions on RBM

1900 Participants

- ✓ **Ministries and agencies fully RBMed:** MinJustice, MinEducation, MinCulture, Office of Government Gender Commissioner
- ✓ **RBM used for updating the PAR Strategy**
- ✓ **Other Ministries partially RBMed:** MinHealth, MinRegion, eGov Agency, VPM Office for Euro Integration



CASE-STUDY: HOW UKRAINIAN CIVIL SERVANTS USE RBM

Oleksandr Kozlov,
Strategic Planning
Directorate at MinJustice

 **Oleksandr Kozlov**
February 24 · 🌐

До речі, методологію RBM про яку писав у минулому пості можна і потрібно використовувати в повсякденному житті! 🙌
Наприклад, я вирішив пробігти марафон. 🏃
Для досягнення цієї цілі я розробив «паспорт реформи» самого себе.
Що ж, перше завдання вже виконано, я обіцяю пробігти IX-й Wizzair Київський марафон! ✓
Усіх охочих запрошуюю приєднатись! 🙌
Коментарі щодо моделі RBM «Я пробіг IX-й Wizzair Київський марафон!» вітаються! 🙌

Я пробіг IX-й Wizzair Київський марафон

Маю високу витривалість до фізичних навантажень	Маю достатньо енергії для тривалих забігів	Біг є частиною рутини
Тіло підготовлене до тривалого та швидкого бігу	Рацион харчування збалансовано	Мікротравми швидко відновлюються
Підготовлений морально, організаційно та матеріально-технічно до регулярних забігів		

Я пробіг IX-й Wizzair Київський марафон

Маю високу витривалість до фізичних навантажень

Маю достатньо енергії для тривалих забігів

Біг є частиною рутини

Тіло підготовлене до тривалого та швидкого бігу

Рацион харчування збалансовано

Мікротравми швидко відновлюються

Підготовлений морально, організаційно та матеріально-технічно до регулярних забігів

Біг в помірному темпі два рази на тиждень

Тривалий біг (15-30 км) один раз на тиждень

Фартлек (Інтервальне тренування) кожного тижня

Підвищити кількість складних вуглеводів та білків

Вживати комплекс вітамінів та мінералів

Придбати якісне бігове спорядження

Вступити в біговий клуб

Дати публічну обіцянку пробігти марафон

Тренування бігу вгору

Силкові тренування

Включити в раціон більше овочів та фруктів

Приймати амінокислоти, протеїн та креатин

Пробігти VIII Nova Poshta Kyiv Half Marathon

Зареєструватися на IX-й Wizzair Київський марафон

Вправи на гнучкість до і після тренувань










Мінімізувати споживання солодкого та алкоголю

Споживати Омега-3 жири

IT TOOL: LOGIC MODEL

Bookmarks





-  Main page
-  Policy area page
-  Task level, progress on activities
-  View WBS
-  Goal Indicators
-  Add new reform
-  Add WBS
-  Policy area page copy
-  Add Indicators

Policy area page


2

Ministry of Justice Penetertiary system Registries Court decisions execution +




 75%


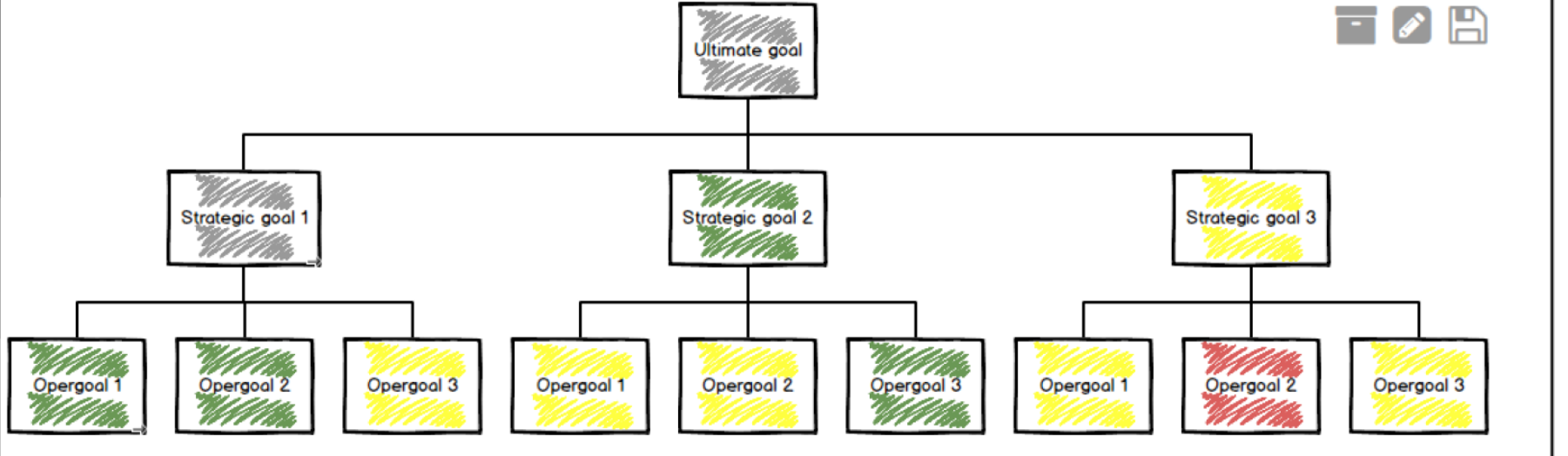
Ministry of Justice Reform

Policy area: Justice Reforms
 Political leader: Petrenko
 Responsible: Petrenko
[About reform](#)

2018  2020

Progress by activities
Progress toward goals



```










            graph TD
              UG[Ultimate goal] --> SG1[Strategic goal 1]
              UG --> SG2[Strategic goal 2]
              UG --> SG3[Strategic goal 3]
              SG1 --> OG1_1[Opergoal 1]
              SG1 --> OG1_2[Opergoal 2]
              SG1 --> OG1_3[Opergoal 3]
              SG2 --> OG2_1[Opergoal 1]
              SG2 --> OG2_2[Opergoal 2]
              SG2 --> OG2_3[Opergoal 3]
              SG3 --> OG3_1[Opergoal 1]
              SG3 --> OG3_2[Opergoal 2]
              SG3 --> OG3_3[Opergoal 3]
            
```

Full Logic model

IT TOOL: PROGRESS TRACKING

Bookmarks




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Task level, progress on activities

A Web Page
http://portal.kmu.ua/rbm/justice/

Ministry of Justice Penetertiary system Registries Court decisions execution +




75%



Ministry of Justice Reform

Policy area: Justice Reforms
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2018  2020

Progress by activities
Progress toward goals


Ultimate goal

Strategic goal 1


Opergoal 1




Opergoal 2




Opergoal 3




Task




Task




Task




Task




Task




Task




Task



Task





Task












10

IT TOOL: WORK BREAKDOWN STRUCTURE



Bookmarks ✕

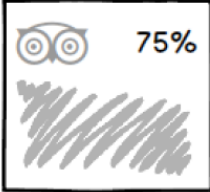
 

-  [Main page](#)
-  [Policy area page](#)
-  [Task level, progress on activities](#)
-  [View WBS](#)
-  [Goal Indicators](#)
-  [Add new reform](#)
-  [Add WBS](#)
-  [Policy area page copy](#)
-  [Add Indicators](#)


View WBS 4 / 9

A Web Page

 <http://portal.kmu.ua/rbm/justice/task.1.11> 




75%



Ministry of Justice Reform

Political leader: Petrenko
Responsible: Petrenko

2018  2020

[About reform](#)

Ministry of Justice Reform

Activities
Indicators

Ultimate goal

Strategic goal

Operational goal

Task

2018
2020

Activity

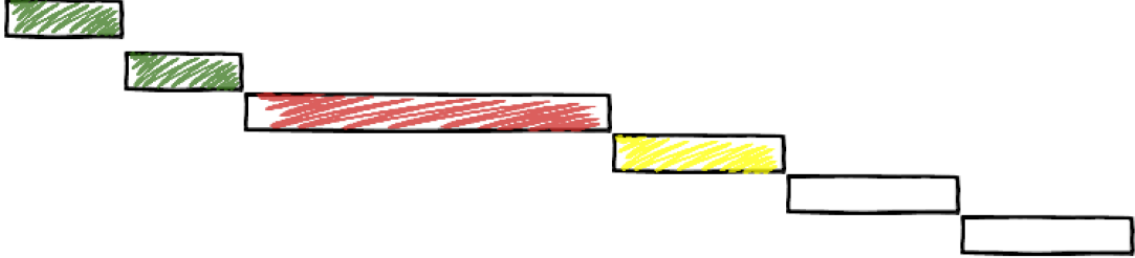
Activity




Activity

Activity

Activity

Activity
















[← Back to goal tree](#)

IT TOOL: MAIN PAGE


Bookmarks ✕













-  Main page
-  Policy area page
-  Task level, progress on activities
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-  Add Indicators

Main page

A Web Page





http://portal.kmu.gov.ua/rbm/

Progress towards goals	Progress in %	About RBM
 Justice Reforms →	 Policy area 2	 Policy area 3
 Policy area 4	 Policy area 5	 Policy area 6
 Policy area 7	 Policy area 8	

More Policy areas >

Add Policy area
▼

- Healthcare
- Education
- Security
- Decentralization
- Pension reform
- ...

IMPLEMENTATION OF RBM BY EDGE IN 2019

- **FORMAL GUIDANCE AND TOOLS**

- RBM IT Tool
- RBM Handbook

- **CAPACITY BUILDING**

- RBM online course
- RBM strategic sessions / trainings

- **POLICY**

- RBM Methodology: document to be approved by CMU

- **COHERENCE**

- RBM in Ukraine-NATO Annual National Programs: Presidential Decree
- Ministries submit inputs to strategic Government documents in RBM format

RBM ONLINE COURSE

- **Partnership with the National Agency of Ukraine on Civil Service (NADS)**
- Two online courses to be produced by EDGE by summer:
 - RBM
 - Gender-based citizen impact assessment (GBA+)
- **Each course will have an online and offline part:**
 - Online part: 5 blocks, 5 videos in each block. Tests after each block
 - Offline: classroom training at NADS
- Courses to be included into official training program of civil servants



В рамках курсу пропонуються такі 5 тематичних блоків:

1. Тема "Переваги управління, орієнтованого на результат/RBM"

2. Тема "Вступ до методології управління, орієнтованого на результат /RBM"

3. Тема "Цілепокладання та логічні моделі"

4. Тема "Вимірювання запланованих результатів"

Тема "Планування дій за підходом RBM та підсумки курсу"



Styles

FEEDBACK FROM THE GOVERNMENT ON RBM

- **Ulana N. Suprun, M.D., Acting Minister of Health:**

*Jointly with the project team, the Ministry of Health has developed a logic model for the transformation of health system and the goals set by our team to be achieved by the end of 2019. **Well-worked strategic and operational goals allowed us to define priorities.** With the materials received we are ready to begin preparing transition books for the succeeding Ministry's team to ensure the consistency of the defined policy in the Ukrainian health system.*

- **Olexandr Ryzhenko, Head of the Agency for e-Governance:**

Due to a series of strategic sessions on the Result-Based Management methodology, our team together with the project experts has developed a qualitative working model for use in the planning, implementation and monitoring of the tasks of the State Agency for e-Governance of Ukraine on the transition of public services to online format.

*This, of course, first and foremost, **should help us to plan processes more effectively and coordinate implementation of plans thoroughly,** using performance indicators (KPIs). Also, the work carried out will help to **make managerial decisions more efficient** both at the State Agency for E-Governance of Ukraine management level and at the level of department heads.*

We look forward to further fruitful cooperation.

- **Kateryna Levchenko, Government Commissioner for Gender Policy:**

*The usage of the RBM methodology allowed to develop a strategic plan for the Office of the Government Commissioner for Gender Policy, **focused on achieving specific results** identified in the state program documents on the issues of equal rights and opportunities for women and men, as well as in the Regulations on the Government Commissioner. **The formulation of the strategic direction of activity, the clarity, the specificity of the goals and objectives of the plan - this is the result of the usage of the proposed logical models.***

RBM PACKAGE FOR MINISTRIES

LOGIC MODEL



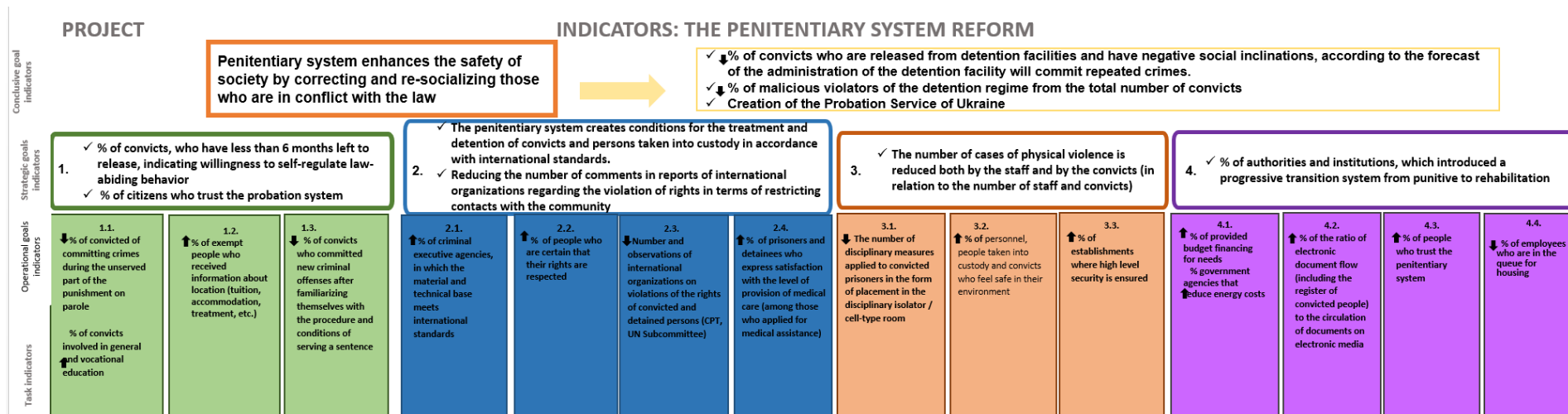
RBM PACKAGE FOR MINISTRIES

WORK BREAKDOWN STRUCTURE

PROBATION Work plan for implementation of probation reform 2018-2021		I Q 2018	II Q 2018	III Q 2018	IV Q 2018	2019	2020	2021	Responsible person
Ultimate goal - ENHANCED PUBLIC SAFETY SUPPORTED THROUGH TRANSFORMATION AND RE-SOCIALISATION OF PERSONS IN CONFLICT WITH THE LAW (CWL)									
Strategic goal 1: A reintegration system in place to provide appropriate environment that encourages crime-free living									
Operational goal 1.1. Penal institutions provide necessary support for behavioural changes									
1.1.1	Improved vocational training system for convicts (the list of designated professions in line with the labour market demands and production needs of panal institutions), convicts have access to distance education								Management of the social, educational and psychological work sector Administration of SCES

RBM PACKAGE FOR MINISTRIES

INDICATORS



PERFORMANCE MEASUREMENT FRAMEWORK

Framework model of the effectiveness of the reform of the penitentiary system and probation

Expected results	Indicators (qualitative and quantitative)	Initial data	Goal for 2018	Goal for 2019	Goal for 2020	Goal for 2021	Goals	Source of information	Information collection methods	Collection information frequency