



Strategic planning in results-based management in the Sub-directorates of education and development for emotional well-being

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Abstract. Introduction : Results-based management is crucial in local public management, with various dimensions to be considered to improve areas of education and development (sports and health) and the emotional well-being of the population. **Method:** An instrument validated by 4 experts (97%) was used. 150 public servants from a municipality in Peru participated, selected with non-probabilistic sampling in August 2023. 4 dimensions of results-based management were compared, assigning weights: Low = 1, Medium = 2, High = 3. **Results:** The Strategic Planning dimension obtained the highest score (285 points), followed by Results-based Budgeting (284 points). Strategic planning is decisive for results-based management in education and development, improving emotional well-being. **Conclusion:** Results-based management is essential to improve municipal management in education and development. Focusing on strategic planning improves services and the emotional well-being of the population.

Keywords: Strategic planning, results-based management, education, development, emotional well-being

Planificación estratégica en la gestión por resultados en las Subgerencias de educación y desarrollo para el bienestar emocional

Resumen. Introducción: La gestión por resultados es crucial en la gestión pública local, con diversas dimensiones a considerar para mejorar áreas de educación y desarrollo (deporte y salud) y el bienestar emocional de la población.

Método: Se utilizó un instrumento validado por 4 expertos (97%). Participaron 150 servidores públicos de una municipalidad del Perú, seleccionados con muestreo no probabilístico en agosto de 2023. Se compararon 4 dimensiones de gestión por resultados, asignando ponderaciones: Bajo = 1, Medio = 2, Alto = 3. **Resultados:** La dimensión Planificación estratégica obtuvo la mayor puntuación (285 puntos), seguida del Presupuesto por resultados (284 puntos). La planificación estratégica es decisiva para la gestión por resultados en educación y desarrollo, mejorando el bienestar emocional. **Conclusión:** La gestión por resultados es esencial para mejorar la gestión municipal en educación y desarrollo. Enfocarse en la planificación estratégica mejora los servicios y el bienestar emocional de la población.

Palabras clave: Planificación estratégica, gestión por resultados, educación, desarrollo, bienestar emocional

Planejamento estratégico na gestão baseada em resultados nas Subsecretarias de Educação e Desenvolvimento para o Bem-estar Emocional

Resumo. Introdução: A gestão baseada em resultados é crucial na administração pública local, com várias dimensões a serem consideradas para melhorar as áreas de educação e desenvolvimento (esportes e saúde) e o bem-estar emocional da população. **Método:** Foi utilizado um instrumento validado por 4 especialistas (97%). Participaram 150 servidores públicos de um município do Peru, selecionados por amostragem não probabilística em agosto de 2023. Compararam-se quatro dimensões da gestão baseada em resultados, atribuindo-se ponderações: Baixo = 1, Médio = 2, Alto = 3. **Resultados:** A dimensão Planejamento Estratégico recebeu a maior pontuação (285 pontos), seguida pelo Orçamento Baseado em Resultados (284 pontos). O planejamento estratégico é decisivo para a gestão baseada em resultados em educação e desenvolvimento, melhorando o bem-estar emocional. **Conclusão:** A gestão baseada em resultados é essencial para melhorar a gestão municipal em educação e desenvolvimento. Focar no planejamento estratégico melhora os serviços e o bem-estar emocional da população. **Palavras-chave:** Planejamento estratégico, gestão baseada em resultados, educação, desenvolvimento, bem-estar emocional.



I. Introduction

The management of sport at the local level is an important aspect for the development of citizenship and the promotion of physical and sporting activity. However, in Peru, this management is in a state of delay, due to a series of factors, among which the following stand out: The lack of relevance of sports management in the agreed development plans of local governments, the non-existence or poor design of sports management tools and regulations.

According to a study carried out by Quispe and Rivera (2017), the district municipalities of this province establish basic strategic actions such as the promotion of sports activities with social and political approaches, but these actions are temporary and have no sustainability; another problem is the lack of support and desire for improvement and innovation in the work of social and sports projection from the sub-managements or sports offices of the district municipalities. To improve sports management at the local level, the following considerations must be taken into account: Incorporate sports management in a comprehensive and systematic manner into the agreed development plans of local governments, design sports management tools and standards that are appropriate to local needs, strengthen the technical and professional capacity of the human resources working in the sports sub-managements or offices of the district municipalities.

Strengthening sports infrastructure, as well as the lack of budgetary resources, are factors that limit sports management in this province. Strategic planning is a fundamental process for results-based management in public organizations, however, in the international context, various problems related to the effective implementation of this tool have been identified, among which the following stand out:

1. *Poor resource planning*: This problem can manifest itself in an inefficient allocation of available resources, which can have a negative impact on the achievement of the proposed objectives.
2. *Failure to complete the strategic planning stages*: This deficiency can manifest itself in the lack of alignment between strategic objectives and the actions taken, as well as in the lack of adequate resource allocation and detailed planning.
3. *Lack of strategies that promote adequate government planning*: This deficiency can have a negative impact on the coordination and articulation of actions between different sectors.
4. *Lack of alignment between implemented actions and objectives*: This lack of alignment can be attributed to various factors, such as the lack of technical capacity to carry out the proposed actions and the insufficiency of adequate resources.
5. *Lack of effective monitoring and evaluation of implemented plans and programs*: This deficiency can limit the ability of organizations to learn from their experiences and improve their performance.

In the context of education, health and sports activities in a municipality, these problems can have the following repercussions:

- a. *Education*: Poor resource planning can limit the ability of municipalities to provide quality education to all citizens. For example, it can result in a lack of adequate educational infrastructure, trained teaching staff, or sufficient educational materials.
- b. *In health*: Poor resource planning can limit the ability of municipalities to provide timely and quality health care to all citizens. For example, it can result in a lack of adequate health infrastructure, trained health personnel, or sufficient medicines.
- c. *In sports*: Poor resource planning can limit the ability of municipalities to promote physical activity and sport among the population. For example, it can result in a lack of adequate sports infrastructure, trained personnel or attractive sports programmes. To



overcome these problems, municipalities must implement effective strategic planning that addresses the following aspects:

- (1) *Adequate resource planning*: Municipalities must systematically identify resource needs to meet their objectives and allocate these resources efficiently and effectively.
- (2) *Compliance with the stages of strategic planning* : Municipalities must comply with the stages of strategic planning, from the analysis of the environment to the monitoring and evaluation of results.
- (3) *Implementing strategies that promote adequate government planning*: Municipalities must work together with different government sectors to coordinate and articulate planning actions.
- (4) *Alignment between implemented actions and objectives*: Municipalities must ensure that the implemented actions are aligned with the established strategic objectives.
- (5) *Effective monitoring and evaluation of implemented plans and programs*: Municipalities must effectively monitor and evaluate implemented plans and programs to learn from their experiences and improve their performance.

The implementation of effective strategic planning is essential for municipalities to achieve their objectives in education, health and sports; as indicated by: Angulo (2017): Results-based management depends on knowledge, the process of creating, capturing, storing, distributing and using knowledge. Organizational learning is necessary for organizations to adapt to changes in the environment and improve their performance; that is, Angulo highlights the importance of knowledge for results-based management. Knowledge allows organizations to identify their objectives, develop strategies to achieve them and measure their progress; organizational learning is essential for organizations to acquire and apply new knowledge. Bailey et al. (2017): Education in the knowledge society must be inclusive, participatory and sustainable, it must prepare students for the challenges of the 21st century, including technological change, globalization and complexity; that is, they identify the challenges that the knowledge society poses for education, education must adapt to these challenges to prepare students for success in today's world. CIFE (2017): Documentary recording, searching and organizing scientific information are essential for organizational learning. These processes allow organizations to collect, store, access and use information efficiently and effectively. These recommendations can help organizations improve their learning capacity. Lazos and Olivé (2016): The knowledge society must be intercultural, participatory and sustainable. These principles should guide the development of the knowledge society.

Consequently, the implementation of effective strategic planning is essential for municipalities to achieve their objectives in education, health and sports; even more so when results-based management is directly linked to the execution of works as indicated by administrator, administrator, & Garay Paucar, EZ (2023)

Strategic planning for results-based management in public procurement, Strategic planning for results-based management in public procurement must consider the following aspects (Vaicilla, Narváez and Erazo, 2020) :

- *Definition of objectives and goals*: The objectives and goals of public procurement must be aligned with the general objectives and goals of the entity.
- *Environmental analysis*: The environmental analysis should identify internal and external factors that may affect public procurement.
- *Identification of necessary resources*: Planning must identify the human, financial and



technological resources necessary to achieve the objectives and goals.

- *Procurement process design*: The procurement process should be designed to be efficient, effective and transparent.
- *Monitoring and evaluation*: The recruitment process must be monitored and evaluated to ensure that objectives and goals are met. Problems of strategic planning for results-based management in public procurement
- *Strategic planning for results-based management in Peru*: In Peru, some efforts have been made to improve strategic planning for results-based management in public procurement. For example, the Ministry of Economy and Finance (MEF) has developed a tool called the "Public Procurement Planner" that helps public entities plan their procurement processes.

However, there are still challenges that must be overcome to improve strategic planning for results-based management in public procurement in Peru. For example, it is necessary to strengthen the planning capacity of public entities, improve budget allocation to local governments, and improve the quality of technical documentation (Aliaga, 2022).

II. Methodology

To verify this problem, a diagnosis was established based on a survey of 12 public servants from the Sub-directorate of Education, Sports and Health of a municipality in Peru. The sample consisted of 150 public servants from a municipality

In **scientific observation** mediated by a guide, the need to obtain results-based management was assessed through the strategic planning of sports activities that involve the participation of the population organized by clubs, for the strategic and systematic use of sports slabs, where sports training can be carried out with a view to official competitions.

The **survey** was directed at public servants; with the intention of knowing the opinion that citizens have about the organization and development of soccer sports championships; which must be planned strategically, so that all clubs can compete.

Practicing sports is essential for the population to be inclined to enjoy good health and emotional well-being.

Once the population's need for sports activities with adequate planning was determined, it was considered that such planning is essential to achieve results.

The research had a quantitative approach, analytical type and non-experimental design in the same group; 150 public servants from a municipality in Peru participated. They had time to answer the questionnaires and were selected through a non-probabilistic sampling during the month of August 2023. The questions about the 4 dimensions of the *results-based management variable* were validated by the approval of 4 experts with an average of 98.5% for the instrument, used in similar research in Peru.

After collecting the scores from the questionnaires, weighting was assigned for each level:

Low = 1,

Medium =2,

High =3;

considering for the results the dimension that has influenced the management by results the most.

The information was processed in an Excel database, the results are presented in tables in the results section.



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The study had a descriptive scope, considering the dominance of the dimension based on the maximum score achieved in the sums corresponding to Management by Results. Informed consent was the procedure applied in line with the principle of autonomy, based on the voluntary participation of the responsible personnel. This information was collected and processed in a coded manner to preserve the principle of confidentiality and privacy; the results of which were reported and are archived.

III. Results

Description of initial diagnosis results

Scientific Observation : In the 12 observations to public servants it was possible to perceive that the strategic planning for the management by results is not carried out in the Sub-directorates of education, sports and health; limiting themselves only to planning visits for the verification of sports activities in the community's slabs; ignoring the requirement of population growth and that when school vacation days approach, more strategically planned activities are required so that the population can take advantage of said slabs in an organized manner. for the emotional well-being of users. Consequently To determine the reasons why short- and medium-term strategic planning is not carried out, an interview with these public servants was considered.

Interview: Using this method, it was found that public servants do not consider strategic planning of sports activities that involve the systematic use of sports slabs in their activities due to a lack of knowledge. This shows that more work needs to be done by professionals on issues of public management and results-based management, so that the results-based budget can be aligned with such management for the benefit of the population.

Survey: Using this method, it was determined that public servants are unaware of the processes of strategic planning: determining the strategic position, prioritising objectives, developing a strategic plan, executing and managing the plan; and finally, reviewing and modifying the plan. They state that they were only superficially familiar with this planning; in this sense, it made it difficult for them to plan sports activities, although they consider that the survey had a formative character in mentioning the processes for strategic planning, which they express that they will take into consideration.

Methodological Triangulation: After analyzing the results of these methods, the following preliminary conclusions have been reached.

- All methods agree that there was superficial knowledge about results-based management, considering that strategic planning is important to consider sports activities for the benefit of the population.
- The interview agreed that knowledge of the strategic planning processes is necessary: Determine the strategic position, Prioritise objectives, Develop a strategic plan, Execute, manage the plan; finally Review and modify the plan.

Descriptive information on the scores for each dimension of Results-Based Management is presented in Table 1.

Table 1. Descriptive information: Scores and Summations, for the scores on each dimension of Results-based Management



Levels	Strategic planning		Performance budgeting		Program Management		Monitoring and evaluation	
	Frecuenci es	Weighin g	Frecuenci es	Weighin g	Frecuenci es	Weighin g	Frecuenci es	Weighin g
Low	54	54	55	55	60	60	63	63
Half	57	114	56	112	47	94	48	96
High	39	117	39	117	43	129	39	117
Summati on	150	285	150	284	150	283	150	276

Interpretation of Table 1. Higher scores were obtained in the Summations for the Strategic Planning dimension (285 points); that is, according to the perception of public servants, strategic planning is decisive in achieving results-based management in the Sub-directorates of Education, Sports and Health to plan and develop activities in pursuit of the emotional well-being of the population through sports and cultural activities.

In second place, and with almost the same score as Strategic Planning, is the Budget by Results with 284 points; because they consider that, after having carried out the appropriate Strategic Planning, it is also necessary and essential to have a Budget by Results, because if the activities do not have a budget, they cannot be executed, and the budget may be assigned depending on previous results; even depending on the management of said municipal area, funds may be managed for sports and cultural competitions that are convenient for the well-being of the population.

The lowest sum obtained corresponded to the dimension: Monitoring and evaluation, because the public servants of said municipal suggestion consider that both Monitoring and evaluation are of lesser importance for management by results, said workers argue that they are aware of their activities and responsibilities, making it unnecessary for them to be monitored.

IV. Discussions

In contrast to Strategic Planning in Results-Based Management for Results-Based Management in Sport in Culture, Health and Sports Management, the research by Lazos and Olivé (2016) mentions that Results-Based Management can generate more management in sport in municipal offices in the following ways:

Encouraging participation in sports activities : Results-based management can help municipalities set specific goals to increase participation in sports activities among different age groups, genders, and socioeconomic levels. For example, a municipality could set a goal of increasing participation in sports activities among children and youth by 20%. To achieve this goal, the municipality could develop strategies such as offering free or low-cost sports classes, building or renovating sports facilities, and promoting sports in schools and the community.

Improving the quality of sports facilities: Performance management can help municipalities identify the needs of sports facilities and develop strategies to improve their quality. For example, a municipality could set a goal to improve the safety of sports facilities. To achieve this goal, the municipality could develop strategies such as installing new security measures, conducting regular inspections of facilities, and educating users about safety at sports facilities.



Promoting physical activity: Results-based management can help municipalities promote physical activity among citizens. For example, a municipality could set a goal to increase the number of people who participate in moderate-intensity physical activity for at least 30 minutes a day. To achieve this goal, the municipality could develop strategies such as organizing community walks, runs, and other physical activities.

In comparison to the results, the research by Lazos and Olivé (2016) propose a model of knowledge society for Mexico that is based on these principles. This model can help Mexico take advantage of the opportunities of the knowledge society and overcome the challenges it poses.

The studies cited in administrator, administrator, & Garay Paucar, EZ (2023) show that results-based management, organizational learning, and the knowledge society are interrelated concepts. Knowledge is essential for results-based management, and organizational learning is necessary for organizations to adapt to the changes in the knowledge society.

Organizations that want to be successful in the knowledge society must focus on the following aspects:

- Develop a learning culture: Organizations must create an environment in which people feel motivated to learn and share their knowledge.
- Constantly innovate: Organizations must be willing to experiment and adopt new ideas.
- Be inclusive and respectful of diversity: Organizations must be aware of cultural diversity and promote the participation of all citizens.

By following these recommendations, organizations can improve their ability to achieve their objectives and contribute to the development of *the knowledge society*.

V. Conclusions

Results-based management is an important tool that can help municipalities improve the management of activities related to sport, culture and health. By focusing on results, municipalities can identify areas in which they need to improve and develop; for this it is necessary to emphasize strategic planning, to improve services for the benefit of the emotional health of the population.

Recommendations

In order to improve strategic planning for results-based management in public procurement, the following recommendations can be taken: Strengthen planning capacity: It is necessary to strengthen the planning capacity of public entities, so that they can identify the objectives and goals of public procurement, and design an efficient, effective, and transparent procurement process. Improve budget allocation: It is necessary to improve the budget allocation to local governments, so that they can meet the proposed goals in public procurement. Improve the quality of technical documentation: It is necessary to improve the quality of technical documentation, to avoid errors and deficiencies in the execution of works.



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