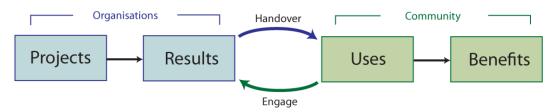# Introduction

What is PRUB?

PRUB (Project, Result, Use, Benefit) is a simple and effective way of mapping what is going on within a community of stakeholders, and clearly showing how this activity contributes to benefits for the community.

Diagram of the PRUB structure and the agents for change

Background

The PRUB mapping system was developed as part of a larger system called OpenStrategy which is designed specifically for strategic planning in a multi-stakeholder environment and offers an effective method for improving collaboration, reducing duplication of effort, engaging stakeholders, and delivering outcomes through a facilitated, bottom-up approach to strategic planning.

How PRUB is different from any other strategic planning tool

The PRUB mapping system enables you to

- Use a shared and standardised 'language' to talk about and develop strategy
- Create a much clearer map of what activity is going on relating to themes within your strategy
- See links between ideas that would not otherwise have been identified due to the clarity of the information structure
- Identify 'key items', items which have a large number of links or contributions to them or which are critical to success within a certain area
- Make better decisions within stakeholder organisations that leads to more effective Results which are more likely to be Used by the community, increasing confidence in the partnership and delivering community Benefits
- Make better decisions about allocating resources and about which Projects to implement
- Develop Projects and Results that will actually be used and will contribute to the desired Benefits
- Improve or modify existing Projects, increasing the effectiveness of the Results and the likelihood that they will be Used to create community Benefits
- Create linked sets of Projects, Results, Uses and Benefits
- Clearly see how a Project or set of Projects contribute to a desired Benefit through the involvement of citizens or consumers
- Audit individual Projects or sets of Projects and determine their impact on desired Benefits
- Identify gaps in a SubStrategy, as well as Results which are not or cannot be used by citizens or consumers
- Identify duplication in a SubStrategy, as well as areas where different stakeholders may be able to collaborate to contribute towards a shared Benefit
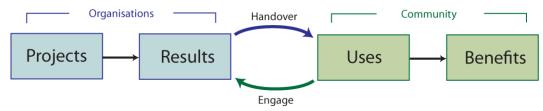
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The information structure and the agents for action

The PRUB information structure is made up of four types of information: Projects, Results, Uses, and Benefits.

The information structure is also made up of two agents for action and change: organisations and the community.

The PRUB structure

Organisations do Projects such as building a cycleway, establishing further education courses, developing an awareness raising campaign. Projects are *actions* or *activities* of some kind.

From these Projects, *organisations* produce Results, such as a new cycleway to the city, further education courses available to adult students, an anti-smoking awareness raising campaign. Results are the *consequence of actions or activities.*

The *Community, Citizens, or Customers* then Use the Results created by organisations by cycling to work on a new cycleway, by attending further education courses, or by becoming informed about the risks of smoking through an awareness-raising campaign. Uses are also *actions* or *activities* of some kind but are undertaken by the community, citizens or customers rather than organisations.

The *Community, Citizens, or Customers* create Benefits by using the Results produced by organisations, such as healthier people due to increased exercise, a more educated and confident population, or a reduction in lung cancer due to fewer people smoking. Benefits are the *consequence of actions or activities* that are delivered by the community, citizens or customers.

The diagram above shows that almost without exception, ***Benefits are not delivered by organisations. Benefits can only occur when citizens or clients engage with Results by using them.*** This means that two of the most important questions that should be asked when starting a project are 'Who is going to use the result of this project?' and 'What evidence exists that this result will be used?'

One of the core strengths of PRUB is its ability to audit a single project or set of projects to ensure that it can be logically determined that the Results of Projects will be used and that therefore they will contribute to the desired benefits.

The importance of handover and engagement

Perhaps the most crucial part of the PRUB information structure is the divide between column two (Results) and column three (Uses) – the handover of Results from the organisations that created them to the end user, and the engagement with that end user in order to ensure that the right Results are created in the first place.

The **arrows or links** between Projects, Results, Uses and Benefits in diagram 1 indicate that one Item will lead to, or directly contribute to, another – for example, a Project to build a cycleway will evidently lead to the Result of having a cycleway in place.
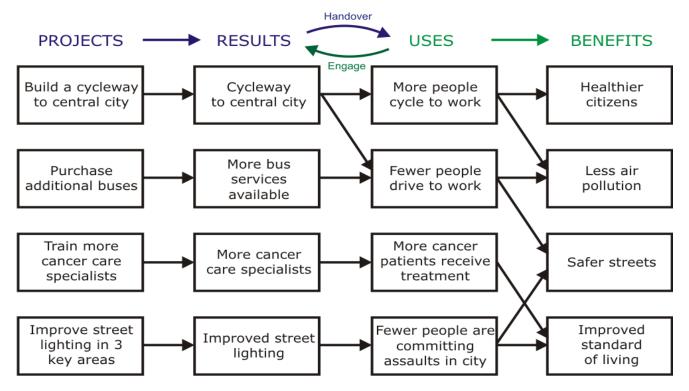

Diagram 1: handover and engagement between Providers and Users, and the linking of Items