UN HABITAT
FOR A BETTER URBAN FUTURE

“Results Based Management: Theory and Application”

Defining RBM/MfDR

Results Based Management/ Managing for Development Results

is a management strategy that focuses on development performance and on sustainable improvements in country outcomes

(OECD Policy Brief, March 2009)

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Why RBM?

- **Efficiency** - is about internal operations or internally implemented activities at HABITAT (cost-reduction, quality, timeliness etc) that support the MTSIP delivery.
- **Effectiveness**- Is about Results and it happens outside HABITAT where we identified the problems we are striving to change in all focus areas

Why RBM

- RBM helps us to answer 3 related questions:
- Why does the organization exist, and is it serving its purpose?
- Whose needs is the organization intended to serve, and is it serving those needs?
- What is the organization supposed to deliver, and is it delivering this?

Milestones

Millenium Development Goals

UN summit New York (2000)

❖ ***What do we want to achieve?***

International Conferences on Financing for Development

Monterrey and Doha (2002, 2008)

❖***How are we going to finance this?***

High Level Forums on Aid Effectiveness

Rome, Paris, Accra, Busan (2003, 2005, 2008, 2011)

❖***How should development actors cooperate?***

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Milestones

International Roundtables making RBM/MfDR operational

1st Round Table **Washington 2002**
2nd Round Table **Marrakech 2004**
3rd Round Table **Hanoi 2007**

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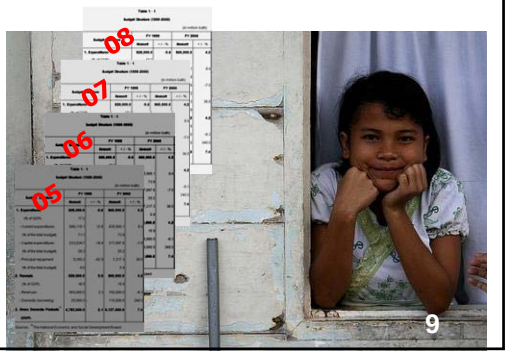
Milestones

1st Round Table, Washington, 2002

- Stock taking of ongoing RBM/MfDR efforts
- Focus on increased RBM/MfDR capacity
- Need coordinated support and harmonised approaches
- Develop results-focused corporate cultures and incentives.



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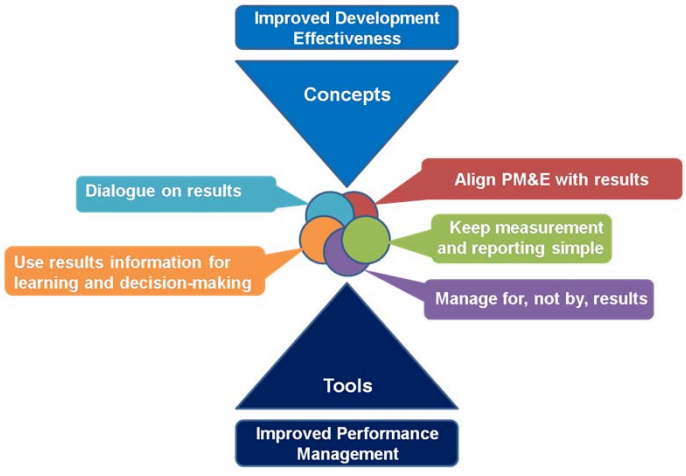
Milestones

2nd Round Table, Marrakech, 2004

The international community agreed on five principles



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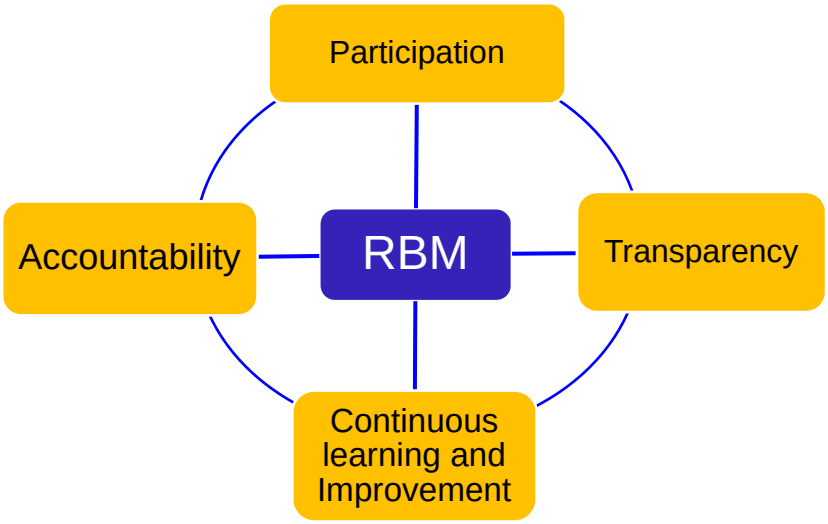
RBM Principles



Thematic areas

1 Results Framework for:

- The strategic framework 2014-2015
- The strategic plan 2014-2019 as a basis for RBM and results reporting !

Types of Results

There are two types of results:

- ***Operational results:***

  These results are the administrative and management product achieved by a program or project.

- ***Developmental Results***

  These results demonstrate the transformation that occurred in a program or project. They correspond to the Outputs, Outcomes, ands Impact of Habitat's intervention in a developing country.
  (These three levels of results form the Chain of results)

What is a Development Result?

- *A describable or measurable change resulting from a cause and effect relationship*

  (UNDG harmonised terminology 2003)

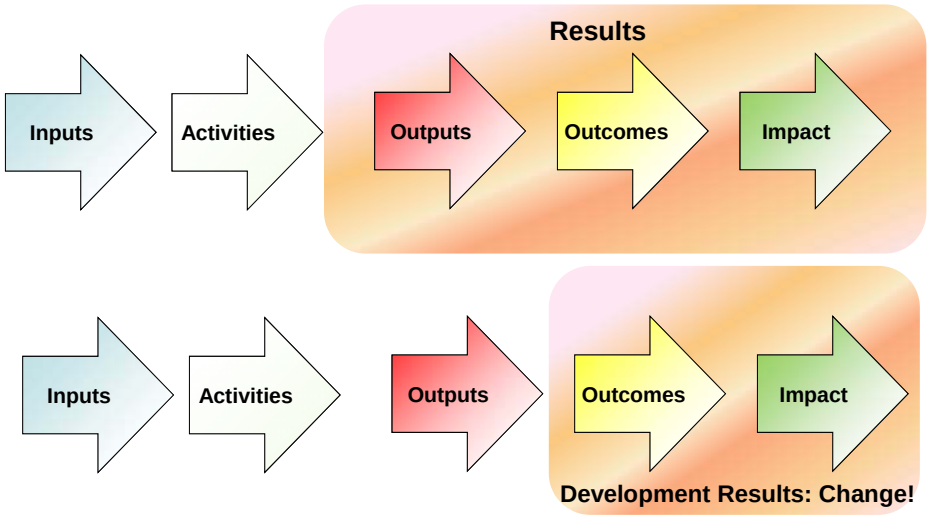
- Results are **consequences** of actions taken to meet certain objectives

- It is the **difference you make** with your money

Acid test in any project

A result must reflect a **change** in the problem identified.

What are results ?



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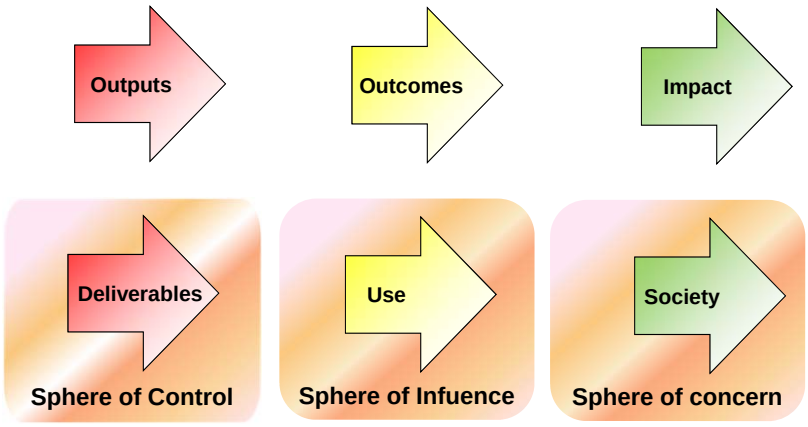
What are results ?



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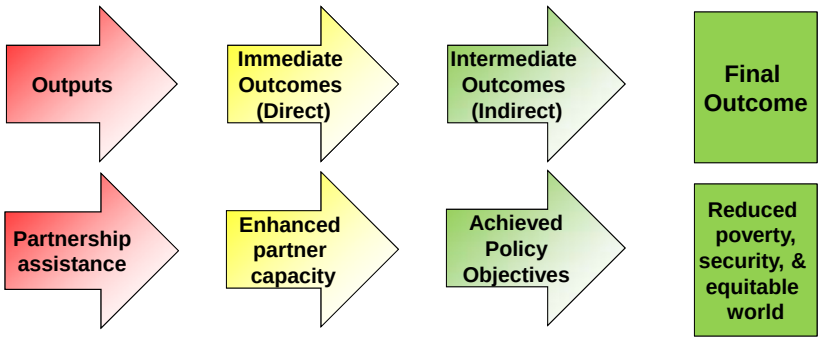
Why results?

Results chains can include more outcome (or impact) levels, capturing the development change process better



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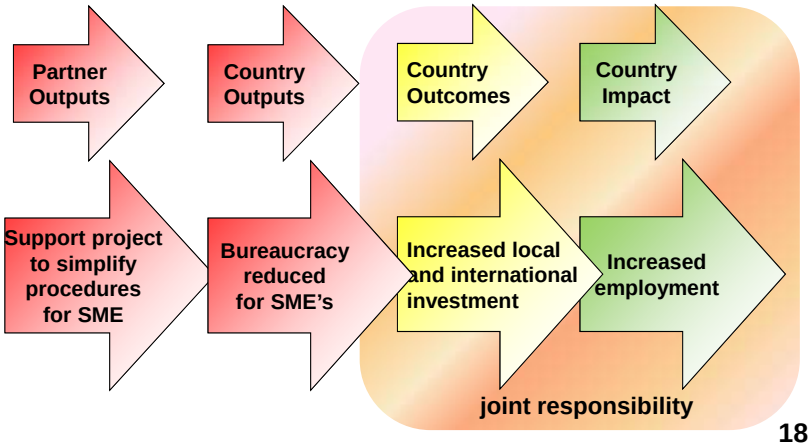
Why results?

Results chains can include more output levels, capturing the contribution of development partners to the change process better



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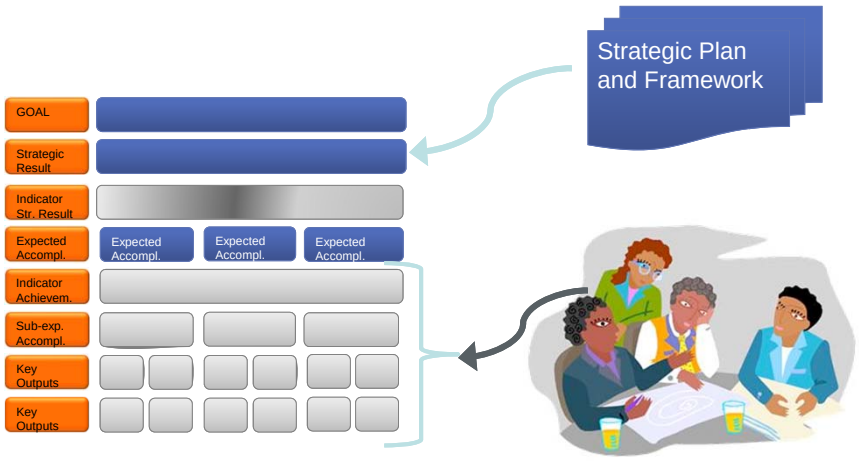
Definitions of results chain components

- **Inputs:** The financial, human, material, technological and information **resources used** for the development intervention.
- **Activities**: **Actions** taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilised to produce specific outputs.
- **Output: The products and services** which result from the completion of activities within a development intervention.
- **Outcomes:** The intended or achieved **short-term and medium-term effects** of an intervention's outputs, usually requiring the collective effort of partners. Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact
- **Impacts:** Positive and negative **long-term effects** on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types

Results Framework

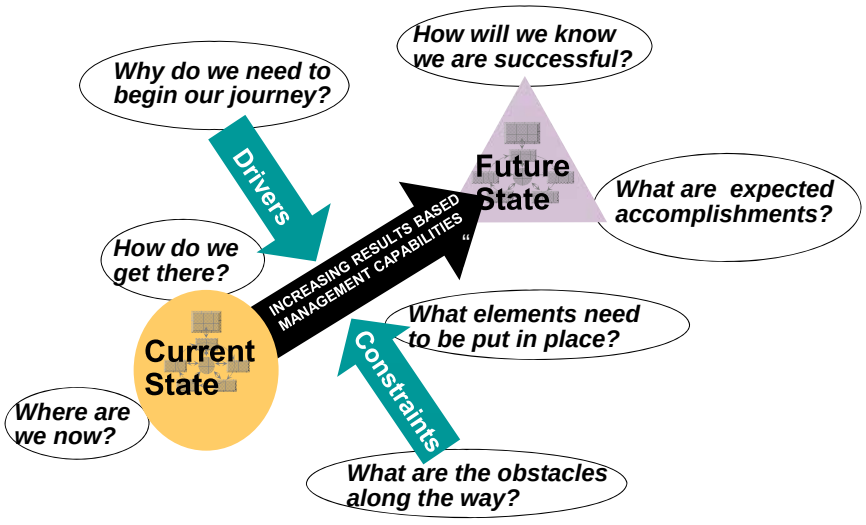


Types of Results in an RBM system

A results chain is a logically linked set of results, some immediate, others more distant. Results **at each level aggregate to produce the results at the next higher level**. The results chain includes.

- Immediate deliverables called OUTPUTS that are consequences of completed activities (examples)
- End of project results called OUTCOMES (EAs), which are the consequences of the achievement of a set of outputs
- A long-term result called IMPACT, that is the logical consequence of the achievement of the outcomes.

Note: RBM is a journey not a destination and requires a change process and continuous learning and improvement



Thematic areas

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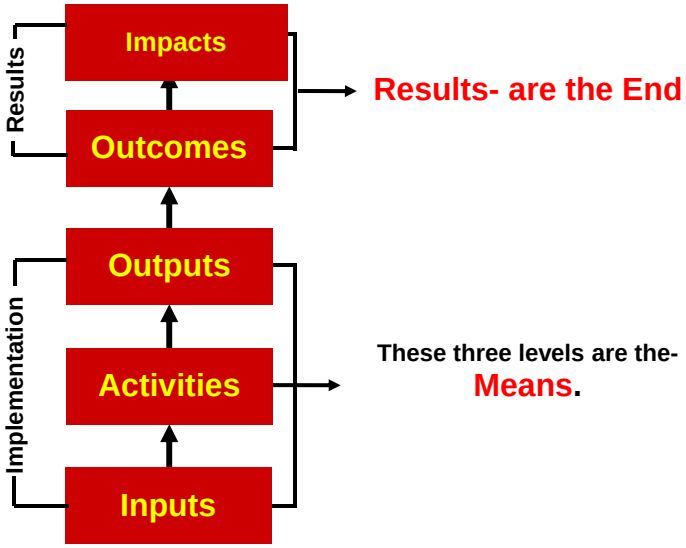
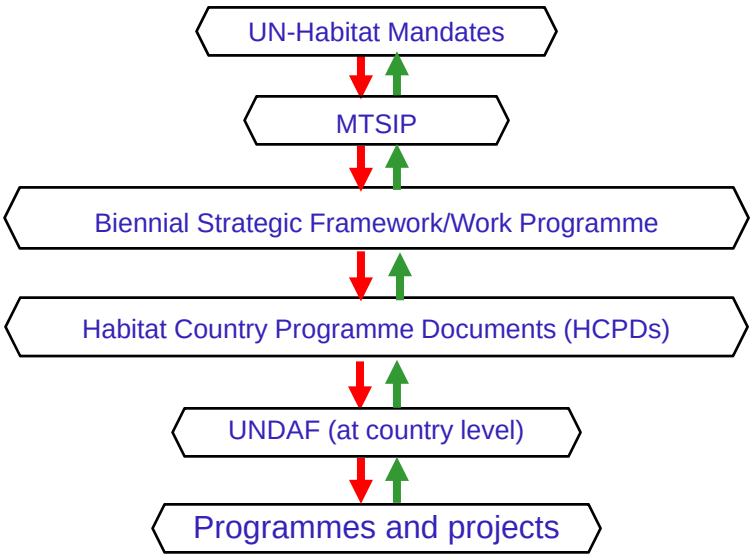
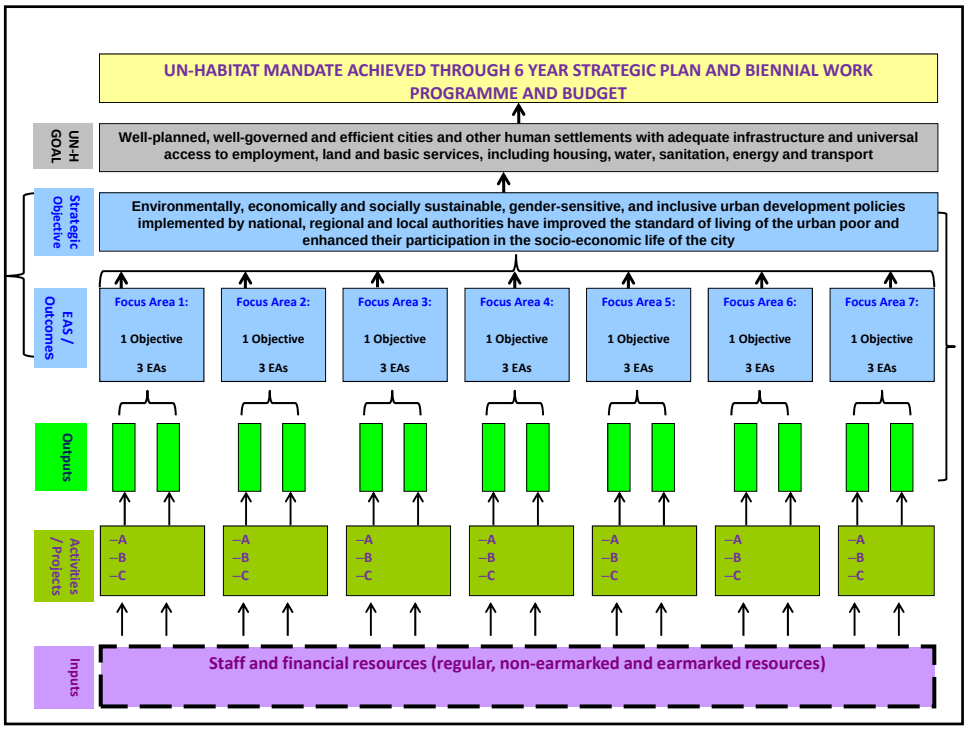
Levels of Results-

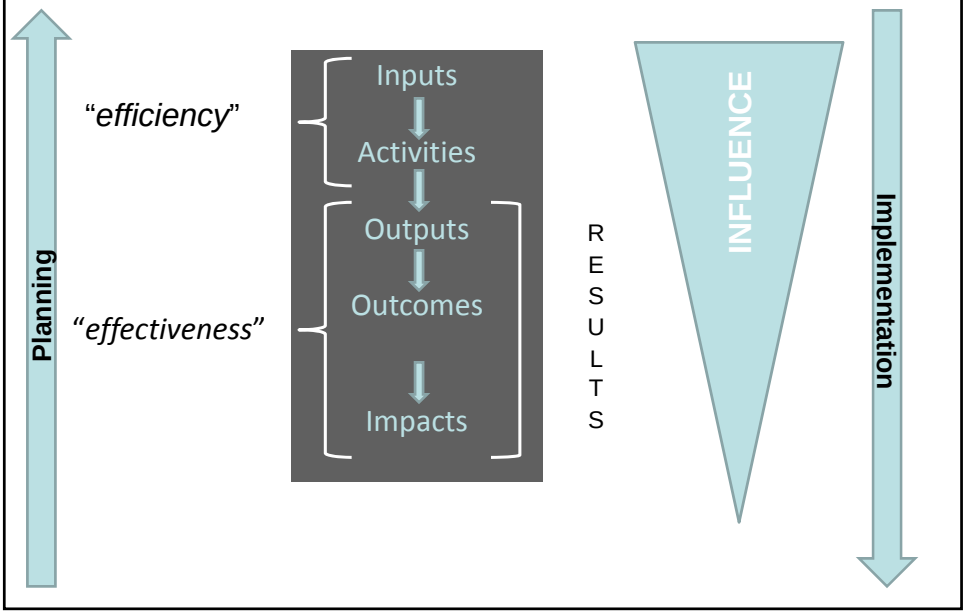


MTSIP results cascade to country level

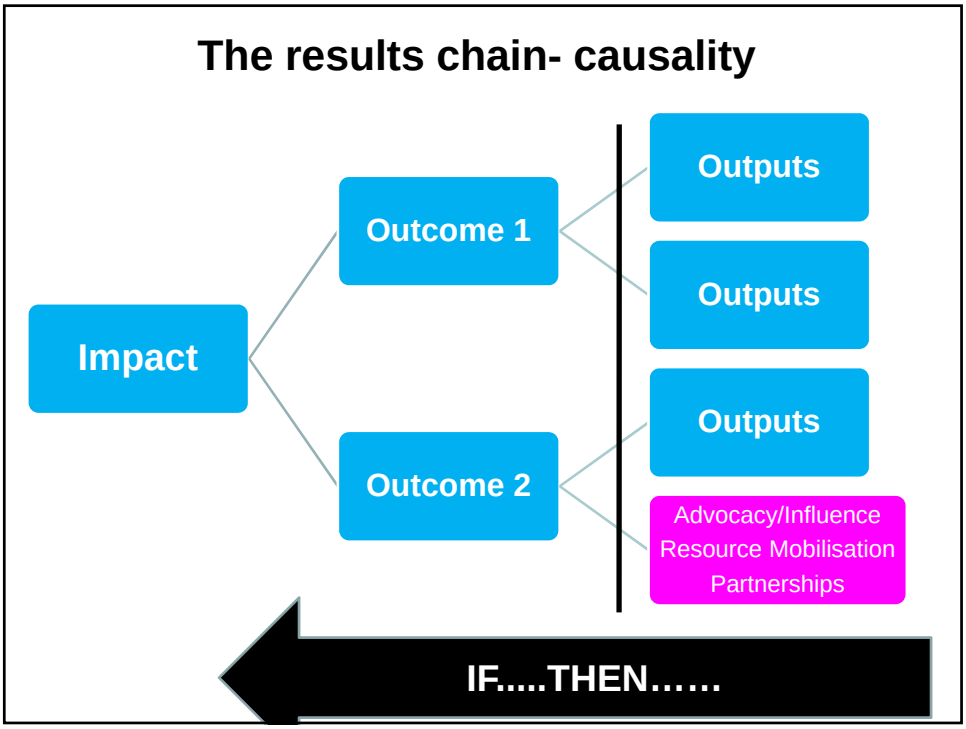




From Inputs to Impacts

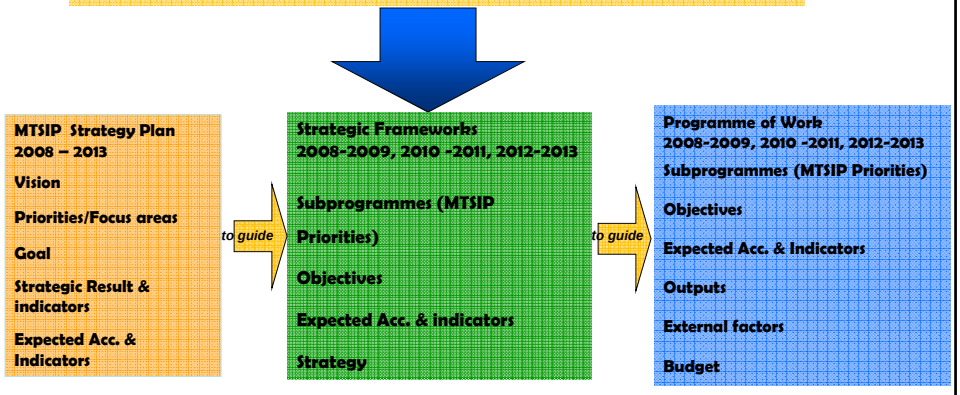


The results chain- causality



Strengthened Results Chain

Delivering UN-Habitat's Mandates through MTSIP Results



The MEANS and the End

- Inputs, Activities and Outputs are the MEANS
- Outcomes and Impacts are the END that the project works to achieve
- Remember…..A result must reflect a change in the problem identified

Holistic RBM

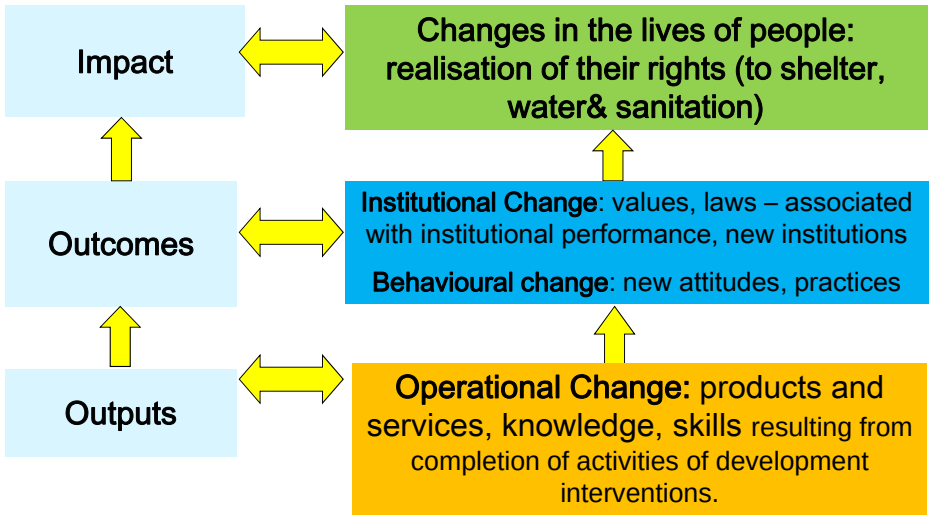
Results-Based (Performance) Management

Performance Measurement

Strategic Planning

1. Identifying clear and measurable objectives
2. Selecting indicators
3. Setting explicit targets
4. Developing performance monitoring systems
5. Reviewing, analyzing and reporting actual results vis-à-vis targets
6. Using evaluation findings to generate lessons and increase the understanding of strengths, weaknesses and comparative advantages
7. Using performance information for internal management accountability, learning, resource allocation decisions including human resources management, and reporting to stakeholders and partners

Types of Change



Hierachy of Results

Level of Change	Results Chain	Focus of Change	Timeframe	Collective Account-ability
Impact	Strategic Result	Human rights	5-10 yrs	more
Outcomes	Joint Programming Result	Institutional/ Behavioural	5 yrs	
Outputs	Multiple or single intervention result	Skills/abilities, Knowledge, attitudes, products & services	<5 yrs	
Inputs			<1 yr	less

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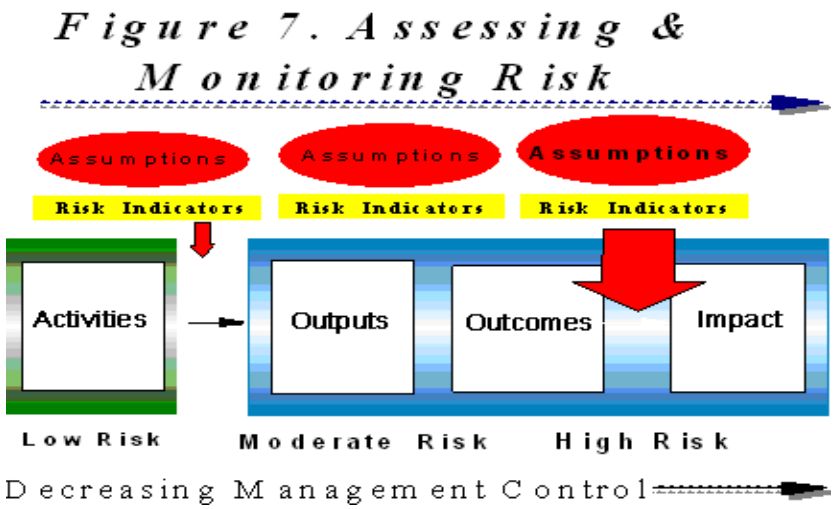
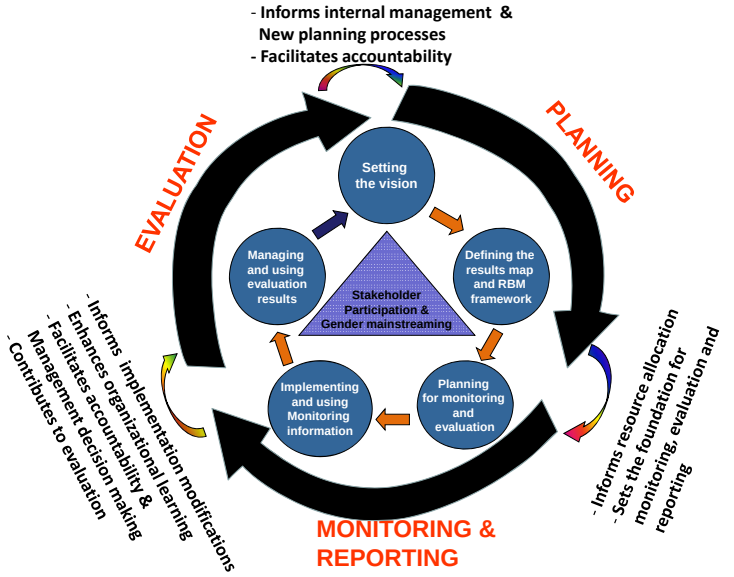
Risks and Assumptions



Application of RBM in UN-Habitat



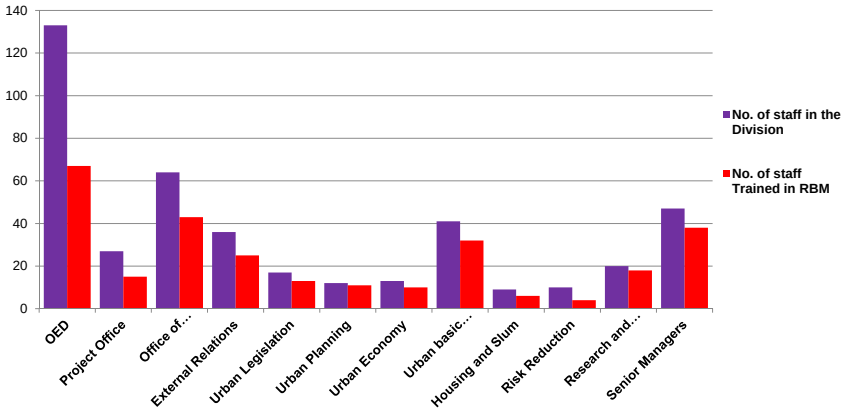
Major Pain Points

- The tracking of too many performance indicators (project and programs)
- Increased frequency of reporting
- Managers reluctant to be accountable for results not entirely under their control
- Tendencies to fall back to management of outputs and activities
- Credibly reporting

NOT managing for results

- **NOT** managing for results is-; managing resources and authorities to produce **outputs**, with **lip-service to an outcome objective.**
- **Working in 'silos' and in competition**
- **Reporting only 'politically correct' data- Avoiding failure data**
- **Not reflecting and learning-throwing good money after bad money**

UN-Habitat staff trained in RBM 2009 -2012



Recent Trainings
RBM Orientation workshop, Sep 28-29 2012, Nairobi = 34
HPMs, CTAs and staff trained in ROLAC in November 2011 = 32
HPMs, CTAs and staff trained in ROAAS in March 2012 = 31
CPR members trained in September 2011 = 24
Senior Managers trained in September 2011 = 22

Achievements: Improved Monitoring and Evaluation

- Organization rated 4th in UN-Secretariat
- Results focused reporting in the six-monthly progress report
- Integrated reporting on programme and financial resources
- Strengthened Monitoring and Evaluation Policy and Guidelines
- Strengthened and standardised evaluation capacities and practices - UNEG norms & internal technical guidance
- Improved implementation of evaluation recommendations

Way forward

- All future biennial strategic framework and work programme documents will be fully aligned to the new six-year strategic plan.
- The planning documents will be systematically informed by evaluation findings.
- The new project based management electronic system (UN-Habitat PAAS) will facilitate comprehensive monitoring and reporting of the whole results chain at both programme and project levels.
- All performance information from the evaluations will be synthesized and displayed on the intranet for learning and management decision-making.
- There will be more sustained and continuous capacity building in RBM, including the establishment of a cadre of RBM champions.

Conclusion

- Considerable progress made in improving planning, monitoring, reporting, evaluation and institutional arrangements and policies.
- Much more still to be done - RBM a process
- UN-Habitat committed to effective RBM system and achievement of MTSIP development results
- Continuous learning and improvement

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