



**Results-Based Management  
Workshop for UN-Habitat  
Senior Managers**



# Introduction to RBM

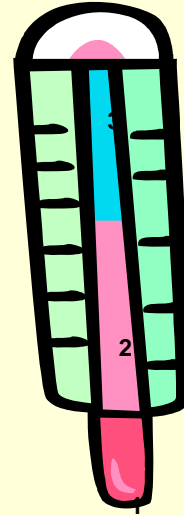
## Learning Delivery Approach Varied Approaches .....

- Have Fun: Music
- Presentations:
- Participatory Discussions
- Video and Images:



# RBM-K-Meter

- **Where do you stand with your RBM knowledge ?**



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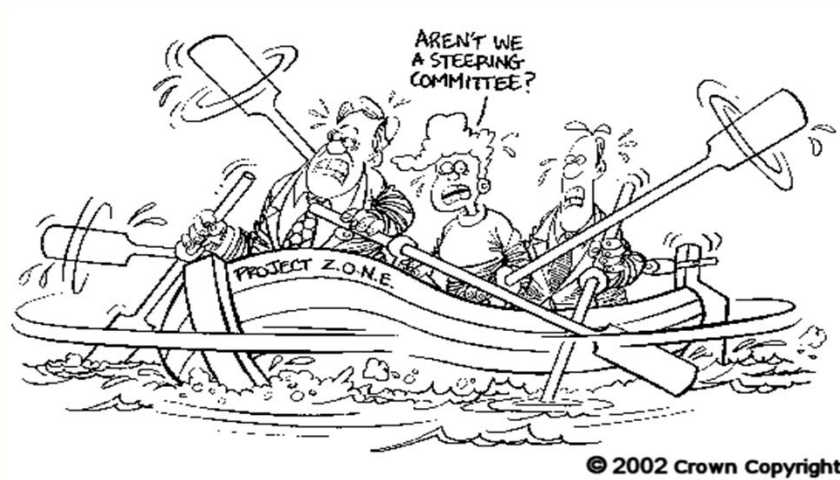
## Session 1: Introduction

### Responding to the New Realities

- New realities...
  - Need to demonstrate value to stakeholders
  - Obligation to do more with less while maintaining quality
  - Budget constraints
  - Accountability to stakeholders
- Monterrey, Paris and Accra Declaration
  - Demonstrate results, MDGs.

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## What Do You See in this Picture?



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Is the Cheshire Cat  
right?

"Which road should I take?" Alice asked the Cheshire Cat.

"Where do you want to get to?" the cat asked helpfully.

"I don't know," admitted Alice.

"Then," advised the cat, "any road will take you there."

Lewis Carroll. *Alice in Wonderland*.

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## Watch This Video

<http://www.youtube.com/watch?v=ISM1mvMypWU&feature=related>

## Session 1

### RB Concepts and Terminology

# What is RBM ?

## Introduction to RBM - What is RBM?

- It is broad management approach that is intended to improve management effectiveness, performance improvement and accountability by defining realistic expected results, monitoring and reporting progress towards planned results, evaluating performance and integrating lessons learnt into management decisions, future planning and improvement

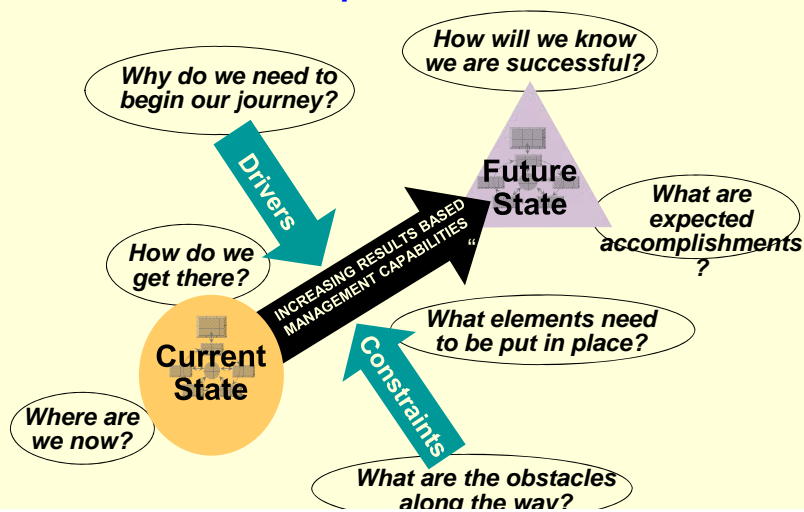


## RBM Basic Principles

- **B** - Balanced
- **E** - Easy
- **S** - Sustainable
- **T** - Transparent
- **V** - Value-added
- **A** - Accountable
- **L** - Linked
- **U** - Useful
- **E** - Efficient

Acronym "BEST VALUE"

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



## What is a Result ?

- A result is a measurable or describable change arising from a cause and effect relationship.
- It can be positive or negative.



Positive Results = Success

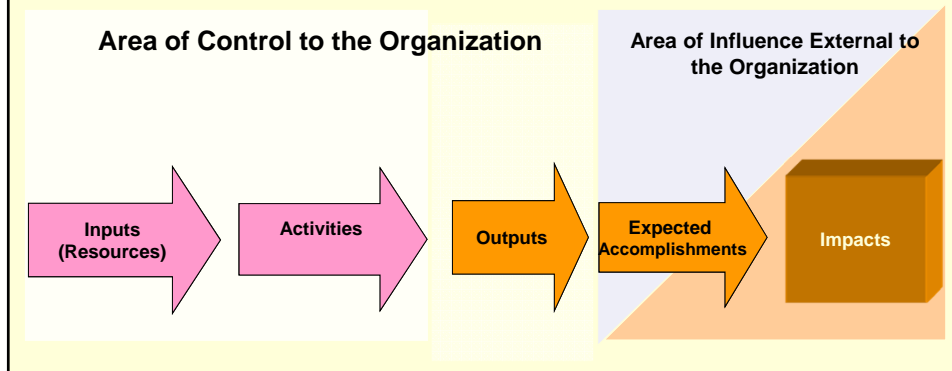
## Identifying the Desired Results



## Introduction to RBM – Logic Model

RBM tools help us focus our attention on contributing to UN-Habitat results by managing well what is in our control

### For Operations and Programmes



## Introduction to RBM – The Logic Model

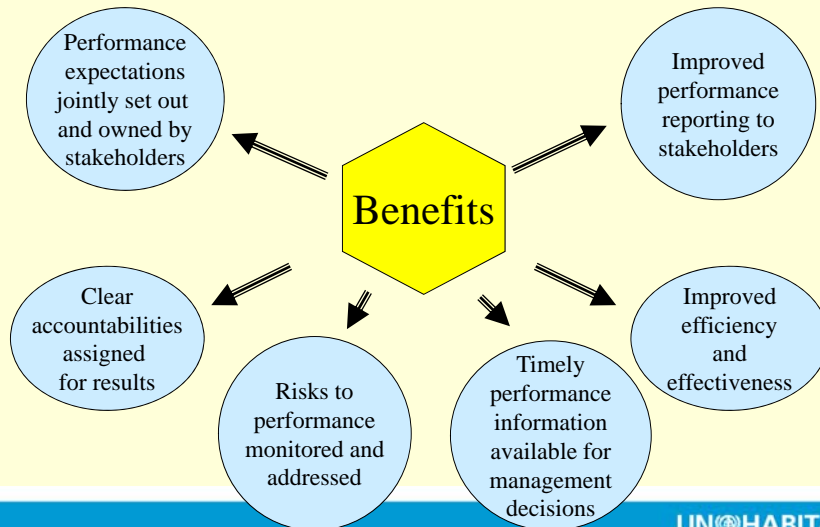
RBM is based on logical approach to thinking

Cause - Effect	Definitions
“Impact”	Positive and negative, intended or unintended long-term results produced by a UN-Habitat operation, either directly or indirectly.
“Expected Accomplishments”	The medium-term results of an operation’s outputs
“Outputs”	The products, capital goods and services which result from a UN-Habitat operation; includes changes resulting from the operation which are relevant to the achievement of expected accomplishments.
“Activities”	These are what you do with the inputs – the actions taken, using the inputs, to produce specific outputs
“Input”	Human and physical ingredients of work – the raw materials needed to bring about the results being sought. They include expertise, equipment, supplies

NB: UN Secretariat and UN-Habitat Outcomes are referred to as Expected Accomplishments

## Introduction to RBM - Why RBM?

### Key Benefits of RBM



## Introduction to RBM – The Logic Model

Logic Models help develop and monitor our plans - summary

- **Planning, design tool**
  - Depicts cause-effect linkages between investments, targeted beneficiaries and expected results
- **Implementation**
  - Allows for continuous monitoring of each project components and the opportunity to readjust implementation plans
- **Programme management tool**
  - Reference point for making implementation decisions
- **Evaluation tool**
  - Establishes performance expectations against which to measure success
- **Communications and reporting tool**
  - Builds a common performance vision with stakeholders