RBM in Planning

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The Pillars of Managing for Results in UN HABITAT

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RBM Life Cycle

Strategic Planning

Formulating Objectives Determining a Strategy, Identifying Indicators and Risks, Performance budgeting, Setting Targets

(Strategic Alignment)

Managing for Results in UN-Habitat

Evaluation,

Providing feedbacK
Learning and adaptation

Monitoring

Reviewing and Reporting Results, Analyzing Performance Information

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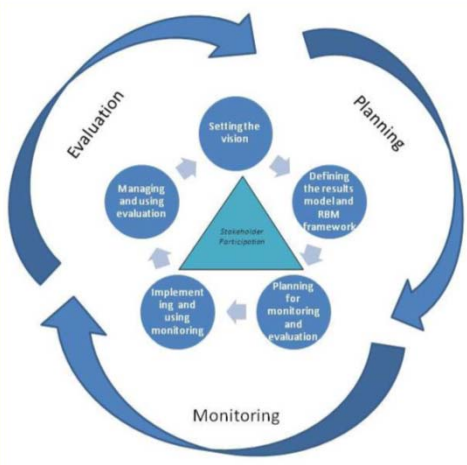
The RBM life cycle approach



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RBM Process and Key Steps

Key Steps in Results-Based Management

This Step ...	Accomplishes This ...
Formulating Objectives and Defining a Strategy	Defines the results we are trying to achieve and our strategy for achieving them
Identifying Indicators	Identifies what we need to measure in order to understand whether we are accomplishing the results we want to achieve.
Setting Targets	Defines how much progress we need to make on what timeframe.
Monitoring Results	Collects the data needed to measure our progress.
Reviewing and Reporting Results	Compiles, analyzes, and reports the data in a way that meets the needs of different levels of the organization.
Integrating Evaluation	Uses evaluations to understand why performance exceeds or falls short of expectations.
Using Performance Information	Uses the performance information we have developed to continuously improve our performance.

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TRANSLATING UN-HABITAT MANDATES TO RESULTS

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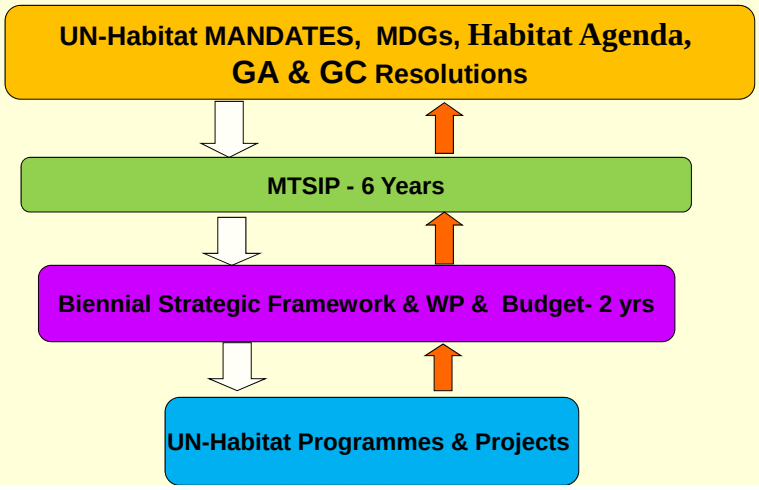
Translating UN-Habitat mandates to results



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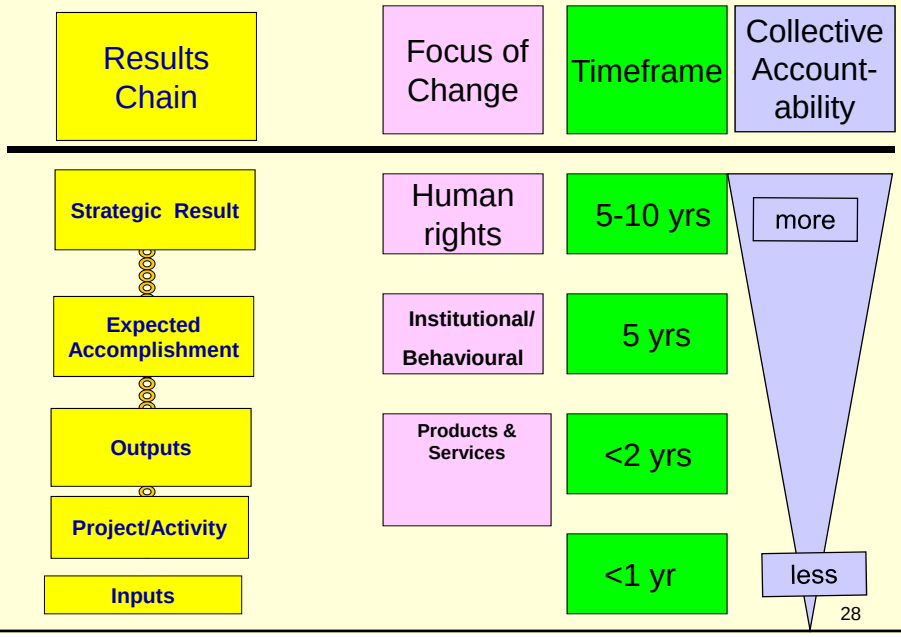
Hierarchy of Results



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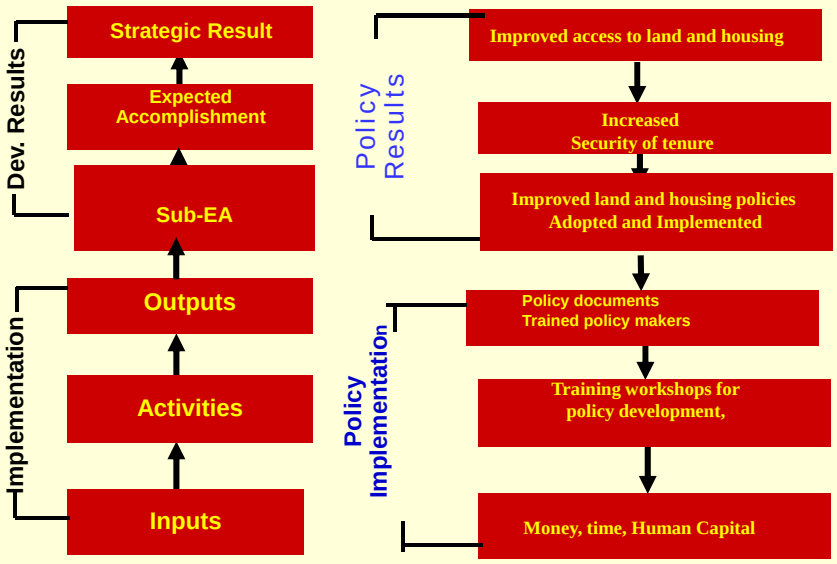
Example of a UN-Habitat Results Chain



How Would You Know UN-Habitat is Succeeding ?

Identifying Criteria for Performance Success

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How Would You Know You Have Succeeded ?

- **Determine indicators (yardsticks)**
- **Determine your targets (standards, criteria for success**
- **Collect performance information**
- **Analyze and tell people the performance story**

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What is an Indicator?

Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, or to reflect the changes connected to a UN-Habitat operation or activity or support service

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Identifying Indicators

Use these criteria

- **Specific –** measures only the specific design element (input, activity, expected accomplishment, or impact) that it is selected for.
- **Measurable –** Defines the measurement such that 2 people would understand each term within the indicator and measure it the same way time and again.
- **Accurate –** Must be accurate enough to give reliable data that can be converted to usable information to assist decision makers.
- **Realistic –** Must be realistic and practical in terms of UN-Habitat ability to collect the data with available resources.
- **Timely –** Is able to measure change within the timeframe of the operation, and if it requires a reasonable amount of time to use, and/or if it considers the time when the measurement takes place

In other words - using these 5 criteria, your choice of indicators will be SMART

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What is a Target?

- A desired level of performance to be achieved within a specific time period, as a result of an intervention, as measured using a pre-defined performance indicator

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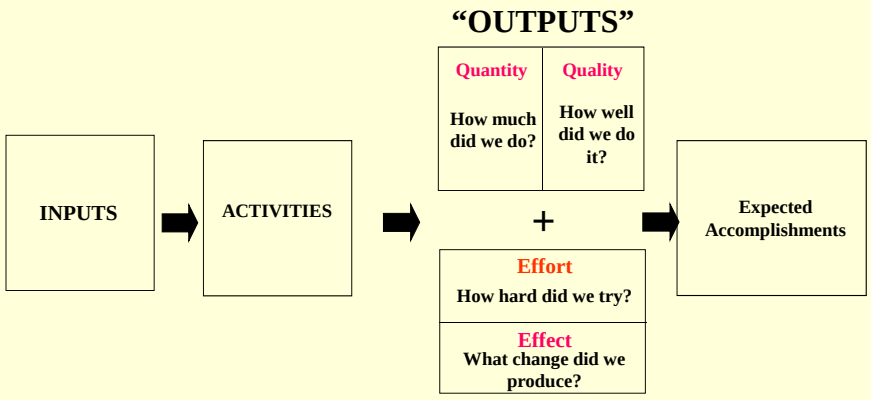
How Will You Know UN-Habitat Delivered the Desired Results ?



Source: Mark Friedman (1997, 2000)

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RBM IN PRACTICE

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RBM Tools in UN-Habitat

RBM Step	Tools Available
Planning	•SMART MTSIP Results Framework •Focus Area Strategy Papers •Biennial Strategic Framework & Work Programme Budgets •Results Based Budgeting Tool •Annual Work Plans •Performance Review and Tools •Strategic Plan
Monitoring and Reporting	• MSTIP Progress Report • IMIS/GMIS- Monitoring programme/project , financial performance • IMDIS –Monitoring programme performance • Financial Status Reports • Biennial country Activity Report • Secretariat Reports • Six Monthly Progress Report • Draft M & E Policy & Guidelines • Joint Monitoring
Evaluation	•Draft M & E Policy & Guidelines •Biennial Programme and Budget •Biennial Evaluation Plan •UNEG Norms and Standards

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Inter-linkages and Dependencies Between Planning, Monitoring & Evaluation

- Without proper planning and clear articulated of intended results. It is not should be monitored and how, hence monitoring cannot be done well
- Without effective planning , the basis for evaluation is weak, hence evaluation cannot be done well.
- Monitoring is necessary , but not sufficient for evaluation
- Monitoring is facilities , but evaluation uses additional new data collection collection and different frameworks for anyone
- Monitoring and evaluation of a programme will often lead to changes in programme plans. This may mean further changing or modifying data collection for monitoring purposes.

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Levels of Planning

- Strategic Planning
- Institutional (Management) Planning
- Operational Planning
- Work Planning
- Action Planning

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The Performance Dialogue
Work Planning

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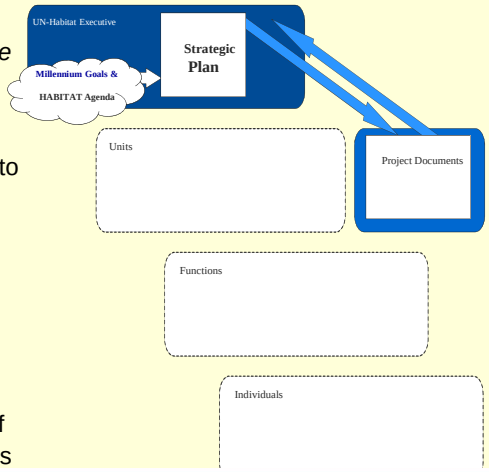
Project & Support Service Activities

Generating Strategic Alignment

- Strategic alignment means roughly translates into *"everybody pulling in the same direction"*
  - Millennium Goals and UN-Habitat agenda, donor expectations have to guide everything we do in UN-Habitat
  - The Strategic Plan need to guide the choice of projects and programmes
  - The Focus Areas and expected results need to guide our choice of management and support activities



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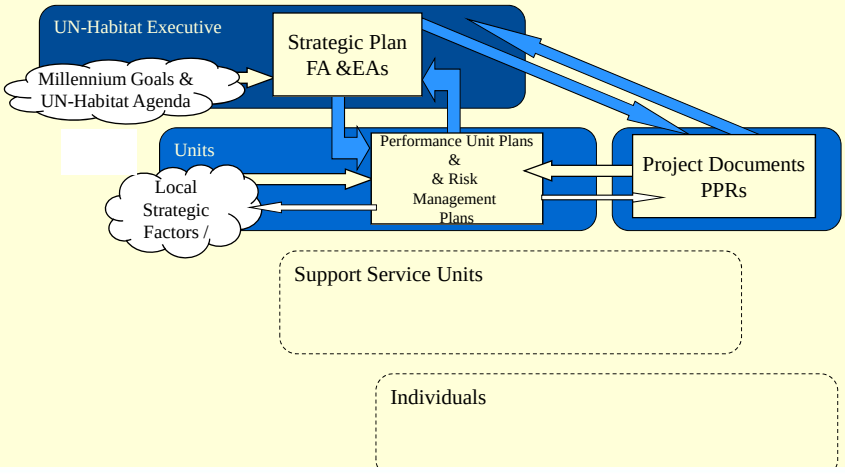
Work Plan Development

Ensuring strategic alignment at unit level



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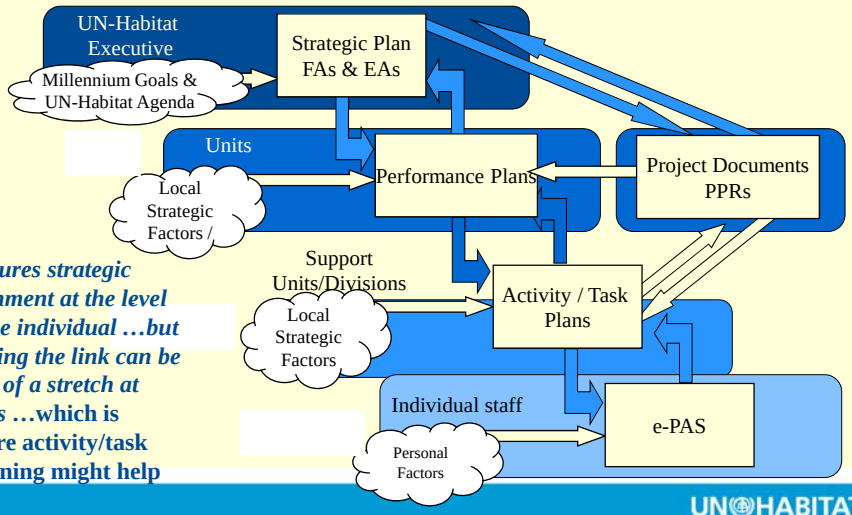
Activity / Task Planning and Linkage to e-PAS



Ensures strategic alignment at the level of the individual …but making the link can be a bit of a stretch at times …**which is where activity/task planning might help**

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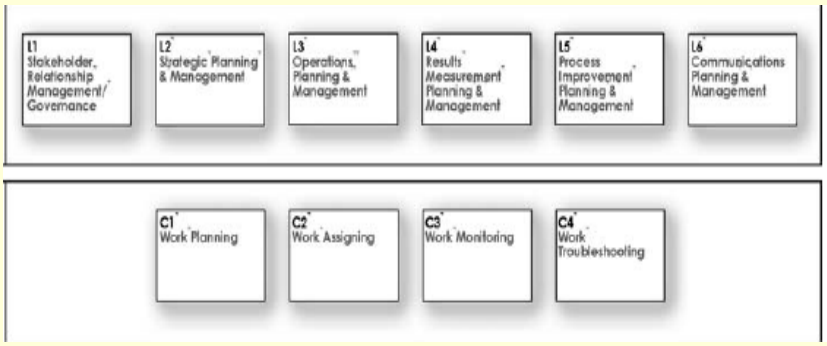
Planning For Results

Areas of Performance



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Session1: Introduction to RBM - What is RBM?

How well are we managing results at the moment?

We have been focusing increasingly on RBM for the past five years, but how well are we doing it?

Are we measuring Outcomes and Impacts as well as Outputs?

How well do we use reported performance information for management purposes?

Do we apply RBM to ALL Performance operations, incl. support functions or only to programme and project Performance?

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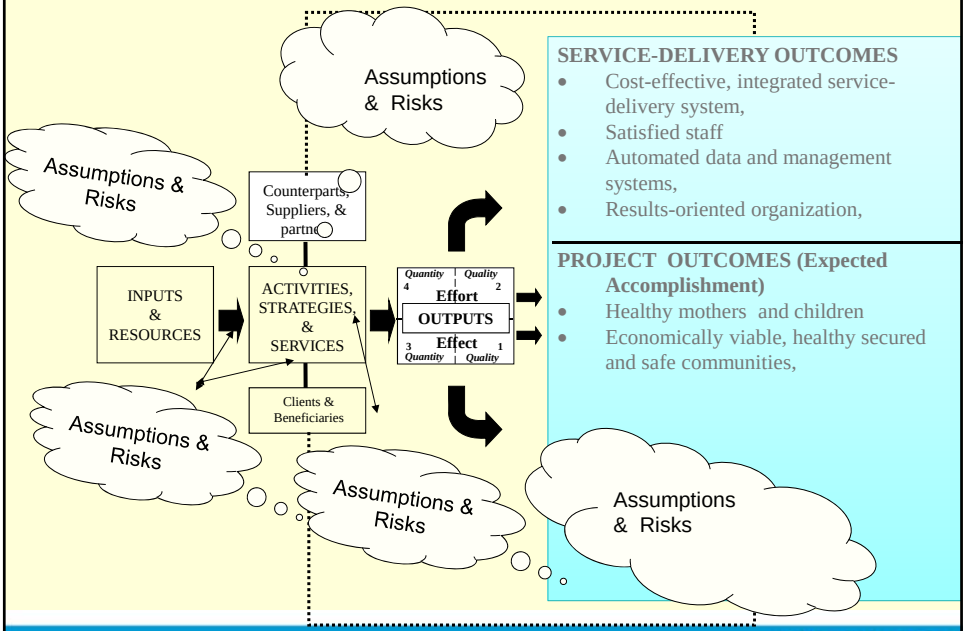
Achieving Results:



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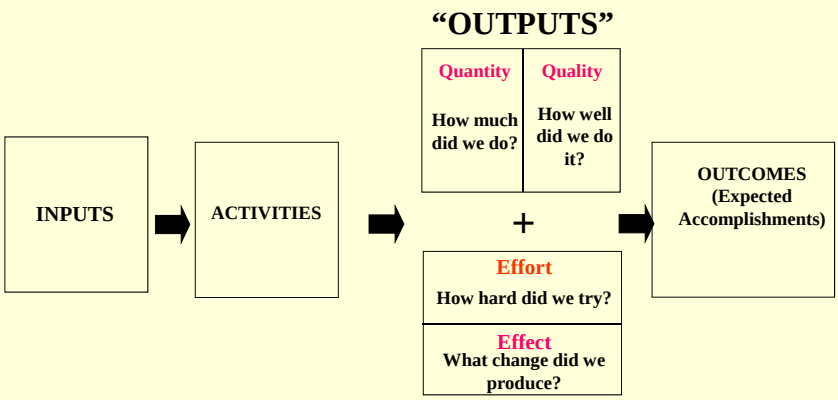
How Well Did You Achieve ?



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How Would You Know You Are Succeeding ?

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