

To: All staff

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From: Maimunah Mohd Sharif
Under-Secretary-General and
Executive Director

Date: 22 March 2021

Through Christine Knudsen
Director of External Relations, Strategy, Knowledge
and Innovation Division

Subject: **Roll Out of Results Framework (Strategic Plan 2020-2023) and Results-Based Management (RBM) Policy**

In keeping with the objectives of the organization to enhance efficiency, transparency and accountability, and to ensure a quality approach in the delivery of the Strategic Plan 2020-2023, the UN-Habitat Executive Board approved both the Results Framework and the RBM Policy at their second session in October 2020.

With the development of this comprehensive results-framework, the Agency has taken important first steps towards the development of a results-oriented organizational culture. Together, we will systematically develop, monitor and report on specific, measurable, achievable, reliable and time-bound (SMART) indicators with associated baselines and targets.

Further, through the approval of the two documents, UN-Habitat is committed to implementing the Strategic Plan in a way that reflects the UN-Habitat focus on outcomes and impacts. The Results-Based Management Policy lays down the guiding principles of embedding results in our projects and programmes; an updated Results-Based-management manual will be developed to accompany the policy.

UN-Habitat further aims to establish a corporate-wide and institutionalized monitoring and evaluation system to:

- a) track progress towards the implementation of the outcome areas,
- b) take corrective measures,
- c) enhance transparency and accountability
- d) strengthen reporting to Member States, donors and other stakeholders, including through an online interactive platform accessible to all partners, and
- e) identify bottlenecks and unintended effects thereby providing the basis for more responsive programming and actions.

In practice, going forward all new projects shall clearly show the pathways through which the project is delivering the Domain of Change (DoC) Outcomes in both the Theory of Change (ToC) and Logical Framework (LogFrame). This will be achieved by linking the projects with relevant indicators from the Results Framework, at project objective level or at outcome level. These indicators are classified into three types to capture the diversity of our work: human impact indicators, institutional outcome indicators, and catalytic indicators.

Please refer to the Results Framework for details on the indicator selection and data collection methodology.

As we are now in the early part of our second year of the Strategic Plan, I request each of you to ensure that you take all necessary steps within your projects, programmes, and work teams to apply the Results Framework. The RBM policy clearly defines accountability lines, leadership as well the roles and responsibilities in the delivery of results.

I shall periodically request results progress reports and anticipate your full adherence to the policy. For any questions, please direct these to the Strategic Planning and Monitoring Branch (Asa Jonsson, Rosa Muraguri-Mwololo).

Thank you.