

## Why RBM?

- ❑ In 1970s and early 1980s MBO with emphasis on inputs, processes and outputs
- ❑ Governments under pressure from citizens demanding better services and more accountability for their taxes
- ❑ UN Reform and international pressure made RBM imperative
- ❑ UN Secretariat adopted in 2000, mandated by GA.
- ❑ MDGS, the most famous example of results

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## Why RBM?

- ❑ UN-Habitat like other UN Secretariat organizations adopted in 1998 - GA
- ❑ Mandated by GC resolutions in 2007 – MTSIP to be implemented using RBM
- ❑ Pressure from donors, Member States to demonstrate results
- ❑ It is best practice and effective in achieving results
- ❑ With RBM you start with results and determine how to achieve them logically with systems, processes and tools

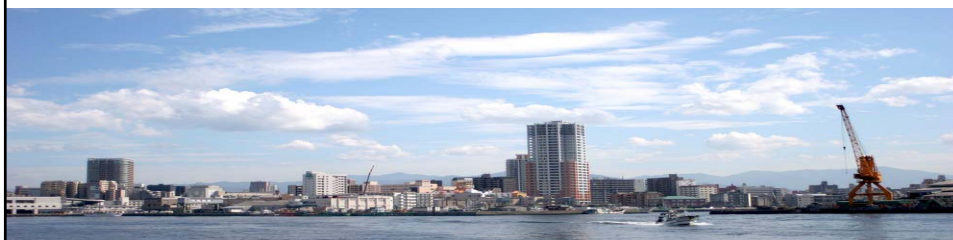
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# Results-Based Management

From Mandates to Results: Planning for results at Strategic and Programme Levels

ROAf, Maputo

13 July, 2015



## 1. What Do You See in this Picture?



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## 2. Structure of Presentation

Presentation answering the following questions:

- Why do we plan?
- What do we plan?
- How do we plan?
- What is your role in the planning process?

## 3. Why does UN-Habitat Plan?

- GA and GC resolutions, the Habitat Agenda, MDGs and SDGs
- Mandated plans:
  - Strategic Plan 2014-2019 (Res/23/11)
  - strategic framework & work programme & budget
- Planning is best practice, it tells you what you want to achieve and how to get there.
- Participatory planning strengthens ownership and commitment to the plan
- Member States, donors, beneficiaries and staff need to know.
- Resources and organizational chart are approved and supported by GA, GC on the basis of corporate plans.

## 4. Strategic Plan - Strategic Choices



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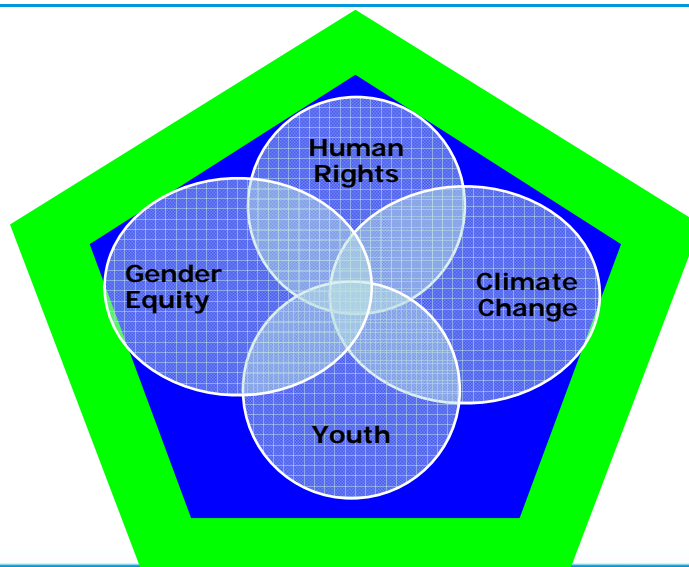
## 5. Strategic Choices: 7 Thematic Priorities of Strategic Plan Aligned to Subprogrammes



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## 6. Mainstreaming Cross-cutting Issues

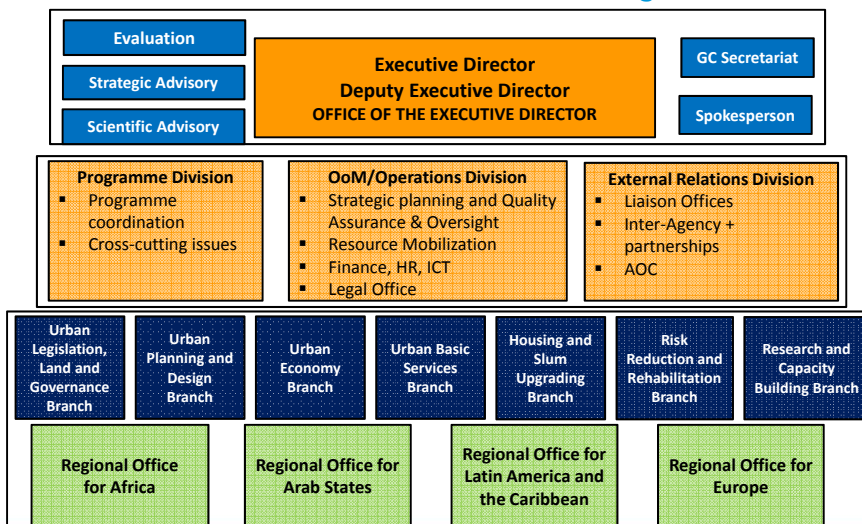


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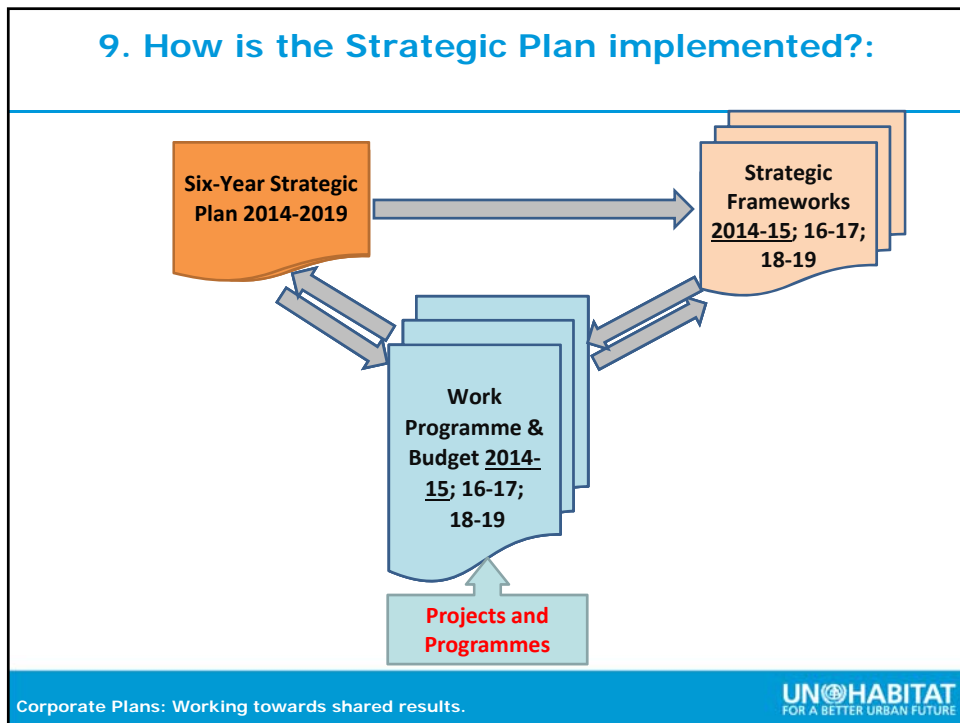
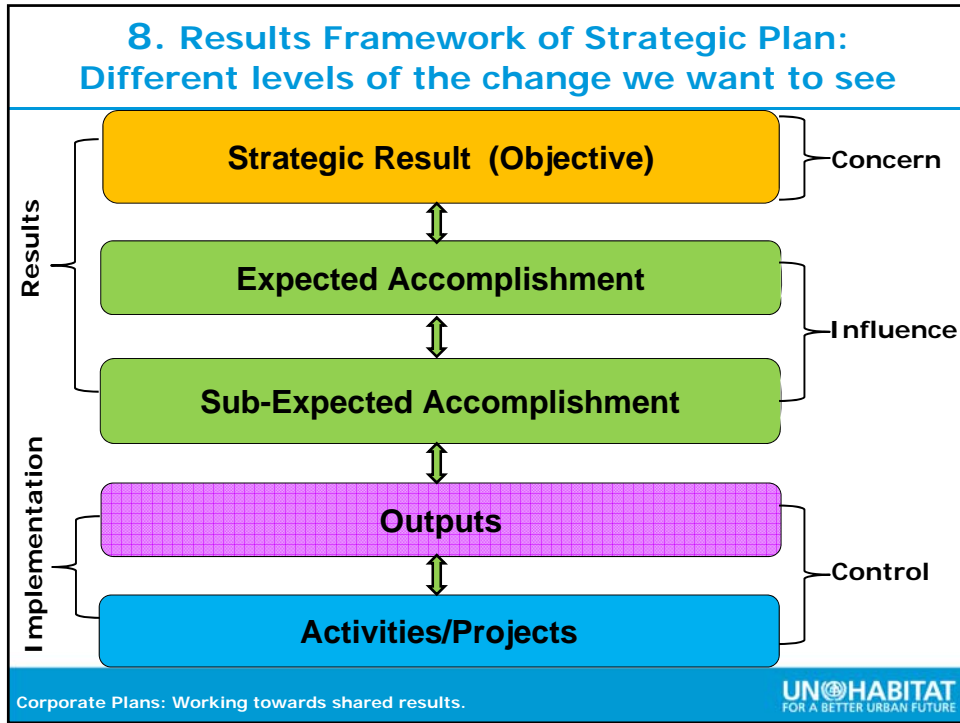
## 7. Organization Structure Aligned to Programme Structure (Matrix system)

### United Nations Human Settlement Programme

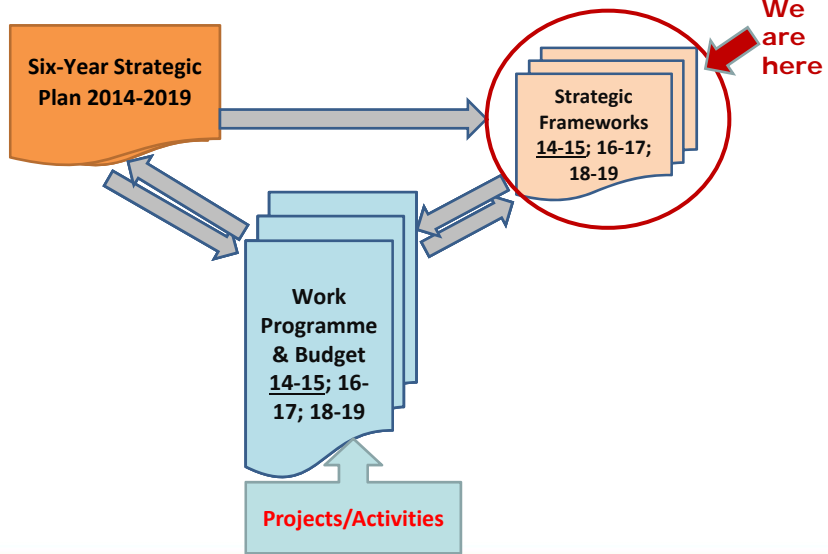


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## 10 The Strategic Framework: What is it?



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## 11. Structure/Logframe of Strategic Framework

### Subprogramme 1: Urban, Land and Governance

**Objective:** Environmentally, economically, and socially sustainable, gender sensitive and inclusive urban development policies ...

**Expected Accomplishment:**

**EA1:** Increased capacity of local and national governments and other Habitat Agenda Partners to implement enabling legislation for improving urban extension, densification, urban planning and urban finance

**EA2:** Increased capacity...

**Indicators of Achievements:**

Number of consultative legal reform processes to improve urban extension, densification, urban planning and finance

**Performance measures**

Baseline 2011:

Estimate 2013:

Target 2015:

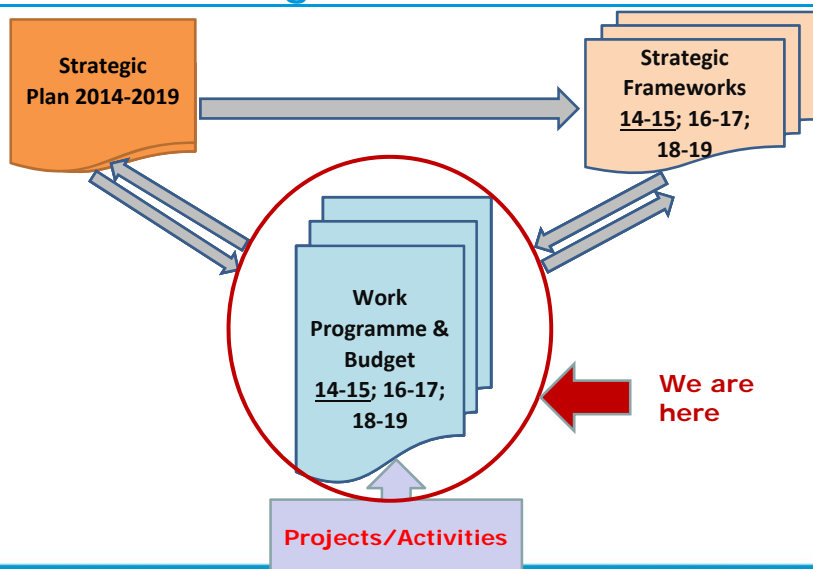
**Indicator 2:** Number of...

**Strategy:** (Choice critical for achievement of EAs)

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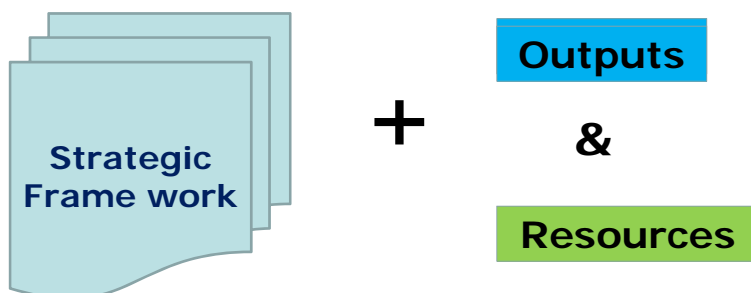
## 12. Biennial Work Programme and Budget: What is it?



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### 13. Work programme and budget: Basis of all our activities regardless of source of funding



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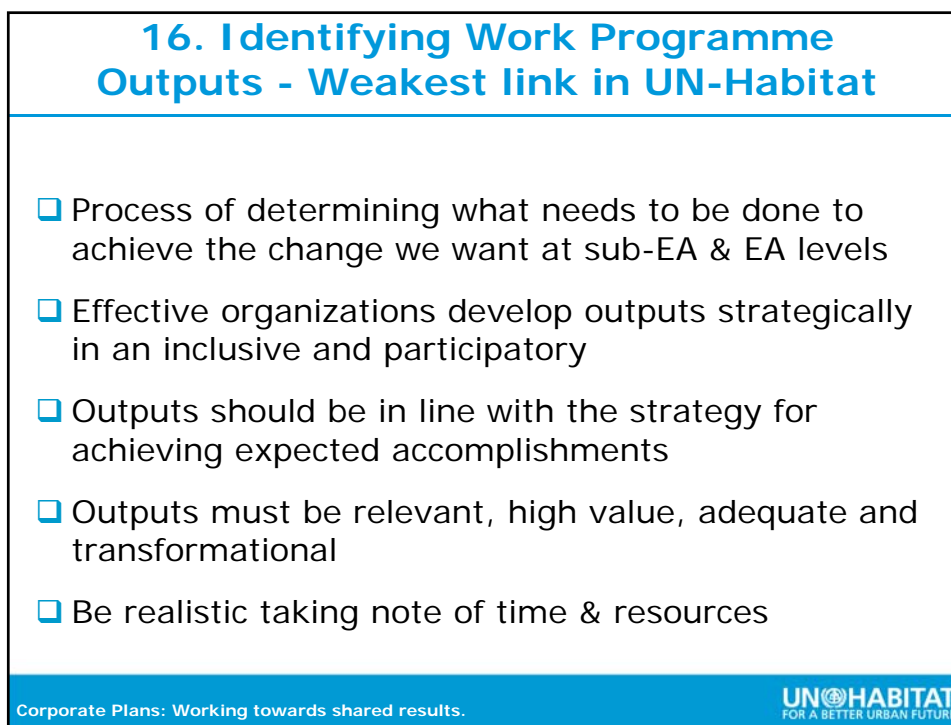
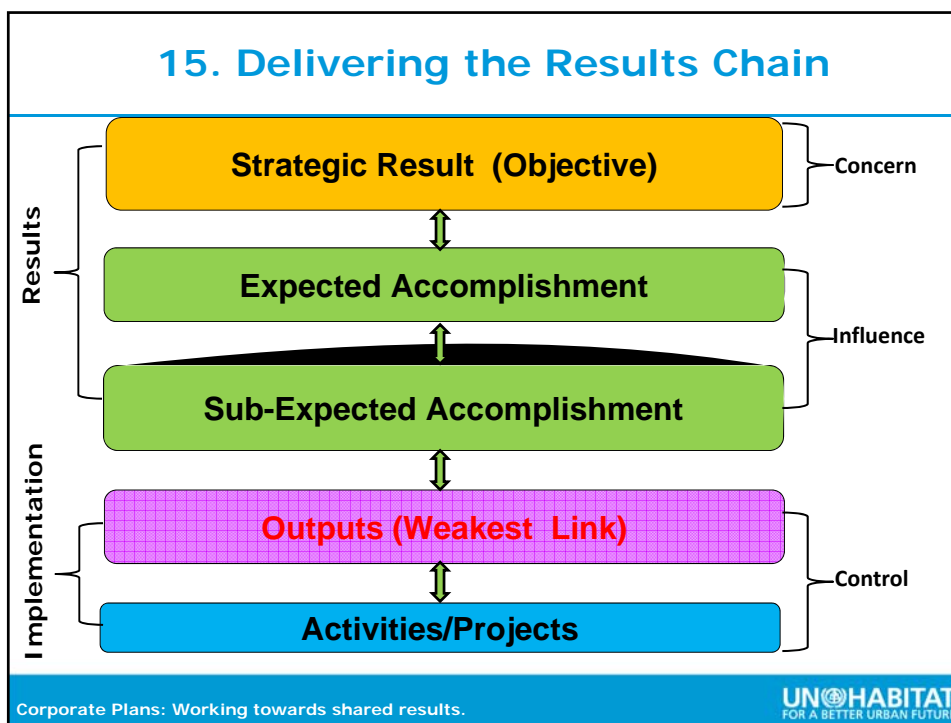
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### 14. Types of Outputs in Work Programme

- Parliamentary documentation (reports for GC)
- Expert group meetings**
- Recurrent publications (e.g. flagship reports)
- Non-recurrent publications (any other publications)
- Technical materials (Training materials, tools, etc)**
- Advisory services**
- Group Training**
- Field projects**

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## 17. One UN-Habitat One Plan: Common Results and Unity of Purpose



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THANK YOU

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## 1. Delivering UN-Habitat's mandates ?

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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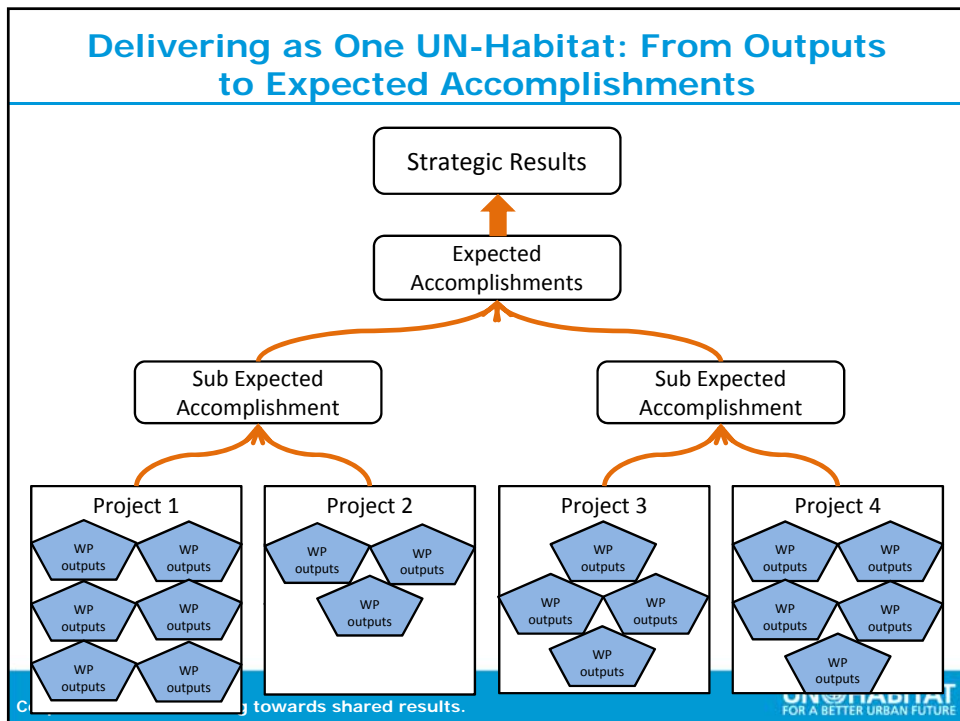
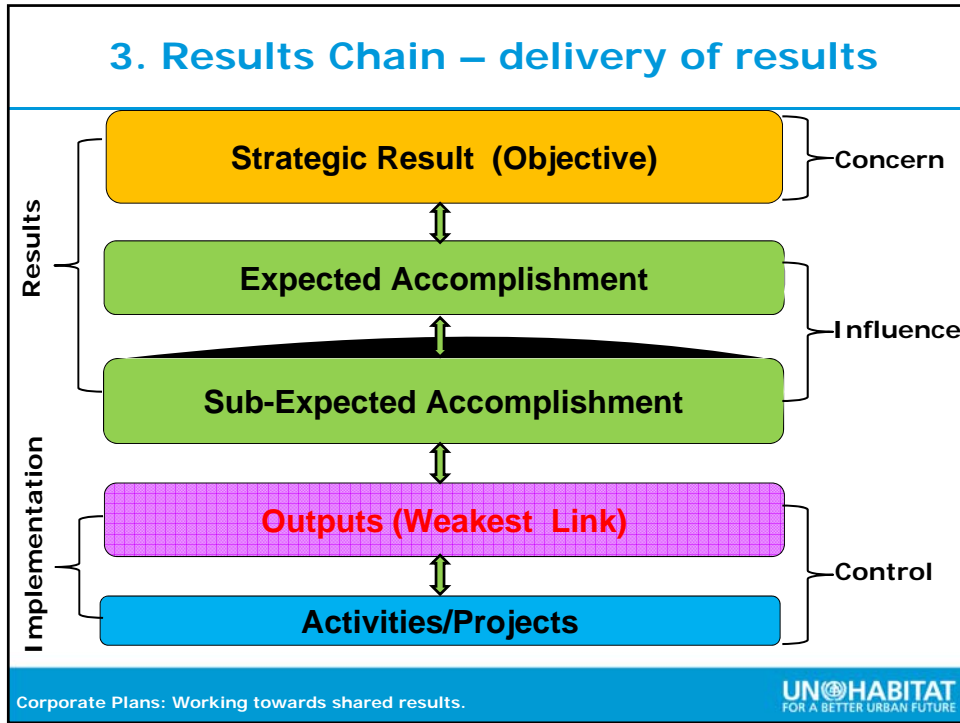
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## 2. Your role in Achieving Our Common Results

- All outputs are delivered through projects in line with project-based management approach
- Need for full alignment between work programme and projects
- Field projects are critical for delivery of strategic plan & realization of the change/EA
- Link between projects and work programme is weak
- Results are achieved from bottom up through aggregation of results of individual projects
- What outputs are you delivering in your projects?

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## 4. Implementing Transformational Projects

- ❑ To which results are our projects contributing?
- ❑ Projects developed in 2014-2015 to select outputs from work programme already in PAAS
- ❑ Planned, demand driven and disaster-related projects to select outputs in line with country & regional priorities
- ❑ Projects should deliver outputs that are **transformational, relevant, high value, adequate** in terms of quality and quantity

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What role do projects play in the planning cycle and in achieving results?









# Status of Work Programme (2014-2015) Implementation at 18 months

09 July 2015



## 1. Performance review of 2014-2015 Work Programme

- Programme performance monitoring and reporting is best practice and informs **adjustive management, performance improvement, management decision making, accountability** and **transparency**
- Six monthly programme performance monitoring and reporting on implementation of the work programme in IMDIS is mandated by the GA
- June update marks the 18<sup>th</sup> month of the biennium
- The presentation is based on readings of 7 July 2015

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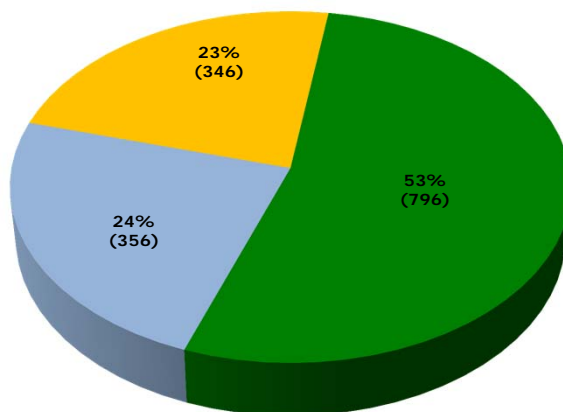
## 2. Status of implementation of the biennial work programme in IMDIS (07 July 2015)

	UNIT	Total Planned Outputs	Implemented	In Progress	Not Started
	Overall for UN-Habitat	1538	53%	23%	24%
	Governing Council Secretariat	72	97%		3%
	Executive Direction and Management	205	60%	12%	28%
	Programme of Work	1261	49%	26%	24%
SP1	Urban Legislation and Governance	278	43%	25%	32%
SP2	Urban Planning and Design	149	57%	31%	11%
SP3	Urban Economy	78	54%	36%	10%
SP4	Urban Basic Services	322	49%	12%	39%
SP5	Housing and Slum Upgrading	261	48%	39%	13%
SP6	Risk Reduction and Rehabilitation	78	60%	28%	12%
SP7	Research Capacity Building	95	48%	25%	18%

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### 3. Overall Implementation Status on

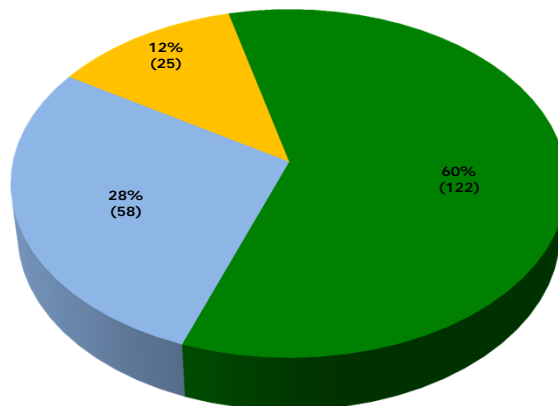


■ Not started   ■ In progress   ■ Implemented

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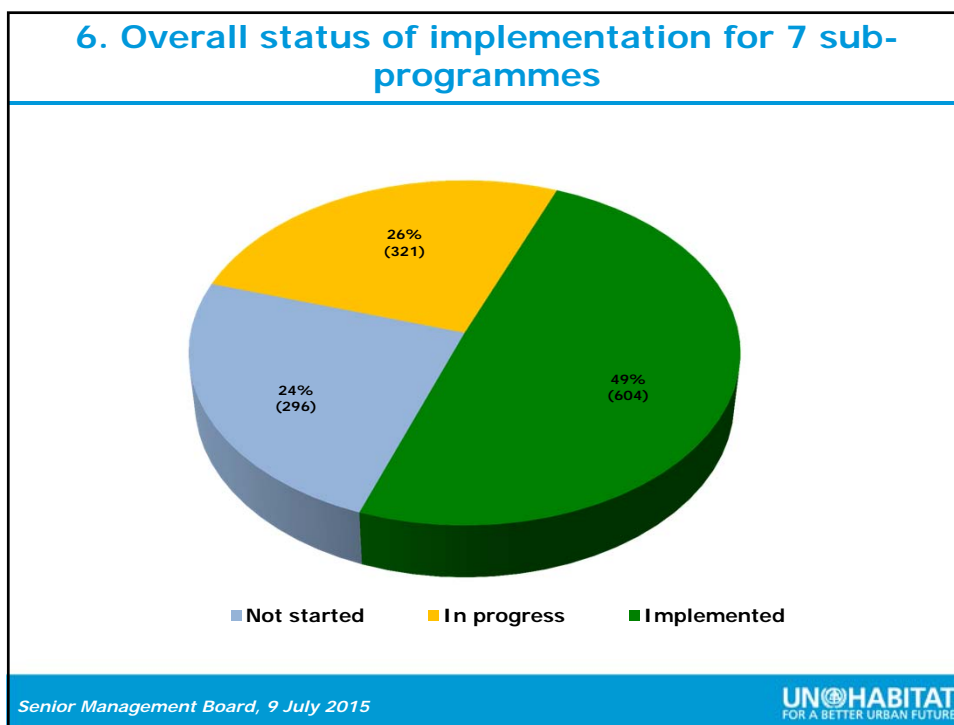
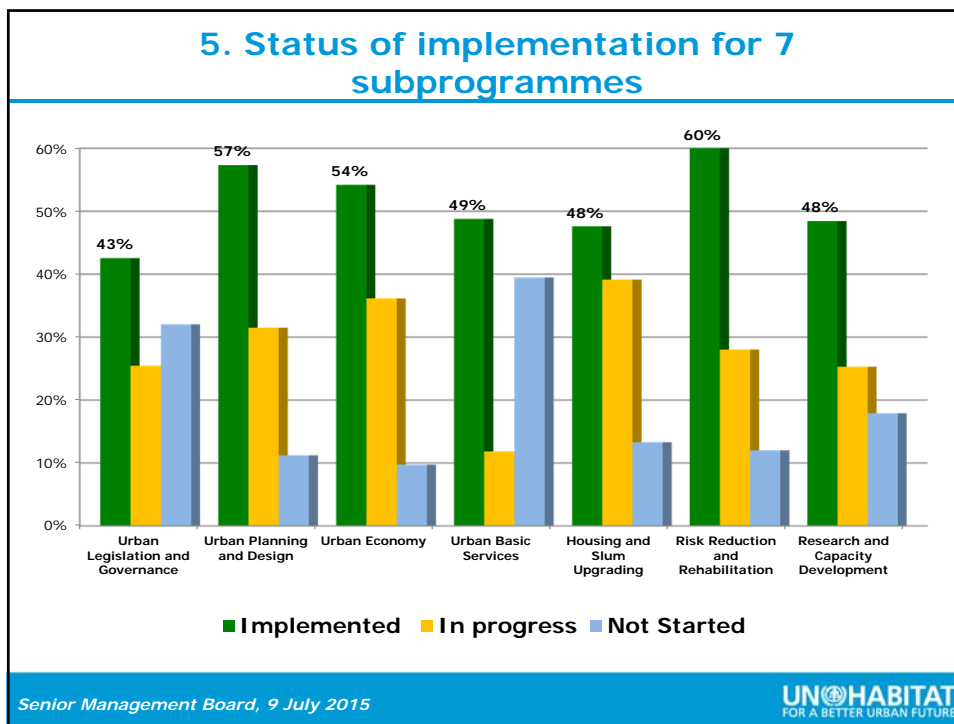
### 4. Executive Direction and Management



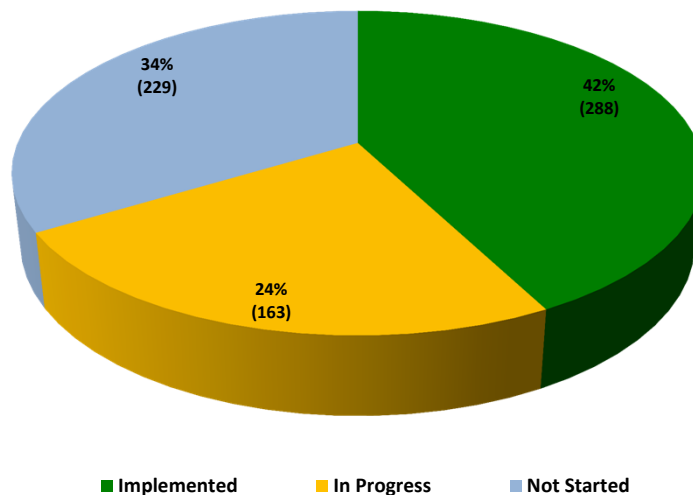
■ Not started   ■ In progress   ■ Implemented

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### 7. Summary of implementation status for all Regional Offices



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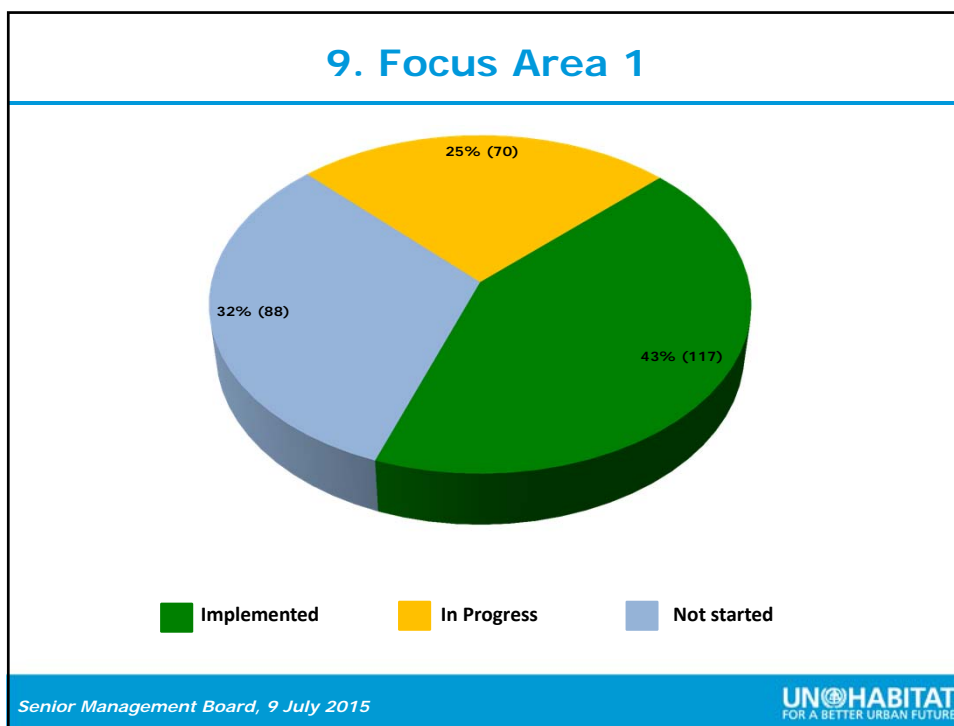


### 8. Summary of implementation status for Regional Offices

	Totals	Implemented	%	In Progress	Not Started
ROAP	125	69	55%	29	27
ROAS	35	17	49%	8	10
ROAf	353	126	36%	102	125
ROLAC	98	43	44%	20	35
Not disaggregated	69	33	48%	4	32
<b>Total</b>	<b>680</b>	<b>288</b>		<b>163</b>	<b>229</b>

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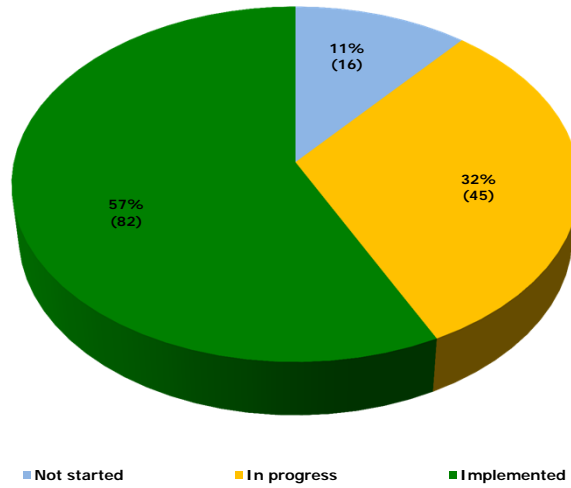


### 10. Focus Area 1

	Totals	Implemented	%	In Progress	Not Started
<b>ULLG/Branch</b>	195	76	<b>39%</b>	47	72
<b>ROAP</b>	14	7	<b>50%</b>	7	0
<b>ROAS</b>	10	4	<b>40%</b>	6	0
<b>ROAf</b>	39	16	<b>41%</b>	9	14
<b>ROLAC</b>	17	14	<b>82%</b>	1	2
<b>Total</b>	<b>275</b>	<b>117</b>		<b>70</b>	<b>88</b>

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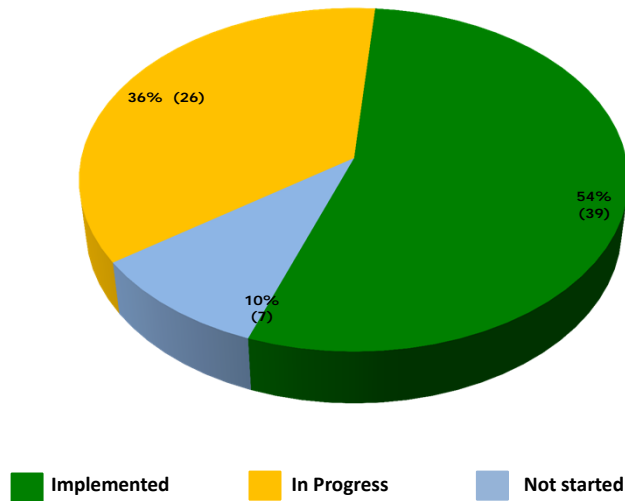
### 11. Focus Area 2



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### 12. Focus Area 3



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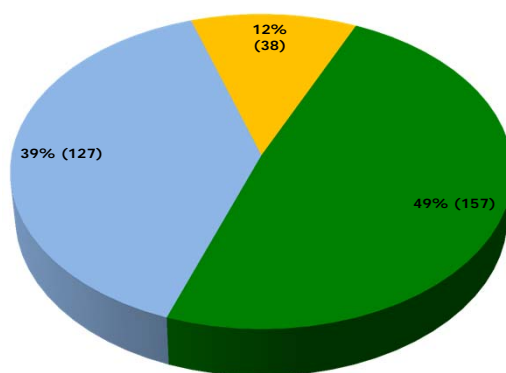
### 13. Focus Area 3

	Totals	Implemented	%	In Progress	Not Started
UE Branch	62	36	58%	19	7
ROAP	4	1	25%	3	0
ROAS	2	1	50%	1	0
ROAf	3	0	0%	3	0
ROLAC	1	1	100%	0	0
	<b>72</b>	<b>39</b>		<b>26</b>	<b>7</b>

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### 14. Focus Area 4



■ Implemented    
 ■ In Progress    
 ■ Not started

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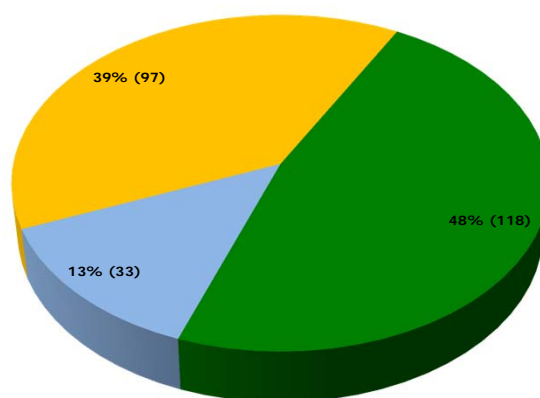
## 15. Focus Area 4

	Totals	Implemented	%	In Progress	Not Started
UBSBranch	94	35	37%	13	46
ROAP	33	29	88%	4	0
ROAS	17	8	47%	0	9
ROAf	150	70	47%	19	61
ROLAC	28	15	54%	2	11
	<b>322</b>	<b>157</b>		<b>38</b>	<b>127</b>

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## 16. Focus Area 5



■ Implemented
 ■ In Progress
 ■ Not started

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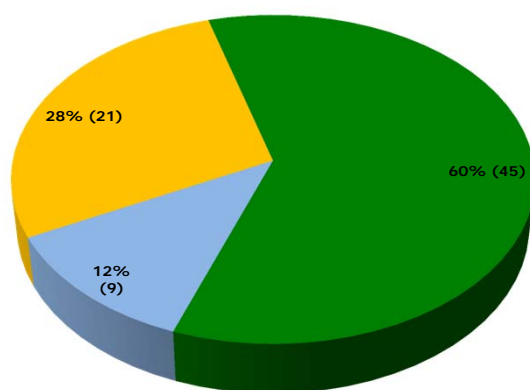
### 17. Focus Area 5

	Totals	Implemented	%	In Progress	Not Started
HSUP	91	52	57%	10	29
ROAP	32	16	50%	12	4
ROAS	4	3	75%	1	0
ROAf	94	35	37%	59	0
ROLAC	27	12	44%	15	0
	157	66		87	4
	248	118		97	33

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### 18. Focus Area 6



■ Implemented    
 ■ In Progress    
 ■ Not started

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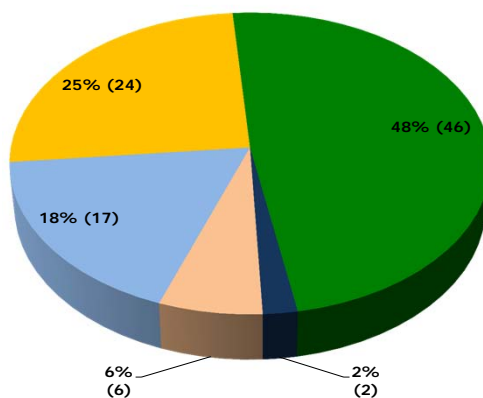
### 19. Focus Area 6

	Totals	Implemented	%	In Progress	Not Started
RRR	35	23	66%	5	7
ROAP	19	16	84%	3	0
ROAS	1	1	100%	0	0
ROAf	17	4	24%	11	2
ROLAC	3	1	33%	2	0
RO Total	40	22		16	2
	75	45		21	9

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### 20. Focus Area 7



■ Implemented 
 ■ In Progress 
 ■ Not started 
 ■ Terminated 
 ■ Postponed

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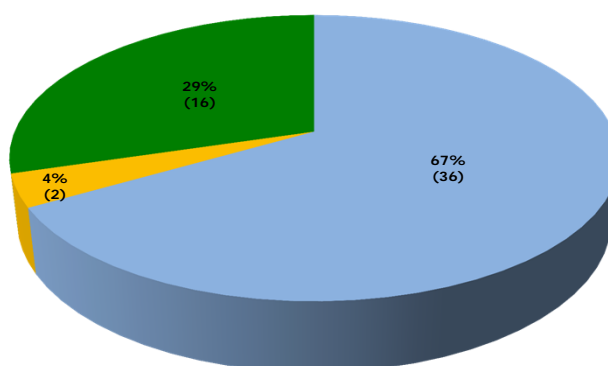
## 21. Focus Area 7

	Totals	Implemented	%	In Progress	Not Started
RCBB	83	44	53%	23	16
ROAP	0	0	0%	0	0
ROAS	1	1	100%	0	0
ROAf	3	1	33%	1	1
ROLAC	0	0	0%	0	0
	<b>87</b>	<b>46</b>		<b>24</b>	<b>17</b>

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## 22. Status of Habitat III



■ Not started ■ In progress ■ Implemented

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## 23. Changes to Programmed Outputs

- Additional/Unprogrammed Outputs - 31
- Terminated Outputs - 7
- Postponed/Carried over to next biennium

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## 24. General observations

- We need to increase our pace of implementation and reporting
- We have too many outputs
- Need to strengthen the link between projects and the work programme especially through the PAAS
- Monitoring and reporting still very much a compliance issue –an administrative chore

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## Results Monitoring and Reporting

## RBM Training

13-15 JULY, 2015



## What we need to know?

- Why we monitor and report on Results.
- What is monitored.
- How do we monitor?
- What is reported.
- How do we report?
- What is my responsibility?
- How could we make country level monitoring and reporting better?

## Why do we monitor and report on our performance

**“Achieving development results – and openly accounting for them – must be at the heart of all we do”.**



## Quotable Quotes!

- ❑ If you did not monitor the indicators for change-you have no evidence for results
- ❑ If you have no evidence-it is speculation and you can not demonstrate value for money
- ❑ What is not reported did not happen!



The joy of learning

An ongoing collection, analysis and use of information about progress and the results being achieved. It supports effective and timely management decision making, learning by stakeholders and accountability for results and the resources used.

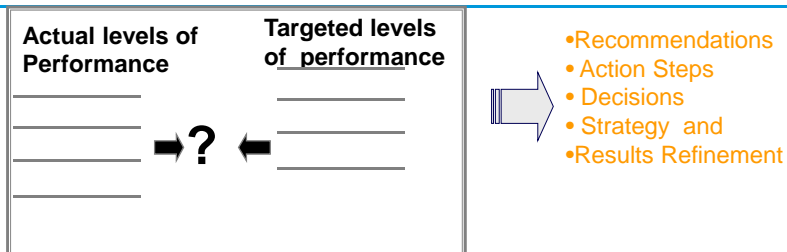
## How Would You Know what progress/results ?

- ❑ Indicators (yardsticks)
- ❑ Targets (standards, criteria for success)
- ❑ Collect performance information
- ❑ Analyze and tell stakeholders the performance story

Results Monitoring and Reporting, 14 -15 July 2015

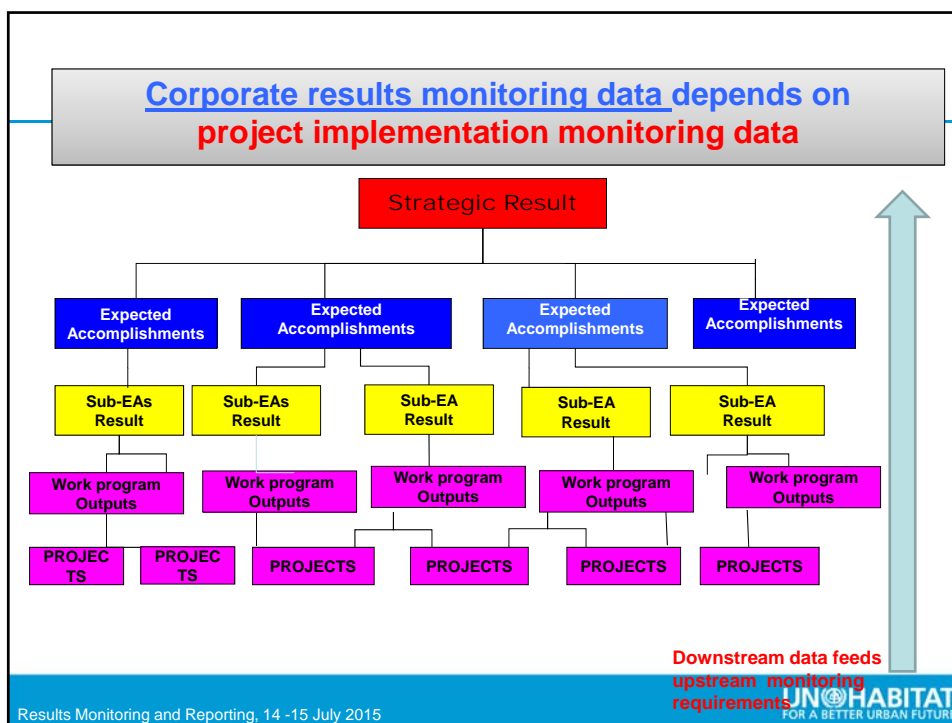
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## Monitor and Report Performance?



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## Mandatory Performance Reports

- Annual Report on the implementation of the Strategic plan
- Programme Performance Report on the implementation of the biennial work programme (12<sup>th</sup> month and 24<sup>th</sup> month)
- Six monthly updates
- Programme performance review by senior managers

## What is Monitored and Reported?

***Progress*** and ***Results*** achieved in

implementation of the:

- Country Programmes/Projects
- Two-year work programme and budget
- Six-year Strategic Plan

Results Monitoring and Reporting, 14 -15 July 2015

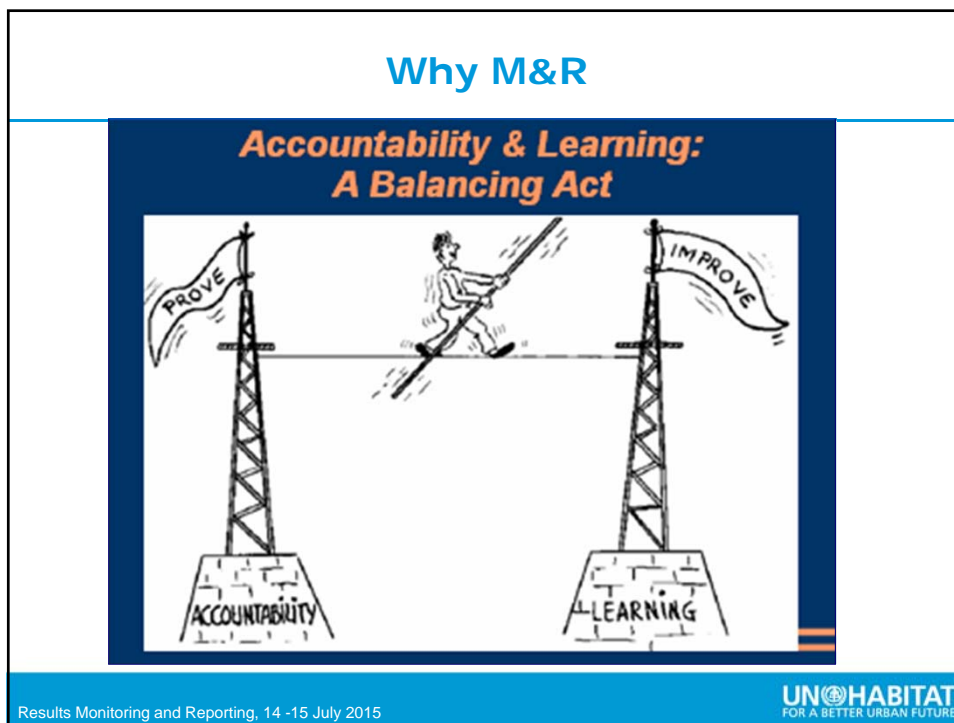
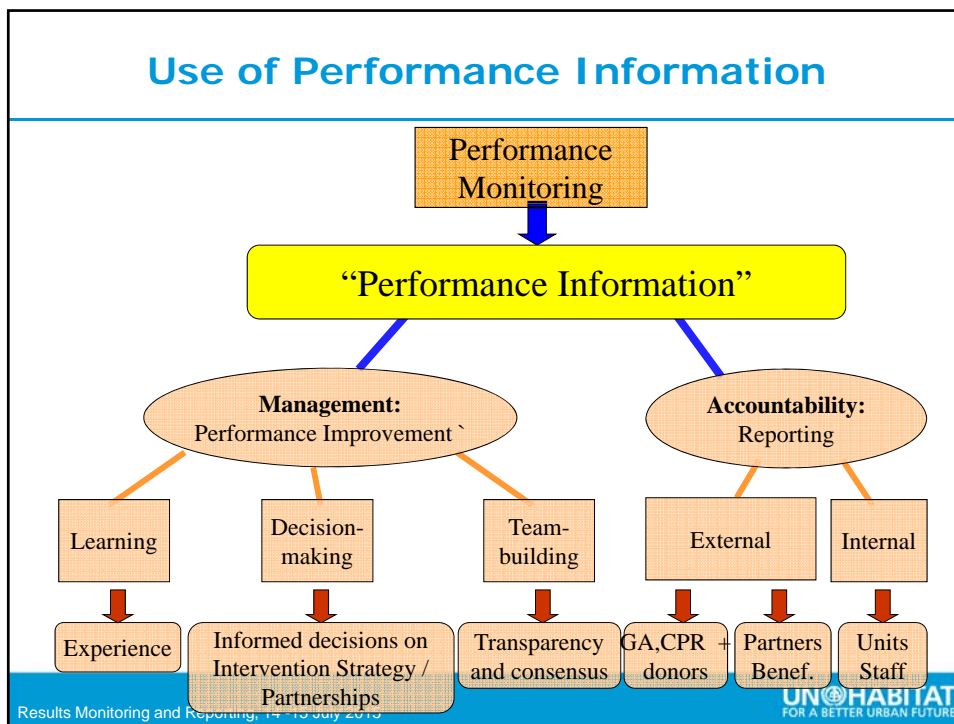
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## Why Monitor and Report? As One UN-Habitat

- Common Mandates
- Results Planned Jointly
- Strategic plan and Work programme are aligned (results, EAs, Indicators, baselines)
- Collaborative implementation-Country to Global
- Joint Monitoring : Harmonized, coordinated
- Results Reported Collectively-ONE UN-HABITAT REPORT

Results Monitoring and Reporting, 14 -15 July 2015

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## Monitoring systems and tools

“A set of procedures through which required information (collected, analysed and communicated) travels within the organisation to different management levels in order to support decision-making, learning and accountability.”

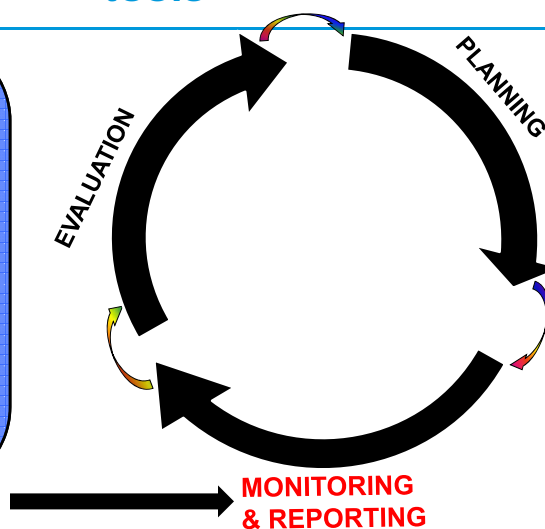
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## Results-based Monitoring & Reporting tools

### Tools for Monitoring & Reporting:

- Results Framework
- Logical Framework of the work programme through IMDIS
- PAAS for project implementation
- Performance monitoring plan
- Reporting templates



Results Monitoring and Reporting, 14 -15 July 2015

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## Monitoring the Work Programme and Budget

Monitored through IMDIS

- What is IMDIS?
- Integrated Monitoring and Documentation Information System
  - ✓ Secretariat-wide system for on-line programme performance monitoring and reporting
  - ✓ A management tool for Programme Managers to facilitate on-line monitoring of and reporting
  - ✓ Follows the structure of the work programme
  - ✓ Relatively simple to use

Results Monitoring and Reporting, 14 -15 July 2015

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## What do we monitor in the work programme?

- Expected accomplishments/outcomes through:
  - ✓ Indicators of achievement
  - ✓ Recording of accomplishments (statements)
- Delivery of outputs

Results Monitoring and Reporting, 14 -15 July 2015

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## How does it look like?

Each expected accomplishment (outcome) is monitored through several indicators of achievement

For each indicator of achievement, a methodology has to be defined:

- ✓ **Variables:**
- ✓ **Data source(s):**
- ✓ **Collection method(s):**
- ✓ **Periodicity:**
- ✓ **Comments on data verification and analysis:**
- ✓ **Use of processed data:**
- ✓ **Presentation of data:**

## How does it look like?

**IMDIS Demystified !**



Programme of work for the biennium 2014-2015 Saturday, 11 July 2015

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IV.15.C  
**Programme of work**  
 implementation and monitoring in progress

[View performance assessment](#)

**Schedule of final outputs**

		prog'd	add'l	c.f.	total
▶ 1	<a href="#">Urban legislation, land and governance</a>	274	4	-	278
▶ 2	<a href="#">Urban planning and design</a>	141	7	1	149
▶ 3	<a href="#">Urban economy</a>	72	5	1	78
▶ 4	<a href="#">Urban basic services</a>	322	-	-	322
▶ 5	<a href="#">Housing and slum upgrading</a>	247	13	2	262
▶ 6	<a href="#">Risk reduction and rehabilitation</a>	75	2	-	77
▶ 7	<a href="#">Research and capacity development</a>	88	-	7	95
	<b>Total:</b>	<b>1 219</b>	<b>31</b>	<b>11</b>	<b>1 261</b>

**Final outputs by category**

prog'd add'l c.f. total

Windows Taskbar: ENG 23:00 INTL 11/07/2015

Programme of work for the biennium 2014-2015 Saturday, 11 July 2015

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IV.15.C.1  
**Urban legislation, land and governance**  
 implementation and monitoring in progress

[View performance assessment](#) [Update indicator methodology](#)

**Objective(s) of the Organization**

- To increase access to urban land, adoption of enabling urban legislation and establishment of decentralized governance that foster equitable sustainable urban development, including urban safety.

**Expected accomplishment(s) of the Secretariat**

- Increased capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, urban planning and finance

**Indicator(s) of achievement**

- Number of consultative legal reform processes to improve urban extension, densification, urban planning and finance with the technical support of UN-Habitat

**Final outputs**

- Increased capacity of local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities.
- Local and national governments and other Habitat Agenda partners improve policies, plans and strategies that strengthen decentralised governance and inclusive urban management and , safety


<http://imdis.un.org/programmeMgmt/monitoring/viewStatus/pgViewSummary.asp?ElementCode=15402&assessmentCod...>

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**Results Monitoring and Reporting, 14 -15 July 2015** FOR A BETTER URBAN FUTURE


IMDIS – Monitoring Outputs according to categories	
Output category	Required information for tracking delivery
Substantive servicing of meetings	Title of the meeting; Meeting date(s); Venue; Responsible officer; and Intermediate results
Parliamentary documentation	Title of the document; Document identifier; Date; Status of implementation
Expert group meetings, rapporteurs, depository services	Title of the meeting; Meeting date(s); Venue; Responsible officer; Intermediate results and Status of implementation
Recurrent and non-recurrent publications	Title of the publication; status of implementation; Publication Identifier; Issue Date; Responsible Officer and Intermediate results
Advisory Service	Title/nature of advisory services; Status of implementation; Identifier description of advisory services offered; No. of missions undertaken and Location; Start Date; End Date; Responsible officer and Intermediate results
Training courses, seminars and workshops	Title; Status of implementation; Identifier description; Location; Date (start/end); Country; Location; Participants; and Female participants
Field Projects	Title of cluster of field projects; Status of implementation; Title of each project; Number of projects; Organizational Unit responsible and Intermediate results

Results Monitoring and Reporting, 14 -15 July 2015



IMDIS – Who Records the Information?
<p>Headquarters /Branch/Section <b>RBM focal points:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Outputs</li> <li><input type="checkbox"/> Indicator of achievement</li> <li><input type="checkbox"/> Expected accomplishments</li> </ul> <p>Regional Office <b>RBM focal points:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Outputs and immediate results of outputs</li> <li><input type="checkbox"/> Country level</li> </ul>

Results Monitoring and Reporting, 14 -15 July 2015



## IMDIS – How Often Do We Report?

### Outputs:

At least every quarter

- Implementation status
- Include a brief description of the contribution of the output towards the expected accomplishment (*intermediate result*)

### Expected accomplishments:

- At least every six months
  - ✓ Progress on achievement of accomplishment
  - ✓ Accomplishment accounts( result statements)

## IMDIS – How is the Information Used?

### For management and reporting purposes:

- For self-evaluation** by UN-Habitat programme managers and senior managers
- Monitoring UN-Habitat's performance** by Department of Management, UN-Secretariat

## IMDIS – How is the Information Used? Contd.

- ❑ **For reporting** on the implementation of the Strategic plan, by Secretariat to CPR and donors
- ❑ **Contributing to Programme performance report** of the Secretary General to the General Assembly (at the end of the first year and for the biennium)

## Results-Based Monitoring and Reporting on the Implementation of the Six year strategic plan

## What is Reported

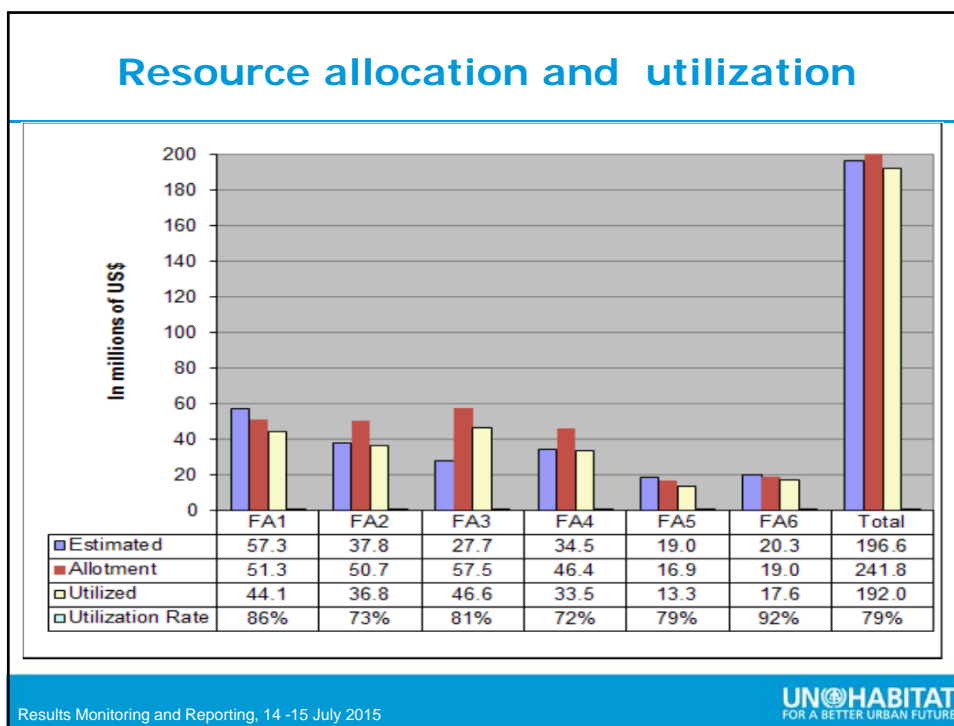
- ❑ Major achievements in relation to the strategic results
- ❑ *Progress on* indicators of achievement against targets
- ❑ Results achieved at Expected Accomplishment level
- ❑ Resource utilization rates against budgets /allocations and explanation of any variance.

Results achieved at three levels for each focus area:

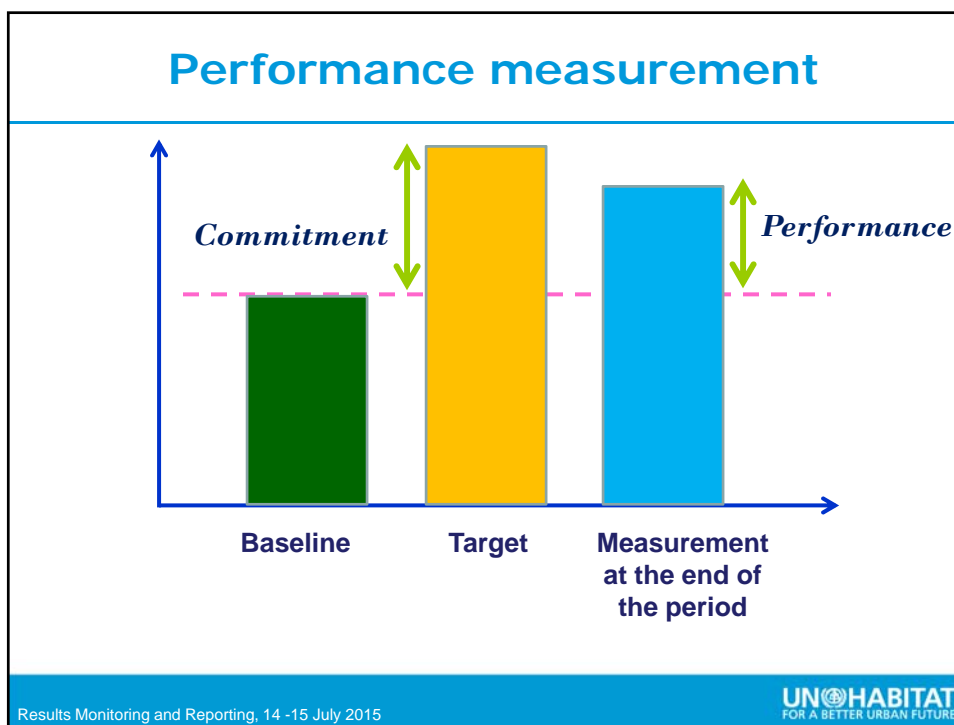
- ❑ Global level
- ❑ Regional level
- ❑ Country level

## What is Monitored?

- ❑ Financial Resources (utilization rates against budgets).
- ❑ Change in indicators of achievements against targets and baselines- **Annually**
- ❑ Progress towards achievement of expected accomplishments - **Annually**
- ❑ Progress towards achievement of strategic results – **Evaluations**



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Results Monitoring and Reporting, 14 -15 July 2015

## Progress on Indicators of Achievements: FA 3

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual Dec. 2012
EA1: Improved land and housing policies implemented	(i) Extent to which targeted countries working with UN-Habitat are implementing land, housing and property policies as evidenced by the number of countries at different stages of implementing mentioned policies	28	30	37	32	37
EA2: Security of tenure increased.	(i) Increased number of countries and partners implementing policies to improve security of tenure and reduce forced evictions in collaboration with UN-Habitat	19	25	29	29	29
EA3: Slum improvement and prevention policies promoted.	(i) Degree to which slum prevention and improvement policies are implemented in targeted countries with support from UN-Habitat, as evidenced by an increased number of countries at different stages of implementing slum prevention and improvement policies	24	26	33	28	33

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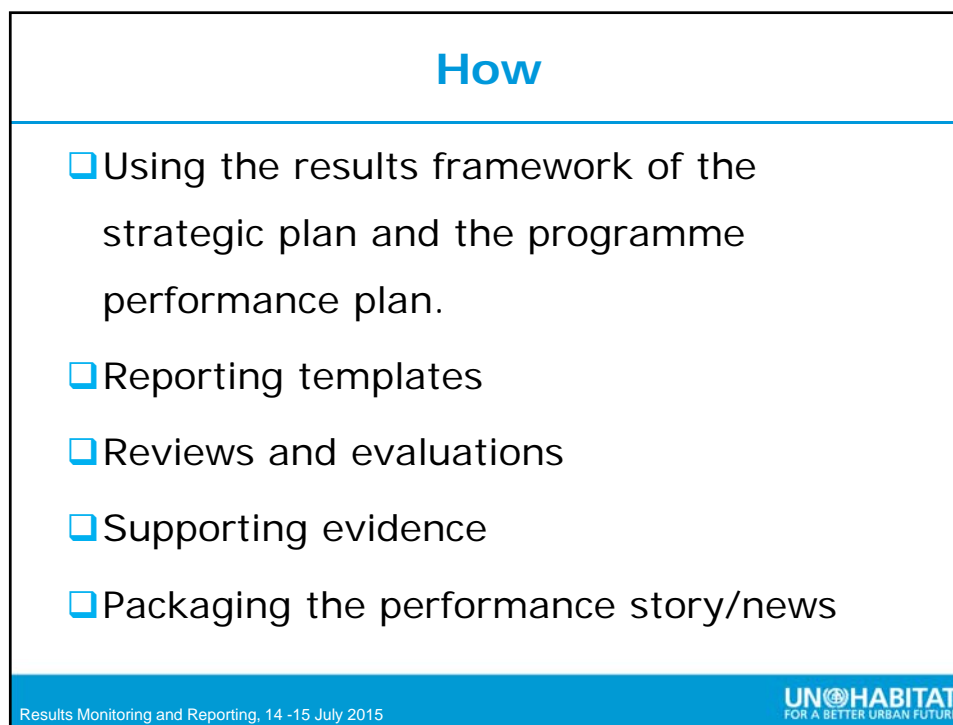
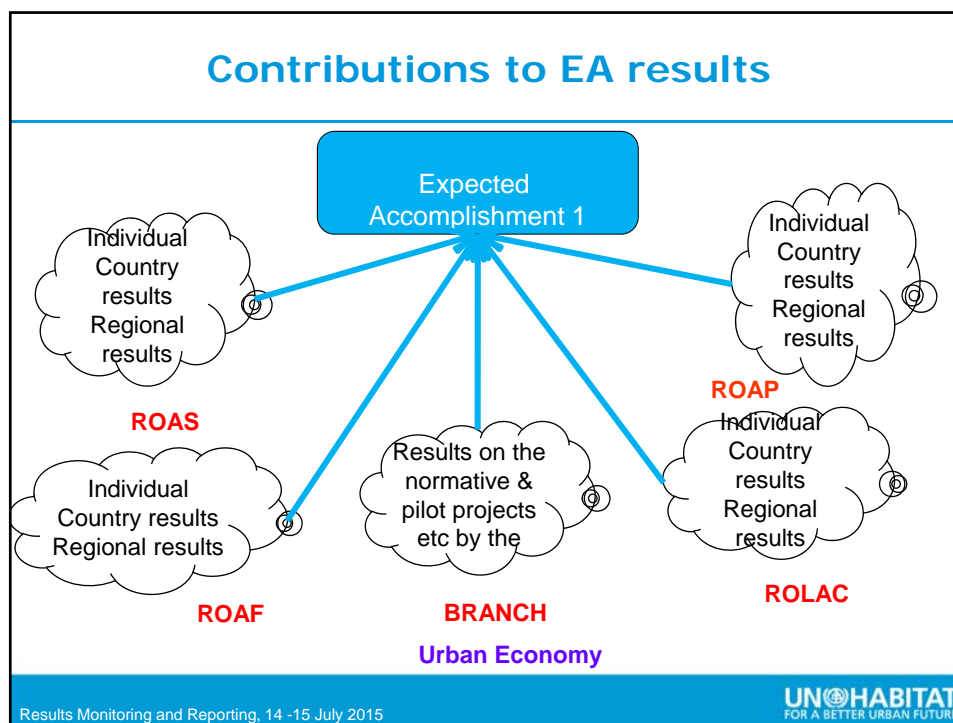
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## The Performance Dialogue



RBM Workshop for SM Members : 13 September 2011

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## Analysis of performance data for EA Result

- Indicator data (Quantitative and qualitative)
- What is the overall picture?
- What trends & conclusions can be drawn from available information?
- Can the conclusions drawn be verified?

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## Annual Progress Report: Process

- November: Memo and templates issued to all managers and focal points.
- December: Submission of inputs to the report from countries, regional offices, branches and office units.
- January: Drafting consolidated report at subprogramme level (country-global) PLUS bilateral validation-ongoing
- February: Drafting and validation of consolidated report.
- Senior management programme performance review and CPR working committee

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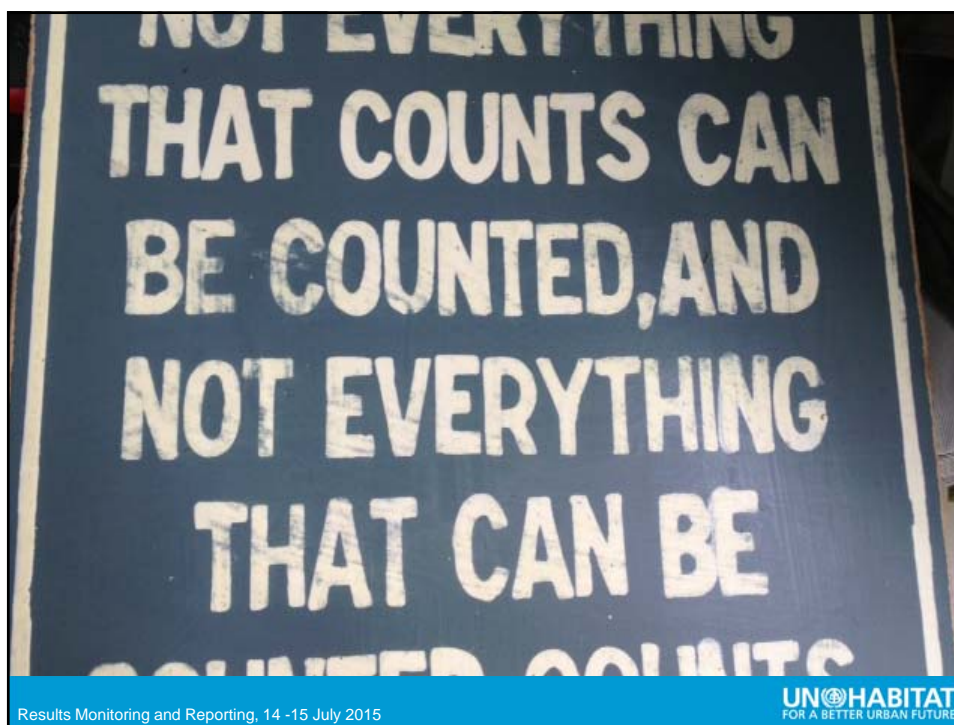
- Reporting Templates.

## Reporting Country level results

- Which subprogramme results are the projects being implemented in your country contributing to?
- Which Expected Accomplishment (s)?
- What results (changes) will be reported for the period?
- (see the specific questions under each EA).
- Provide requested indicator data where applicable.
- Exercise:**

## Reporting on performance contd.

- Present the most important data only.
- Use illustrations, photos, anecdotal evidence and case studies to present information in a meaningful and clear way
- Combine quantitative and qualitative information-numbers, change in capacity, attitude, behaviour, condition etc.



## Make the choice

- Show OFF your results!
  
- Proudly celebrate the RESULTS that have been achieved in your country by sharing them with others.-in the country, in the organization, with our Governing bodies, donors etc.

## Roles and Responsibilities

Headquarters Division/Branch/Section **RBM focal points:**

- Global achievements of UN-Habitat
- Synthesis and consolidation of the achievements from country and regional levels.
- Progress on indicator of achievement
- Expected accomplishments

## Roles and Responsibilities contd.

Regional Office Directors with the support of regional RBM focal points and HSOs:

- Results achieved at regional level
- Synthesis and consolidation of Country level results per focus area.

HPMs/CTAs:

- Country level achievements from the normative and operational projects towards EA results
- Indicator data

## Roles and Responsibilities QA Unit

- Developing RBM tools
- Providing capacity building
- Preparing the consolidated report

## Challenges

- ❑ Monitoring and reporting perceived as administrative chores to be complied with before getting to “real” work
- ❑ Limited Resources for data collection and analysis
- ❑ Inadequate performance evidence to support claimed results

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## Challenges contd.

- ❑ Tools and systems for performance management-work in progress
- ❑ Inadequate review and ownership of results and reports

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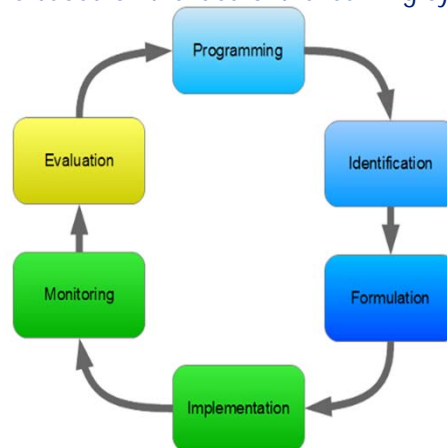
**Managing for Results/Results  
Based Management in the  
PROJECT CYCLE MANAGEMENT**

**ROAf RBM Training  
July 13-16 2015**

## RBM & The Project Cycle

RBM is based on the idea of the learning cycle

The first cycle includes the activities, the monitoring and the evaluation.



second cycle gathers the experiences from one project and uses them for consecutive projects.

## Results-based management (RBM)

- **Results-based management (RBM)** is a management strategy which uses feedback loops to achieve strategic goals. All people and organisations (actors) who contribute directly or indirectly to the result, map out their business processes, products and services, showing how they contribute to the outcome. This outcome may be a physical output, a change, an impact or a contribution to a higher level goal. Information (evidence) of the actual results is used for accountability, reporting and to feedback into the design, resourcing and delivery of projects and operational activities



## What is a result?

- A result is **a describable or measurable change** in state that is derived from a cause-and-effect relationship. There are three types of such changes (**intended or unintended, positive and/or negative**) which can be set in motion by a development intervention that generates outputs, outcomes and impact. While it is expected that RBM will lead to positive outcomes, since efforts most often try to improve the socio-economic conditions of poor people, this is not always the case. Change can sometimes lead to unintended consequences or negative impact

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## RESULTS

- Results are changes in a state or condition that derive from a **cause-and-effect relationship**. There are three types of such changes (intended or unintended, positive and/or negative) that can be set in motion by a development intervention – outputs, outcomes and impacts.

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## CAUSE AND EFFECT RELATIONSHIP IN RESULTS CHAIN

Goals	Indicators	Verification sources	Assumptions
THEN			IF
Purpose	Indicators	Verification sources	Assumptions
THEN			IF
Outputs	Indicators	Verification sources	Assumptions
THEN			IF
Activities	Resources	Means	Assumptions
THEN			IF

## Results Chain/Value Chain

- Results chain The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives – beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback. In some agencies, reach is part of the results chain. It is based on a theory of change, including underlying assumptions

## Results framework or matrix

- The results matrix explains how results are to be achieved, including causal relationships and underlying assumptions and risks. The results framework reflects a more strategic level across an entire organization for a country programme, a programme component within a country programme, or **even a project**

## The vertical logic & horizontal logic

Goals	Indicators	Verification sources	Assumptions
Purpose	Indicators	Verification sources	Assumptions
Outputs	Indicators	Verification sources	Assumptions
Activities	Resources	Means	Assumptions

## What is a result

- An positive effect
- A positive consequence
- A positive change
- A benefit (social or economic)
- improved the socio-economic conditions of poor people= that is attributable to an intervention
- VALUE FOR MONEY/accountability/demonstration for results
- **RBM judges project's success by the change they bring** related to the identified problem

## Whose Results are They?

- Who participated in the definition of results?
- Did you involve key project stakeholders and beneficiaries (women as well as men) in defining the scope of the project and key intervention strategies?
- Is there ownership and commitment from project stakeholders to work together to achieve results?

## Activity & Outputs

- **Activity** Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.
- **Outputs** The products and services that result from the completion of activities within a development intervention within the control of the organization.

## OUTCOMES

- **Outcome** The intended or achieved short-term and medium-term effects of an intervention's outputs, responding to national priorities and local needs and UNDAF outcomes. Outcomes represent changes in development conditions that occur between the completion of outputs and the achievement of Impact

## Impact

- Impact /Goal: 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 and should have some relationship to the MDGs and national development goals.

## GOAL

- Goal: The higher-order national objective to which a development intervention is intended to contribute.

## Objective/Purpose

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## Results Language

- Results are about change. It is important to use active “change language” rather than the customary ‘action language’
- Examples of results in the change language include the following:
  - At least 80% of people in affected areas have access to safe water
  - Female participation in municipal governance increase from 20% to 50% by 2015.
  - 90% of displaced people have secure land tenure.

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## Examples of Outputs, Activities, & Inputs

- **OUTPUTS** Goods & Services Change in Skills & Capabilities Systems Evaluations New products Reports Publications produced  
**(What all implementers produces)**
- **ACTIVITIES** Develop Curriculum Train Evaluate Recruit Procure Facilitate Develop Action Plans Work with Media, etc. **(What all implementers do)**
- **INPUTS** Human or Financial Resources Personnel Equipment Technology Time  
**(What all stakeholders invest in)**

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## OUTCOMES: Changes in capacity and performance of the primary duty-bearers

- **OUTCOME** Changes in Behaviours & Attitudes by institutions, communities, individuals that lead to **Social Action** Viability UN contributes Institutional **Policy Formulation** Decision-making **NORMS**, Knowledge **Efficiency** **Competencies** Opinions **Standards**

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## IMPACTS: Changes in conditions at national level

- IMPACT MDGs Social Economic Cultural Civil Society Environmental Political

## TARGETS

- Target Specifies a particular value for an indicator to be accomplished by a specific date in the future. Total literacy rate to reach 85% among groups X and Y by the year 2010.

## Performance indicator

- A performance indicator is a unit of measurement that specifies what is to be measured along a scale or dimension but does not indicate the direction or change. Performance indicators are a qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of a programme or investment.

## Performance monitoring

- A continuous process of collecting and analyzing data for performance indicators, to compare how well a development intervention, partnership or policy reform is being implemented against expected results (achievement of outputs and progress towards outcomes).

# Project Cycle

- The way in which projects are planned and carried out follows a **sequence** that has become known as **the project cycle**.
- Project Cycle Management was introduced to **improve the quality of project design and management** and thereby to improve **project effectiveness- ensuring they are relevant, feasible and sustainable**.

## Project cycle phases

- 1. The cycle defines the key decisions, information requirements and responsibilities at each phase.
- 2. The phases in the cycle are progressive – each phase needs to be completed for the next to be tackled with success.
- 3. The cycle draws on evaluation to build experience from existing projects into the design of future programmes and projects

## The Generic Project cycle

- 1) Identification
- 2) Preparation
- 3) Formulation & Appraisal
- 4) Negotiation & Approval
- 5) Implementation and supervision
- 6) Completion/Closure
- 7) Evaluation.

## Project Cycle

- The six phases in the project cycle **are progressive**. Each phase leads to the next.
- Information is required at each phase in order that sound decisions are made before progressing to the next phase. The cycle means that **lessons from completed projects are used to improve future projects**.

## Project Cycle

- **Programming Phase:** The situation at national and sectoral level is **analysed to identify problems, constraints and opportunities** that are **relevant and feasible**, which UN-Habitat could address. The purpose is to agree on the main objectives and sectoral priorities - For each of these priorities and strategies formulated take account of the **lessons of past experience (drawn from evaluations)**.

## Project Cycle

- **Identification Phase:** ideas for projects and other development actions are identified and screened for further study. A decision can then be made on the relevance of each project idea (both to the intended beneficiaries and to the programming framework).
- **Formulation Phase:** relevant project ideas are developed into operational project plans. Project idea is then assessed for its feasibility & sustainability. On the basis of this assessment, a decision is made on whether to draw up a formal project proposal and seek funding for the project.

## Project Cycle

- **Financing phase:** a decision is taken on whether to fund the project. A legal document signed which sets out the arrangements by which the project will be funded and implemented.
- **Implementation Stage:** the project is mobilised and executed.
- **Evaluation stage:** assess the project to identify what has been achieved, and to identify lessons that have been learned.

## Identification and Formulation Phase

**Identification and Formulation** is particularly important.

The relevance of project ideas can be systematically established **before the preparation process is too far advanced** for the idea to be dropped.

By adhering to the identification phase, the **relevance of project ideas can be systematically established** before the preparation process is too far advanced for the idea to be dropped.

## Evaluation findings from the DAC members

- A significant proportion of development projects had performed poorly, and identified a number of causes:
  1. Poor project planning and preparation
  2. Many projects not relevant to beneficiaries
  3. Risks were insufficiently taken into account
  4. Factors affecting the longer-term sustainability of project benefits were ignored-
  5. Lessons from past experience were rarely incorporated into new policy and practice

## Why PCM

<b>Experiences:</b> Unclear strategic framework Supply driven projects Poor analysis of situation Activity-oriented planning Non-verifiable impact Disbursement pressure Short-term vision Imprecise project documents	<b>Sectoral approach</b> Demand driven solutions Improved analysis Objective-oriented planning Verifiable impact Emphasis on quality Focus on sustainability Standardised formats
--	--

## PAG

- Ideally, issues of **relevance, feasibility and sustainability** are addressed **twice** during project preparation – once during the **Identification phase** (as part of a pre-feasibility study<sup>7</sup>) and then more comprehensively during the **formulation phase** (as part of a feasibility study).

## PAG analysis

**Outputs** to be provided by the project may seem **logically insufficient** to achieve the anticipated benefits, then further information may be required on **where any additionally-required services** will come from.

The proposal may include a description of external factors that lie outside the scope of the project but will nonetheless influence the likelihood that project objectives will be achieved. You may identify other factors not mentioned in the document, but based on your own experience of this or similar projects, and of the sector or country involved.

PAG may suggest **possible modifications to project design**.  
Information gaps are identified



## Indicators

- Indicators provide the basis for measuring the performance of the
- project, and should be measurable at acceptable cost and within the
- capabilities of the implementing agency. The logframe tells us what performance should be achieved, or how such information will be collected,

## Baselines and Targets

Key outputs of the PAG is an assessment of the relevance, feasibility and sustainability of the proposed project,

## Quality Review/Assessment Tool

- Quality Assessment Tool offers a checklist approach that breaks down the key concepts of relevance, feasibility and sustainability into simple questions, and provides a framework for rapidly identifying information gaps

## PAG

In addition to an assessment of the project's logical coherence, it is of course important always to look for past evidence of success or failure, which may ensure that the project's design will build on the lessons of experience. The purpose of assessing the external factors is to determine their influence on the **project's feasibility**. This requires an understanding of the relative importance of each factor to project success, and the probability that it will be realised.

## Problems

- Project proposals are often received 'ready-made' and for this and other reasons a significant proportion of projects in fact undergo only one study. In the absence of a two-study approach to project preparation, it is vital that process managers are able to ensure the quality of terms of reference for what is usually a 'one-shot' exercise.

## The Logframe

The main design and management tool used within PCM is the **Logical Framework Approach**

- Using the logframe structure, planners test the design of a proposed project to ensure its **relevance, feasibility and sustainability**
- The LFA is also a key management tool during **implementation and evaluation.**
- It provides the basis for the preparation of action plans and the development of a **monitoring system, and a framework for evaluation.**

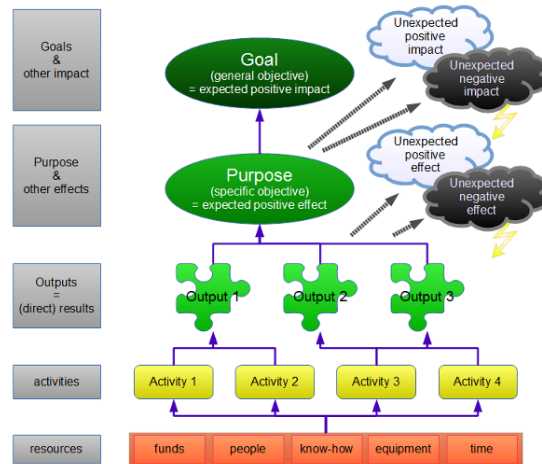
## Why is the Logframe so critical

- The main output of the LFA is the logframe matrix.
- The logframe sets out **the intervention logic** of the project (if activities are undertaken, then results will be achieved, then project purpose, etc.) and describes the important assumptions and risks that underlie this logic.
- This provides the basis for **checking the feasibility** of the project. For **management and supervision** of projects, the logframe defines the tasks to be undertaken, the resources required, and the responsibilities of management. In the second and third columns (objectively verifiable indicators, and sources of verification), and
- the logframe provides the framework against which **progress will be monitored and evaluated**.

## What is a logical framework?



## Results Chain/Theory of Change



## LogFrame: 'Garbage in, Garbage out'

- The logframe, for all its advantages when clearly understood and professionally applied, provides no magic solution to identifying or designing good projects .
- The principle of 'garbage in, garbage out' can apply to the logframe if it is used mechanically
- When used properly the logframe helps to make the logical relationships between activities, results, purpose and objectives more transparent, at least to the informed user.

## Logframe as a living document

- The logframe should thus not be seen as simply a set of mechanistic procedures, but **as an aid to thinking**. The logframe must also be seen **as a dynamic tool**, which **should be re-assessed and revised** as the project itself develops and **circumstances change**.
- It should be used **to provide structure and purpose to project planning and budgeting** without being **perceived as an inflexible and constraining blueprint**.

## Logical Framework

- The process is time-consuming and requires considerable training in the concepts and logic of the approach-
- One of the keys to using the logframe successfully is understanding what the definitions mean in operational terms, and in particular the **relationship between Results and Project Purpose**

- Achievement of the Project Purpose requires a 'beneficiary response' whereby the target group uses project services and in doing so derives a benefit for themselves.

## Factors Ensuring Sustainability

- Experience has demonstrated that the longer-term sustainability of project benefits depends on the following factors:
  1. **Policy support**
  2. **Appropriate technology**
  3. **Institutional and management capacity**
  4. **Economic and financial viability**
  5. **Socio-cultural and gender issues** affecting motivation and participation
  6. **Environmental protection** – the extent to which the project will preserve or damage the ecological environment and therefore support or undermine achievement of longer term benefits

## The Logframe

- The Logframe itself consists of a table, or matrix, which has four columns and (in its most basic form) four rows. The **vertical logic** identifies what the project intends to do, clarifies the causal relationships and specifies the important assumptions and uncertainties beyond the project manager's control.
- The **horizontal logic** relates to the measurement of the effects of, and resources used by, the project through the specification of **key indicators of measurement**, and the means by which **the measurement will be verified**.

- When the logframe is complete, it provides a **concise summary of project objectives, the indicators and sources of information by which progress will be measured, and the key risks and assumptions which may affect achievement of objectives**. The logframe will be appended to a comprehensive project plan, which explains in detail how it will be implemented.



- A gender-integrated approach is necessary to ensure that project design is consistent with the differing roles and needs of men and women

- With objectively verifiable indicators and
- sources of verification, the logframe provides the framework against which progress will be monitored and evaluated.

- The LFA is not a comprehensive tool and does not guarantee project success. All too often the caricature “fill-in-the-boxes” approach is used to complete the logframe matrix during project design, leading to a poorly prepared project with unclear objectives and a lack of ownership by project stakeholders.

### Using the LFA to Assess Project Proposals

- the Logical Framework Approach can be
- used to assess a project proposal in order to identify weaknesses in project design, and to formulate questions for preparatory studies. It
- also provides guidance for assessing the quality of a Financing Proposal.

## The Logical Framework

At a glance you are able to see; why the programme is important to society, in terms of the longer-term benefits- (**Overall objective**)

The core purpose of the project (**Expected Accomplishment/s**)

Services & Products to be delivered to the intended beneficiaries or target group- **Outputs** and - how the project's goods and services will be delivered- **Activities**

- Projects are **relevant when they address** the real needs of beneficiaries and are linked to sectoral, national & UN-habitat priorities
- Projects are **feasible** if their objectives can be realistically achieved within the constraints of the operating environment and the capabilities of the implementing agencies.
- projects are **sustainable** factors affecting sustainability are addressed as part of project design results from evaluation are used to build lessons learned into the design of future projects

## Objectively Verifiable Indicators (OVIs)

- Objectively Verifiable Indicators describe the project's objectives in operationally measurable terms, & provide the basis for performance measurement
- The specification of OVIs acts as a check on the viability of objectives and forms the basis of the project monitoring system

## Objectively Verifiable Indicators (OVIs)

- However, poorly specified indicators have frequently been cited as a
- major weakness in the design of M&E systems. Common problems
- encountered in the selection of indicators include:

- **selection of too many indicators**
- **selection of overly-complex indicators** which present major problems for data collection, either in terms of the skills or the resources required.
- **over-concentration on progress indicators** A
- common response to such a criticism is that it is not possible to measure impact during the lifetime of a project. However, by using *leading indicators, or proxy* it should be possible to gain a clear indication of the likelihood of achieving objectives

- if clients are satisfied with the services being provided by the project, then it is likely that they will continue to utilise these services and therefore that this change in their behaviour will translate into real benefits in the longer term
- *Selection of indicators* should form an important focus for early discussions between project partners

## Monitoring and Reporting

- Once a project has been planned and financial support been secured, the most important part begins - implementation. It is very rare for any project to go exactly according to plan.

## Monitoring and Reporting

- Project management now has the important and difficult task of establishing sufficient controls over the project to ensure that it stays on track towards the achievement of its objectives. This is done by **monitoring**, which can be defined as the systematic and continuous collection, analysis and use of information for management control and decision-making
-

- Monitoring **cannot be described** as being successful simply because the required information is collected.
- The information collected **must be communicated** - **in the right form, to the right person, at the right time**. Only then can **timely and appropriate management decisions** be made to address problems and ensure that the project is brought 'back on track'

- Mechanisms for communication must be established to ensure that the necessary information is generated and utilised in a timely and effective manner
- **Project progress reports-** information from the physical and financial indicators included in the logframe, activity schedule and cost schedule.

- It is not sufficient for team members to report simply that 'things are going according to plan'. They must also provide the evidence of this-

**Progress review** - get together on a regular basis to review progress against the plan.

This may be an opportunity for written reports to be presented and discussed, or simply for a rapid oral assessment of current issues and problems

At times of crisis that organisations focus more on task accomplishment

- **Progress Reports**

- The purpose of progress reports is to provide updates on achievements against **indicators and milestones**
- Levels of results, project purpose and overall objectives
- *Output indicators* will (specifying quantity, quality, time)
- **Activity schedule** milestones will have been established for the completion of activities; and in the cost schedule, expenditure will have been estimated and placed in a calendar



- using the following framework:
- Data about **intended achievements**, is compared with Data on **actual achievements**, to identify... significant **deviations from plan**, as a basis for... identification of **problems and opportunities**, to identify... corrective **action and alternatives**.

Within this framework, **the report should cover the following areas:**

1. A summary of the **current status of the project against indicators** for **project purpose and Outputs**
2. The **major activities** undertaken during the period of the report, as **compared to the activity schedule**
3. **Expenditure during the period of the report**, and cumulative to date, as **compared to the budget and cost schedule**
4. Estimates of the **number of clients or beneficiaries served** during the period
5. The **current and anticipated problems**, including planned **remedial actions**
6. Planned **major activities** and schedules **for the next period**.

## Project Review and Evaluation

- Evaluation can be defined as a periodic assessment of the **relevance**,
- **efficiency, effectiveness**, impact, economic and financial viability,
- and **sustainability** of a project in the context of its stated objectives.

## Project Review and Evaluation: Linkage to the Logframe

The **steps involved in an evaluation exercise** **closely follow the hierarchical objective structure of the project design**

**Evaluation looks at;**

**Relevance** - the appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated

**Project preparation and design** – the logic and completeness of the project planning process, and the internal logic and coherence of the project design

**Efficiency** - the cost, speed and management efficiency with which inputs and activities were converted into results, and the quality of the results achieved

## Evaluation looks at-

- **Effectiveness** - an assessment of the contribution made by results to achievement of the project purpose, and how assumptions have affected project achievements
- **Impact** - the effect of the project on its wider environment, and its contribution to the wider sectoral objectives summarised in the project's Overall Objectives
- **Sustainability** - the likelihood of a continuation in the stream of benefits produced by the project, particularly continuation of the project's activities and achievement of results, and with particular reference to development factors of policy support, economic and financial factors, socio-cultural aspects, gender, appropriateness of technology, ecological aspects, and institutional capacity

## Evaluation looks at-

- **Costs**
- *Actual input costs compared to plan.* This is the basis of variance analysis. Was there a budget revision? How did the nature and timing
- of inputs compare with the plan? Did the partner agency or other donors fulfil their planned contributions? These data will have been
- monitored and reported in progress reports. Such reports are a key
- source of data for evaluation
- **Activities**
- *Actual schedule and completion compared with plan.* Were there
- delays or time savings? Which organisation was responsible for
- delays? What effect did deviations from plan have on the project?
- These data will have been monitored and reported in progress reports.

## Evaluation Questions

Was the project a good idea to do this project in the first place and does it address the problems of the people (is the project relevant?)

Did the he project change anything in the long run? What is its impact? What are the positive and the negative impacts?

## Evaluation Questions

Are the achievements durable/sustainable? Do the positive outcomes persist when the project/assistance is finished? Are the partners or beneficiaries capable of maintaining the working costs and periodic investments costs that come with the new structures/organisations/infrastructures (financial sustainability)? Is ecological sustainability guaranteed?

## Evaluation

The specific reports would typically be:

At **Mid-Term**, to review progress and propose alterations to improve project design during the remaining period of implementation.

At **End of Project Evaluation/Project Completion**, to document the resources used, results and progress towards objectives. The objective is **to generate lessons** about the project which can be **used to improve future designs**.

## Effective Monitoring

- Should provide the information by which management **can identify and solve implementation problems**, and **assess progress in relation to what was originally planned**.

## Reporting

- Project managers will want to review progress very frequently, perhaps weekly or fortnightly, against their contracted budget and planned activities. Much of this data will be of an operational nature **for internal use by the project team**

## Use of the Logframe

- The logframe approach **helps to ensure that objectives are correctly written and that actions/activities are designed to lead to outputs** and objectives. This **logical sequence** simplifies the choice of monitoring indicators

## Effective Monitoring

**Review indicators** for use in measuring achievement of objectives. Within the project implementation team the priority focus will be on physical and financial monitoring of activities and results. The tools for this are good record keeping for comparison of actual expenditure against budgets, and progress against the project's activity schedule.

**Design report formats** to provide managers at different levels within the project with access to relevant and timely information which facilitates easy analysis.

**Prepare an implementation plan for the monitoring system**, which specifies the necessary staff, skills and training required, and clearly allocates information collection and reporting responsibilities.

## Effective Monitoring

Effective reporting is dependent on the users and reporters having a common understanding of why a report is required and what it will be used for.

However, experience shows that this approach has two important weaknesses;

- i. first, it **assumes that users know what they need in advance**,
- ii. second, **users tend to request more information than they really need.**

## Effective Monitoring

- Given that both the users and uses are expected to change over time the identification of information requirements will be an iterative process, and the onus will be on those responsible for Monitoring & Evaluation (M&E) to undertake a continual review of users requirements through:
  - 1) attending planning and review meetings to note what appears to be lacking or redundant for effective decision making
  - 2) encouraging comments and suggestions on the content and format of reports directly from user to reporter

## Project cycle phases

- 1. The cycle defines the key decisions, information requirements and responsibilities at each phase.
- 2. The phases in the cycle are progressive – each phase needs to be completed for the next to be tackled with success.
- 3. The cycle draws on evaluation to build experience from existing projects into the design of future programmes and projects



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