Training for RBM Champions

RBM in Planning

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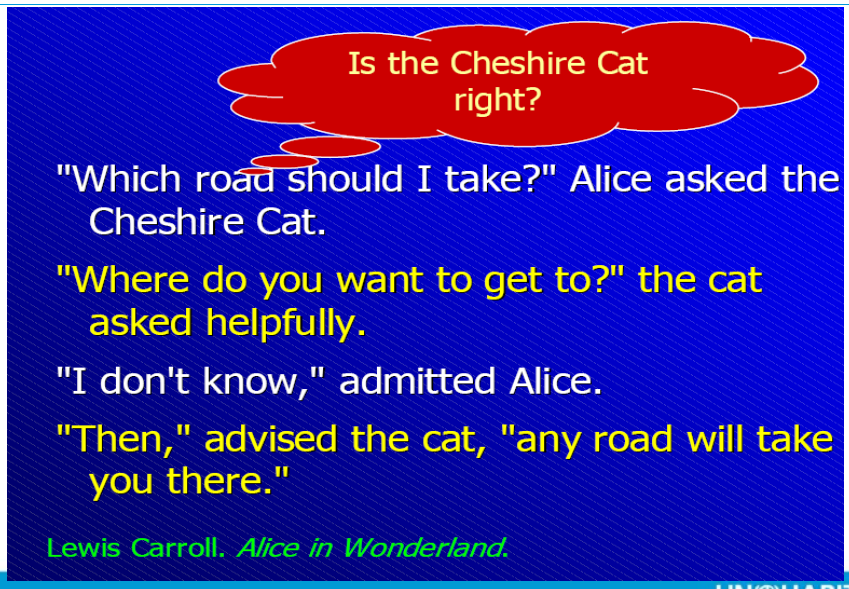
FOR A BETTER URBAN FUTURE

1. Do we need Planning?



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2. GC Resolution 23/11 of April 2011

- Requests the Executive Director, in consultation with the Committee of Permanent Representatives, to develop a strategic plan for 2014–2019, including a road map for preparatory work, taking into account the recommendations of the peer review and other reviews of the medium-term strategic and institutional plan for 2008–2013, for presentation to and approval by the Governing Council at its twenty-fourth session

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3. Situation Analysis

- UN-Habitat Mandate
- SWOT Analysis
- External environment scan/assessment
  - ✓ Main challenges, social, environmental, economic, demographic, spatial, etc
  - ✓ Urban trends, emerging issues and status of knowledge on urbanization
- Internal environmental scan - HR, financial, operational, programmatic, etc
  - ✓ MTSIP monitoring reports, Peer and other reviews, strategic evaluations
  - ✓ Programme/Project Evaluations
  - ✓ Performance Audit
- **Lessons learnt**

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4. Strategic Choice

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5. 7 Thematic Priorities

Each focus area is aligned to a thematic area as follows:

FA 1	Sp 1: Urban legislation, land and governance
FA 2	Sp 2: Urban planning and design
FA 3	Sp 3: Urban Economy
FA 4	Sp 4: Urban Basic Services
FA 5	Sp 5: Housing and Slum upgrading
FA 6	Sp 6: Risk reduction and rehabilitation
FA 7	Sp 7: Research and capacity development

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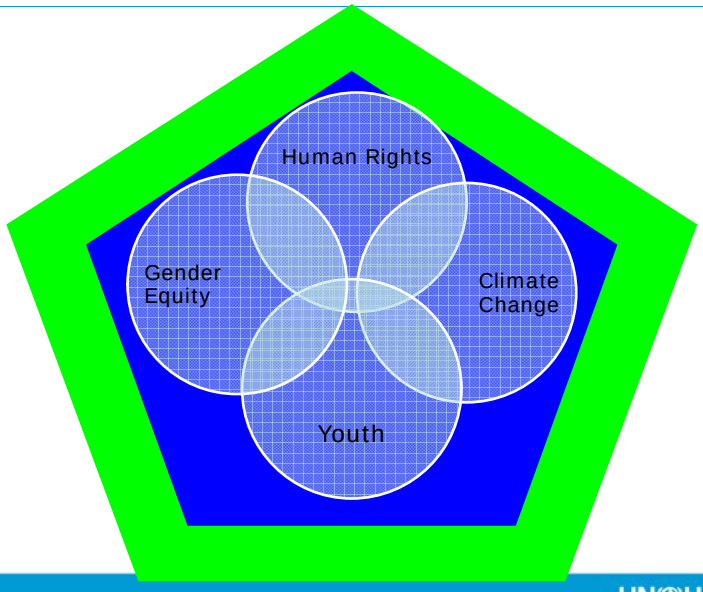
6. Mainstreamed Cross cutting issues



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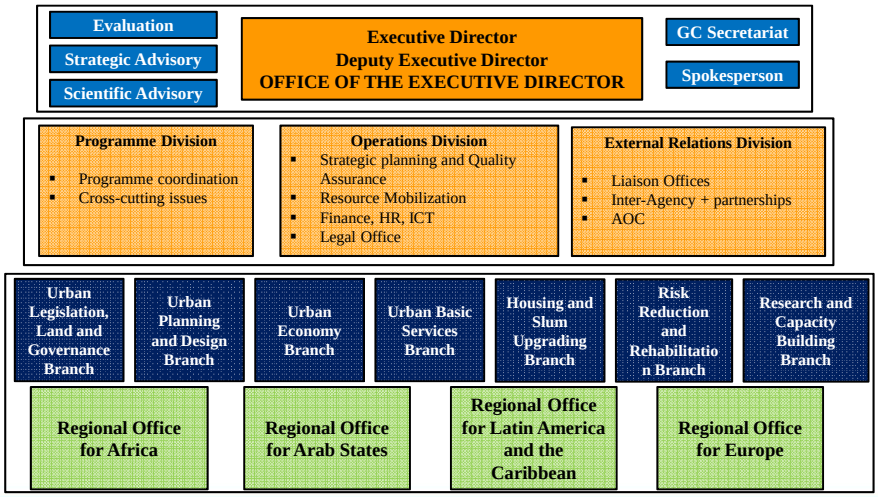
7. Organization Structure Aligned to Programme Structure

United Nations Human Settlement Programme



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8. Operationalization of Strategic Plan

- Results framework – Strategic result, EAS, Sub-Eas and indicators
  - ✓ basis for planning, monitoring, evaluation and reporting
- Strategy/Policy papers
- Performance Measurement Plan
  - ✓ Determine baselines, targets, what data we need, its sources, who, where, when
- Evaluation Plan
- Assumptions & risk assessment and management
- Establishing an enabling environment
- Costing of the strategic plan

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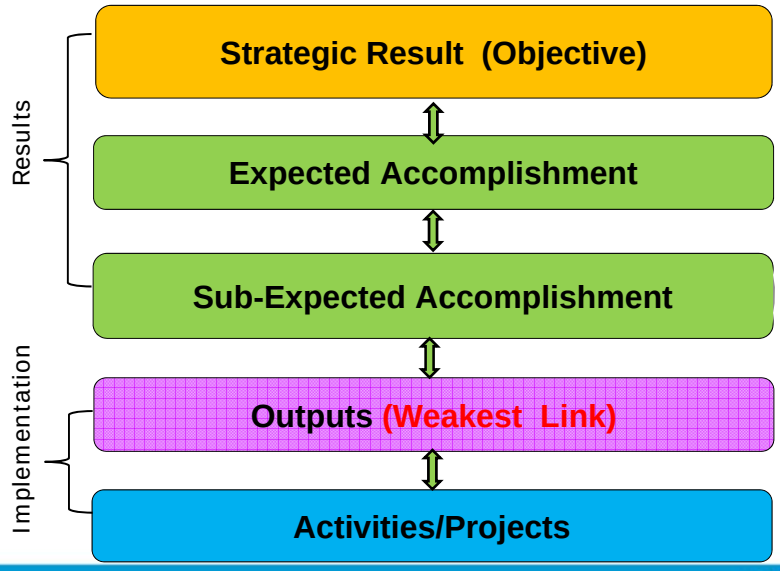
9. Results Chain of Strategic Plan



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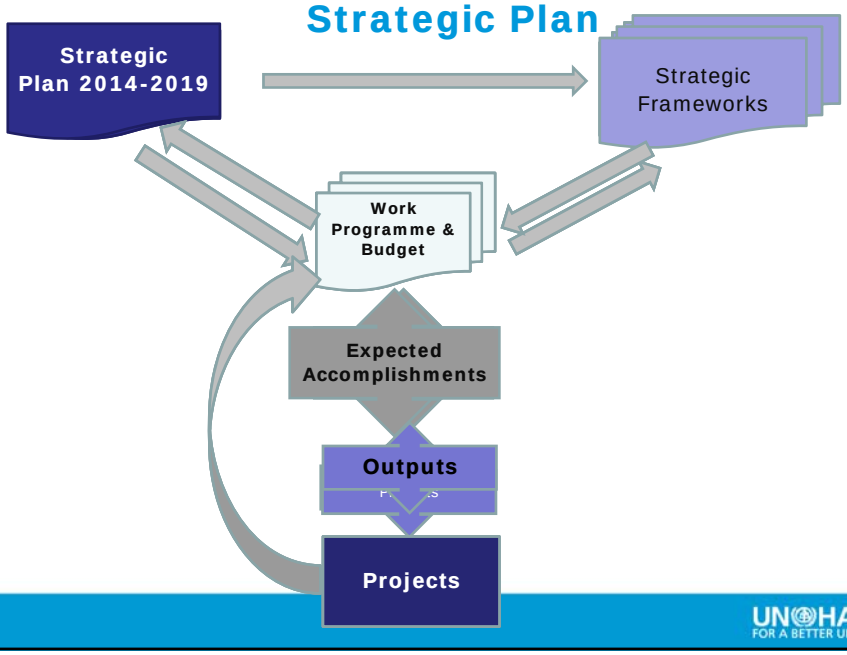
10. Planning for Implementation of Strategic Plan



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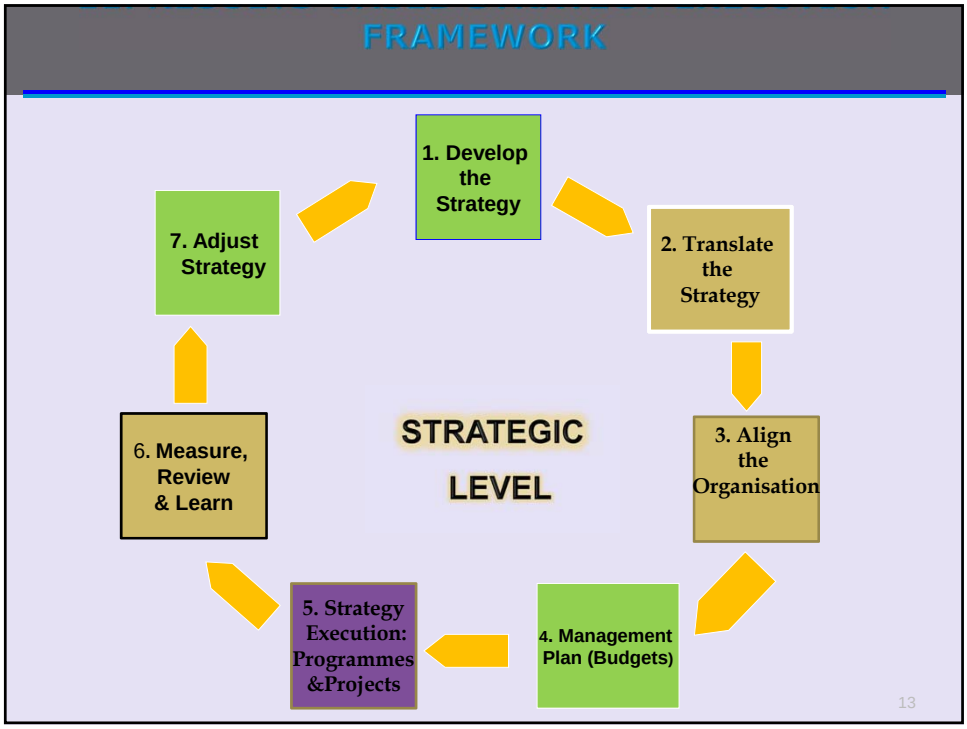

12. Inter-linkages Between Planning, Monitoring & Evaluation

- Without proper planning and clear results, monitoring cannot be done well.
- Without effective planning, the basis for evaluation is weak, evaluation cannot be done well.
- Without careful monitoring, the necessary data is not collected and evaluation cannot be done well

THANK YOU

Results-Based Management for UN-Habitat Champions

Nairobi, Kenya

Outline

I. The Strategic Framework
II. The Work Programme and Budget
III. The Annual Work Plan

The Strategic Framework: What is it?

- In the UN Secretariat, the SF is the principal policy directive
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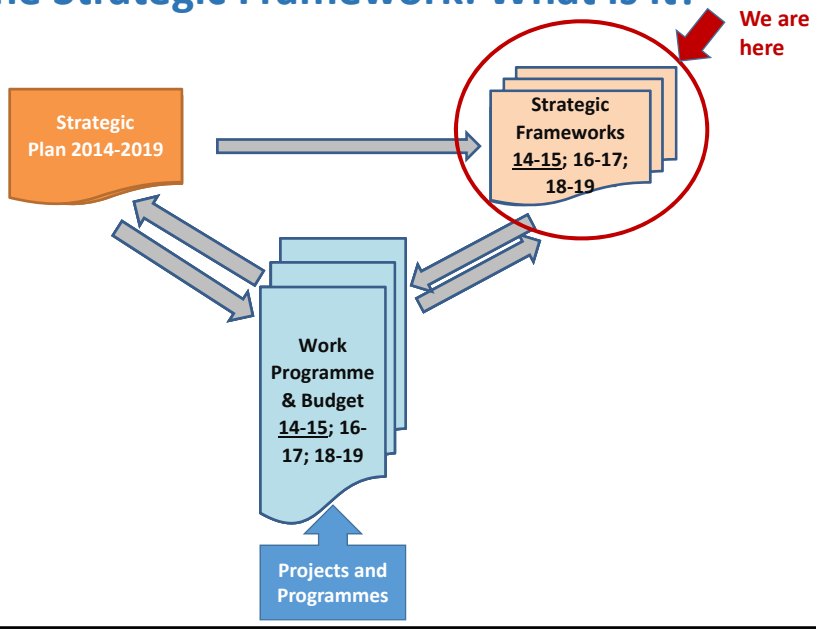

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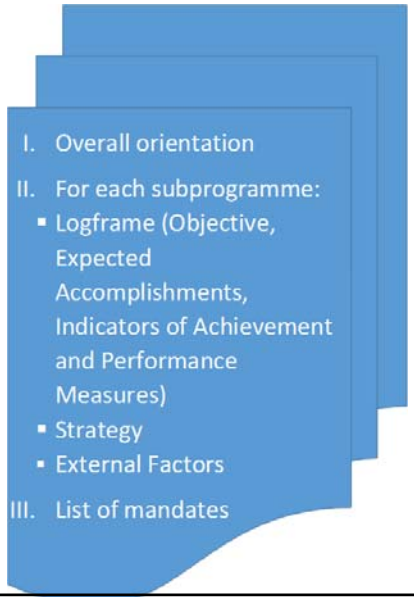

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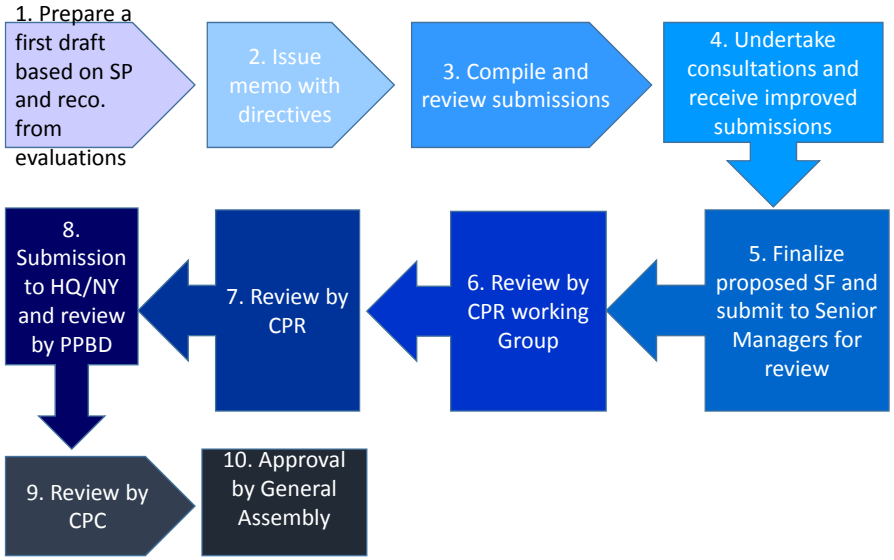

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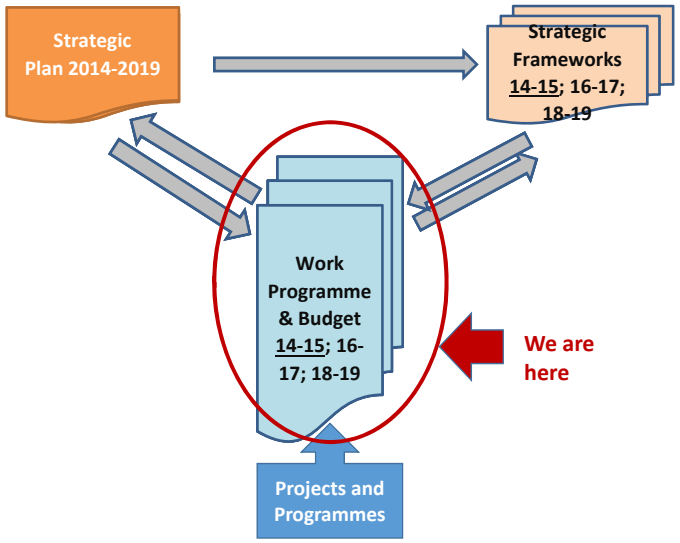

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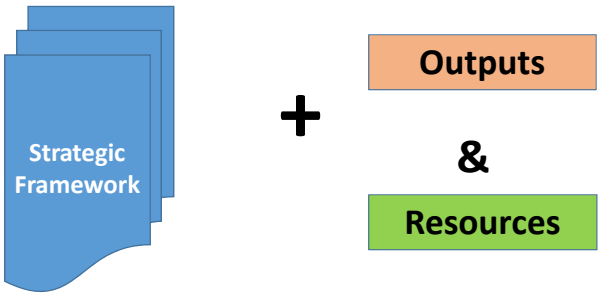

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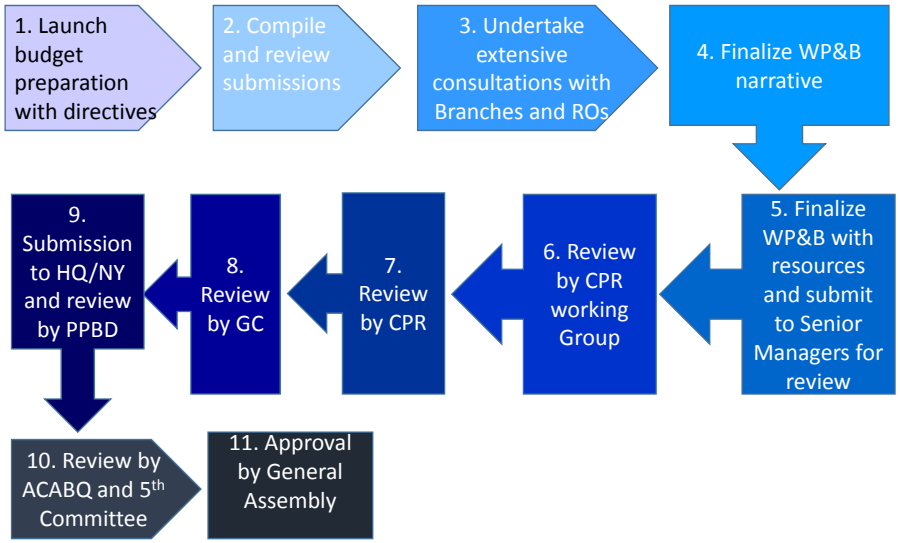

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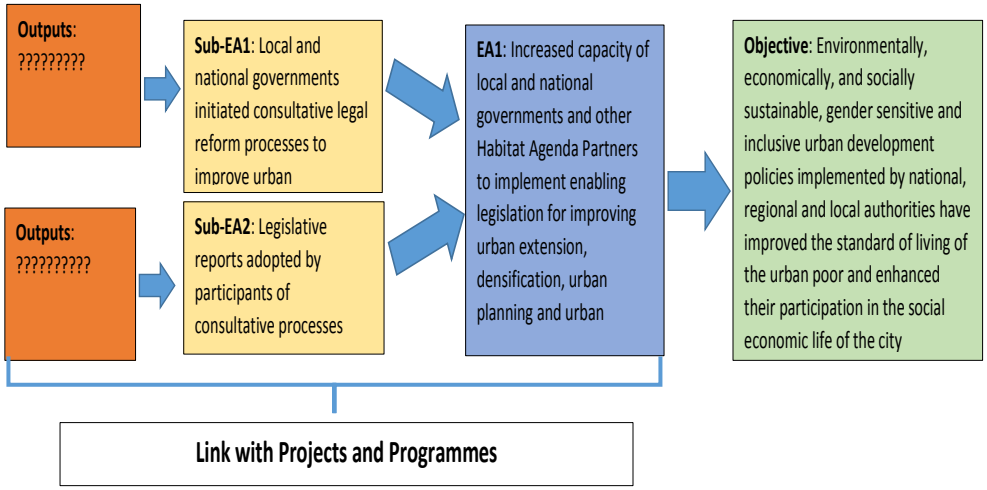

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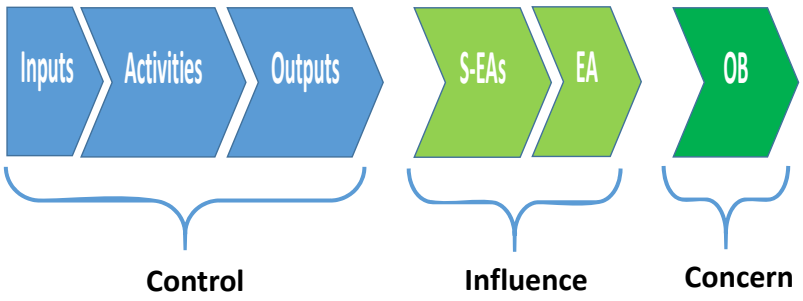

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- Parliamentary documentation (reports feeding into intergovernmental meetings)
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UN HABITAT
FOR A BETTER URBAN FUTURE

Key Performance Indicators

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FOR A BETTER URBAN FUTURE

What

An Indicator is

"A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess the performance of a development actor" (OECD/DAC)

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The AAA states
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Key performance indicators (KPI's) support

- **Measuring achievements of results**
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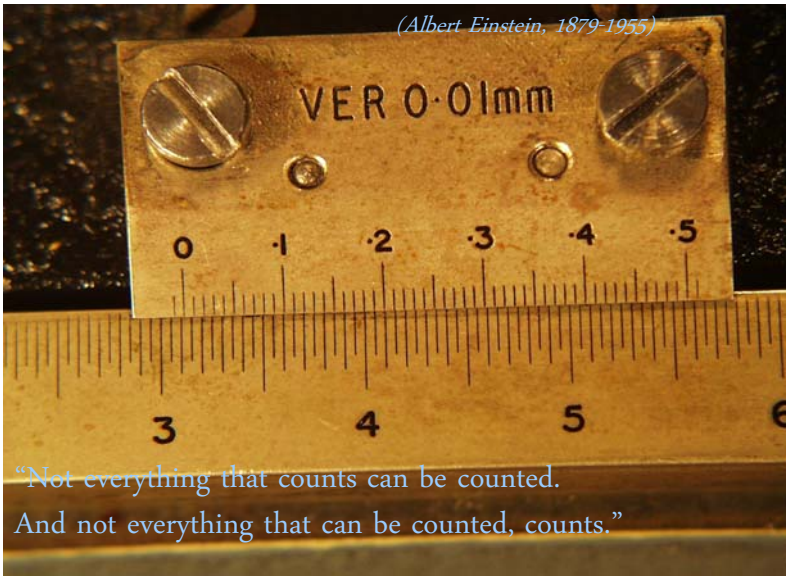

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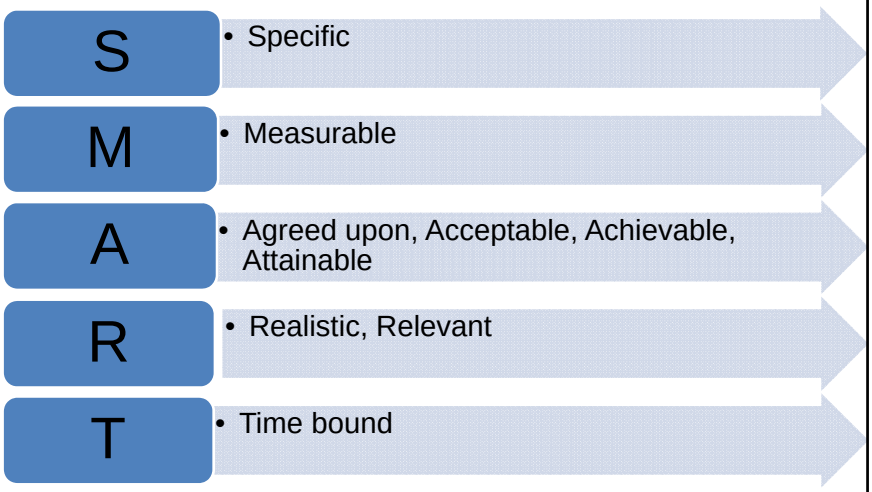

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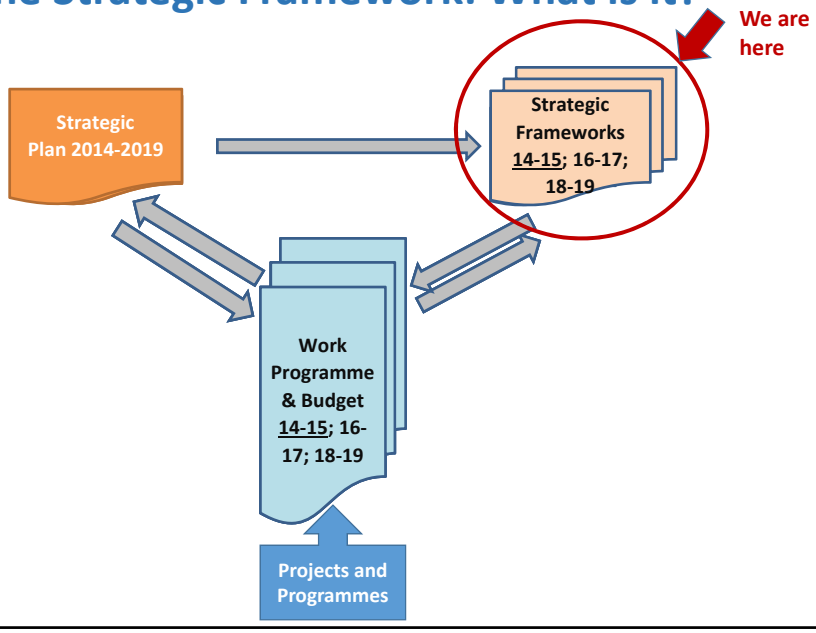

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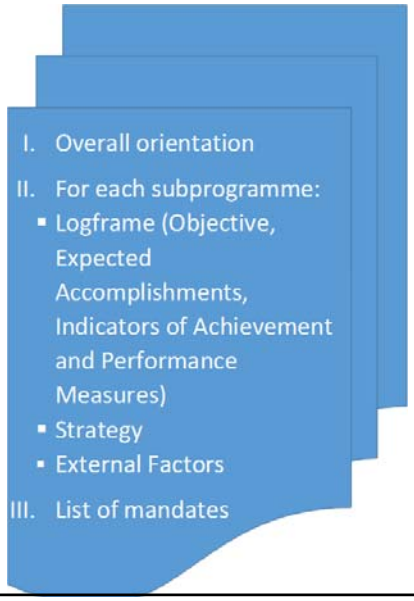

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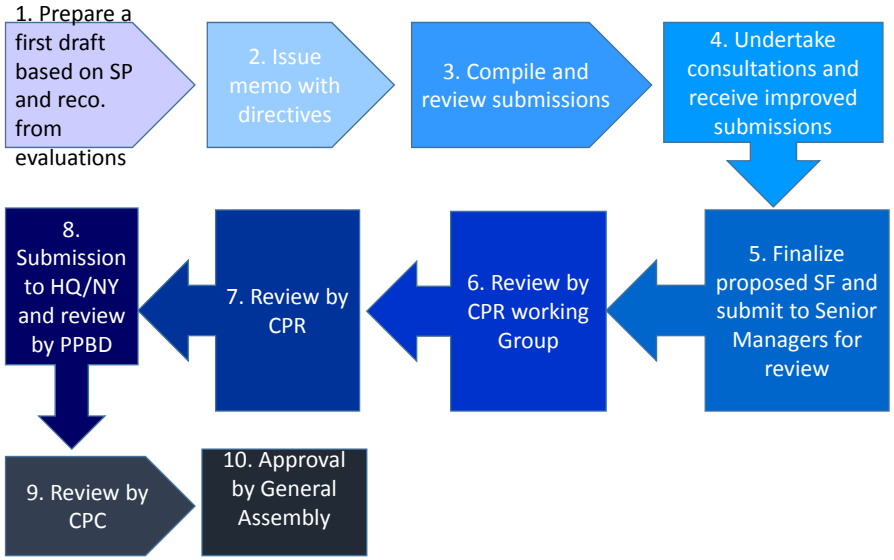

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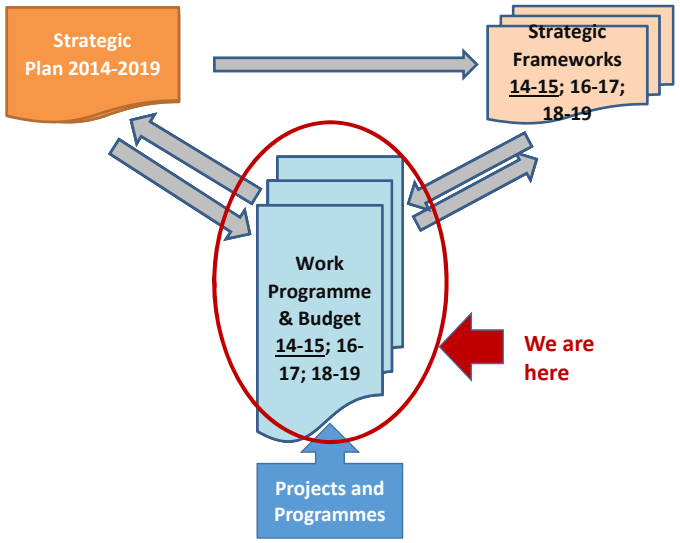

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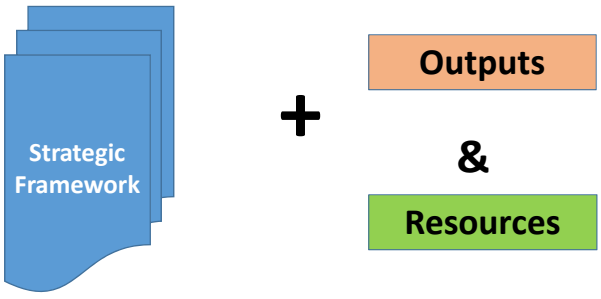

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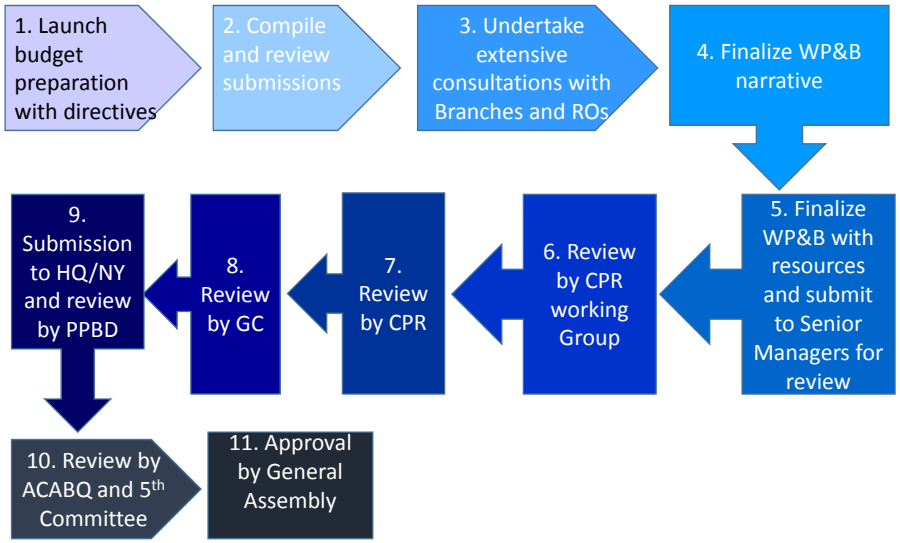

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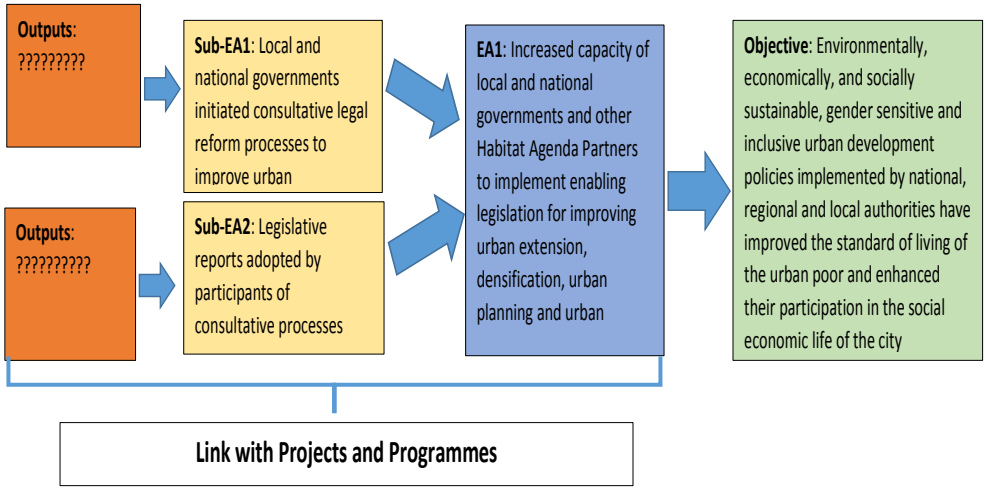

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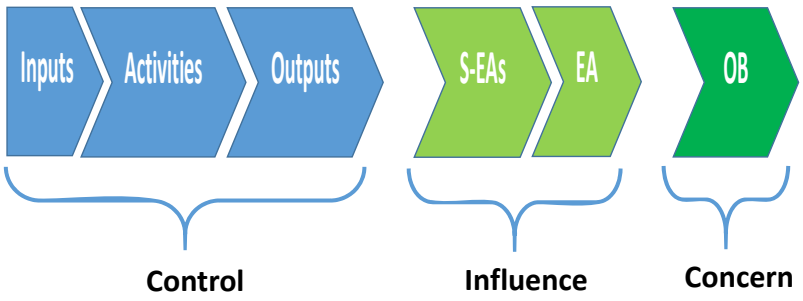

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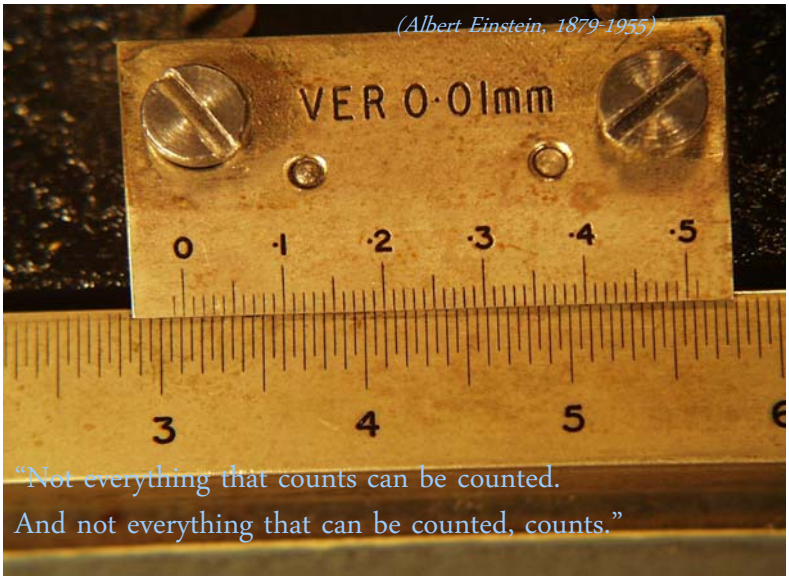

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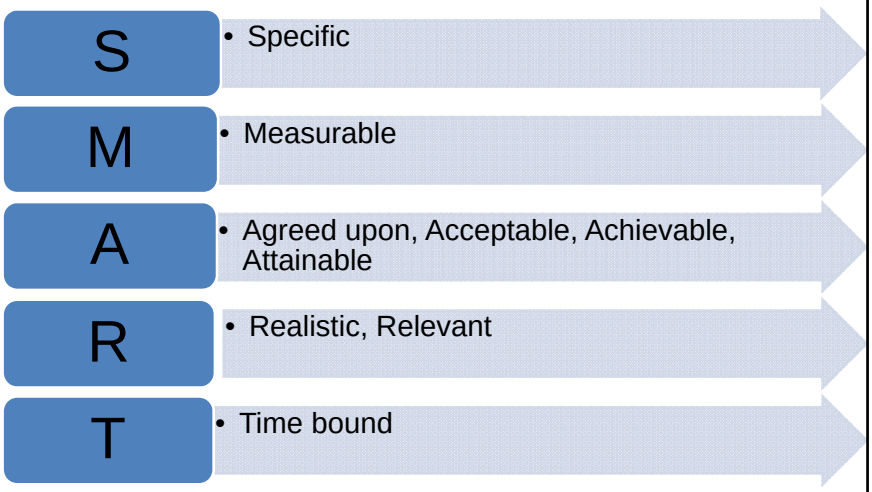

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Results-Chains

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What?

Results chains

- Are logical diagrams
- Linking inputs-outputs-outcomes-impact

Used:

- To improve planning
- To link interventions to results
- For more systematic performance monitoring

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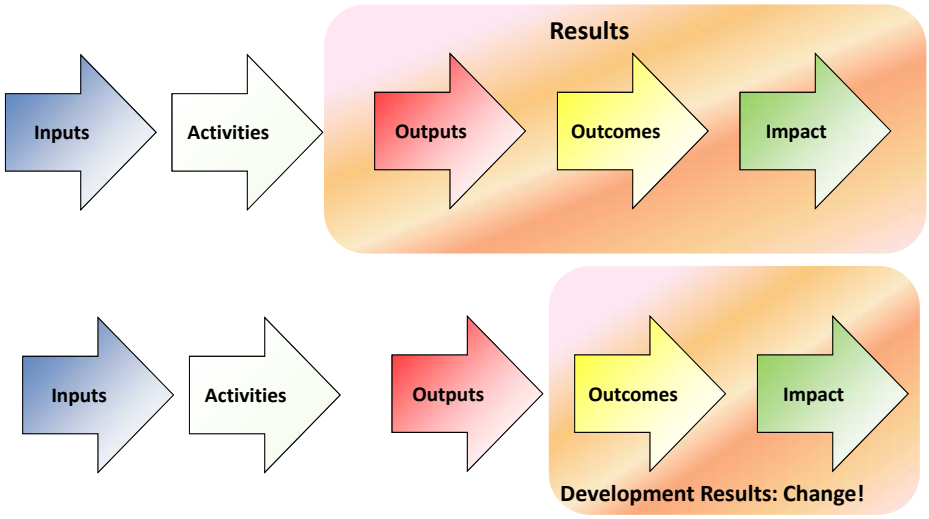

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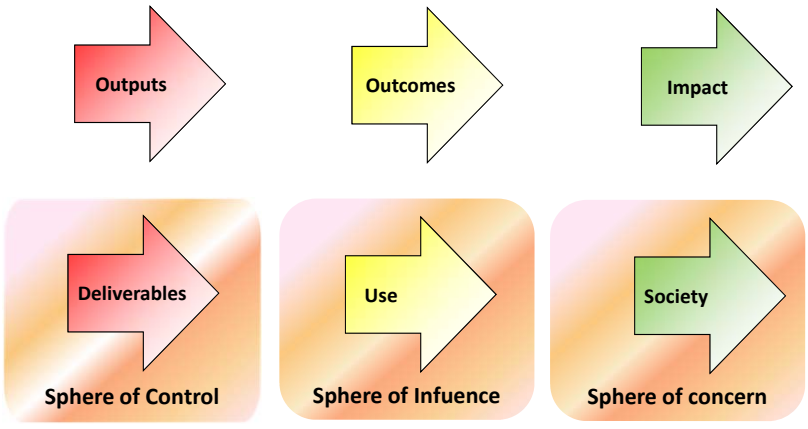
FOR A BETTER URBAN FUTURE

What?



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Why?

Value added result chains:

- May capture the envisaged change process better
- Enable development partners to position themselves in country efforts

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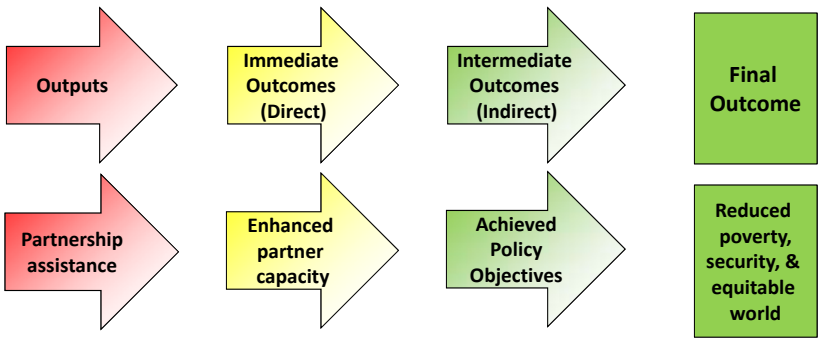
Why?

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



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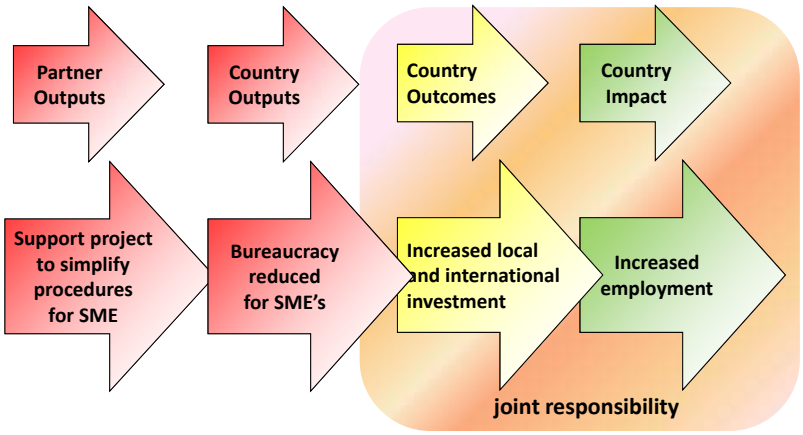
Why?

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



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Conclusion

Results chains are an appropriate RBM tool:

- Are logical diagrams linking inputs-outputs-outcomes-impact;
- Enable to capture the envisaged change process;
- Enable development partners to position themselves in country efforts (visualising alignment!)

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As such, result chains support:

- Dialogue on results
- Align PM&E with Results
- Planning (and Budgeting)

Or, in short:

- Shared goals and strategies
- and are a good starting point for performance-based budgeting