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**Reports on the implementation of UN-Habitat strategic
plans: implementation of the strategic plan for the period
2020–2023: results-based management policy**

## Progress in the implementation of the strategic plan for the period 2020–2023: draft results-based management policy

### Report of the Executive Director

## I. Introduction

1.    The results-based management (RBM) policy provides guidance on the purpose, basis, context, scope, principles and roles and responsibilities for mainstreaming RBM throughout the organization. The policy applies to all staff of the United Nations Human Settlements Programme (UN-Habitat) at headquarters and in offices away from headquarters.

2.    The policy gives a broad strategic orientation for implementing RBM, institutionalizing RBM and establishing an organizational culture of results. It lays the foundation for strategic, programme and advisory services, project planning, implementation, performance monitoring, reporting and learning and provides a basis for reporting on performance to Member States, donors, partners, beneficiaries and other stakeholders. It is complemented by the UN-Habitat results-based management handbook,[1] the evaluation policy and the project-based management policy, which cover other key elements of RBM.

3.    The focus on RBM aims to improve management effectiveness and accountability by defining realistic expected results (outcomes and impact),[2] targets and clear performance indicators, while integrating lessons learned into management decisions and reporting on performance. Furthermore, a focus on RBM helps to generate greater social, economic and environmental impact, touching on people's well-being and quality of life.

## II. Purpose

4.    The policy:

     (a)    Reaffirms the commitment of UN-Habitat to RBM as the management strategy for achieving and demonstrating results;

     (b)    Confirms RBM as the foundation for strategic, programme and project management throughout UN-Habitat, including for delivery on the work programme and budget and the strategic plan;

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* HSP/EB.2020/1.

[1] Available at https://unhabitat.org/results-based-management-handbook.

[2] Throughout the policy, "results" refers to development results, or outcomes and impact.

(c)      Is in line with the United Nations reform and is an important tool for maximizing programme effectiveness, efficiency, transparency and accountability, including in the context of the United Nations Sustainable Development Cooperation Framework. RBM principles, methodologies and tools are used to improve the achievement of strategic, programme and project results, strengthen management decision-making processes, improve performance and identify opportunities for learning;

(d)      Strengthens the application of RBM in the project/programme management cycle, (formulation, review, approval, implementation, supervision, and monitoring and evaluation);

(e)      Provides the institutional framework for the development and implementation of RBM tools, including the handbook that guides the institutionalization of RBM in UN-Habitat;

(f)      Establishes the connection between RBM and knowledge management.

## III.    Basis and context

5.      The UN-Habitat strategic plan for the period 2020–2023 repositions the organization as a centre of excellence and innovation that drives political discussions, generates specialized and cutting-edge knowledge and establishes technical norms, practices, principles and standards of sustainable urban development.

6.      In addition, the strategic plan moves the strategic focus from processes to outcomes and impact. It therefore provides a new impetus to the RBM agenda of UN-Habitat.

7.      UN-Habitat has been implementing results-based budgeting since 2000, as is reflected in its programme planning, monitoring, reporting and evaluation practices, in line with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8 and ST/SGB/2016/6).

8.      This policy reaffirms the commitment of UN-Habitat to fully institutionalize RBM as the organization's management framework, in accordance with General Assembly resolution 62/208 of 19 December 2007 on the implementation of RBM within the United Nations funds, programmes and specialized agencies.

9.      The Governing Council of UN-Habitat has also called for RBM implementation. In paragraph 10 of its resolution 21/2 of April 2007 on the medium-term strategic and institutional plan for 2008–2013, the Governing Council requested the Executive Director, "irrespective of the level of funds received, to give immediate priority to the proposed institutional reforms, including further implementation of results-based management, robust knowledge management systems and any institutional adjustments necessary to better align the organization with the medium-term strategic and institutional plan, consistent with the wider process of United Nations system-wide reform". In paragraph 10 of resolution 25/3 of April 2015, the Governing Council requested the Executive Director "to continue to strengthen the implementation of results-based management in the programmes, projects, policies, and activities of the United Nations Human Settlements Programme and to allocate adequate resources accordingly".

10.     More recently, the UN-Habitat Assembly, in paragraph 3 (c) of its resolution 1/1 of 31 May 2019, requested the Executive Director to "continue strengthening the implementation of results-based management in all the programmes, projects, policies and activities of UN-Habitat and develop, in consultation with the Executive Board, a results-based management policy".

11.     In addition to responding to the mandates from the General Assembly, the Governing Council and the UN-Habitat Assembly, the RBM policy has been developed in response to:

(a)      International consensus on achieving key development results, especially in the context of the Sustainable Development Goals (SDGs) and the Secretary-General's Decade of Action, which stresses the importance of achieving results for transformative change and leaving no one behind;

(b)      The International Roundtable on Managing for Development Results (held Washington in 2002, Marrakech, Morocco in 2004, and Hanoi in 2007), during which participants called for stronger actions to improve the number and quality of development results achieved with countries' own public funds and with international aid;

(c)      The High-level Forum on Aid Effectiveness, in particular the second forum in the series, held in Paris in 2005, which emphasized partner-country ownership, mutual accountability and the need to increase efforts to harmonize, align, measure against indicators and manage aid for results;

(d)      The report of the United Nations Board of Auditors of 31 December 2013, in which the Board requested UN-Habitat to finalize its RBM policy and develop an implementation manual.

12.     The RBM mainstreaming (transfer) process at UN-Habitat has been incremental since 2008.[3] Overall, RBM implementation has been only partially successful and remains largely incomplete. Some critical components, such as a systematic monitoring system and results-oriented budgeting, are still in the early stages of the transfer process. RBM has faced several barriers related to a lack of compatibility and congruence with organization-wide priorities, as well as a lack of human capacity. Being but a piece of the larger organizational management system, it needs support from the wider system to successfully graft and endure.

13.     RBM requires time and attention. Without buy-in and sufficient time, the proposed changes will end up as adornment, lacking depth and coherence. Staff might comply with the new systems, but the systems will not change their mental models. Successful RBM transfer therefore requires fundamental change that goes beyond fine-tuning the status quo; it requires change in the way the organization perceives, thinks and behaves as a whole. It is about changing assumptions, philosophies and values at UN-Habitat. Successful mainstreaming of RBM will, for instance, depend on the ability of individual staff to voluntarily think in a results-oriented manner.

# IV.     Scope and definitions

14.     The present RBM policy covers sound strategic, programme and project planning, implementation, monitoring and evaluation, as well as reporting by UN-Habitat to Member States, donors, partners and other stakeholders on its achievements in terms of transformational change and impact.

## A.     Results-based management

15.     RBM is a broad management approach whose core focus is achieving results. In its report on RBM at the United Nations, the Office of Internal Oversight Services defines RBM as a "management strategy by which the Secretariat ensures that its processes, outputs and services contribute to the achievement of clearly stated expected accomplishments and objectives. It is focused on achieving results, improving performance, integrating lessons learned into management decisions and monitoring and reporting on performance" (A/63/268).

16.     The Organization for Economic Cooperation and Development defines RBM as "a management strategy focusing on performance and achievement of outputs, outcomes and impacts".[4]

17.     The United Nations Development Group defines RBM as "a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and higher-level goals or impact). The actors in turn use information and evidence [concerning] actual results to inform decision-making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting."[5]

18.     At UN-Habitat, the RBM approach shifts the focus away from inputs, activities and processes towards the outcomes and impact that are a direct or indirect effect of an intervention. RBM also emphasizes using information on results to improve decision-making. The RBM approach demands that management continually reflects on the extent to which implementation of activities and outputs will lead to the achievement of the desired outcomes. It is about effectiveness of implementation. Accordingly, management is supposed to continually make the adjustments needed to ensure that planned or desired outcomes or results are realized.

19.     RBM is not a tool, but rather a way of thinking and a mindset. It is a way of working that looks beyond processes, activities, products and services to focus on the actual social and economic benefits of projects and programmes at the level of beneficiaries. In that sense, RBM is an accountability process that puts people first. It is strongly connected to institutional relevance and the need to demonstrate that the programme is fit for purpose. RBM is also a system and, like all systems, its components must work harmoniously and cohesively for it to be effective.

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[3] The medium-term strategic and institutional plan for 2008−2013 was the first results-oriented strategic plan.

[4] Organization for Economic Cooperation and Development, 2010, "Glossary of key terms in evaluation and results-based management", 2010 edition, p. 34.

[5] United Nations Development Group, 2011, "Results-based management handbook: harmonizing RBM concepts and approaches for improved development results at country level", p. 2.

## B.  Results

20.  A result arises as a consequence (intended or unintended, positive or negative) of a development intervention or humanitarian assistance, deriving from the utilization of products and/or services provided to targeted institutions and communities.

Figure 1
**Results chain**
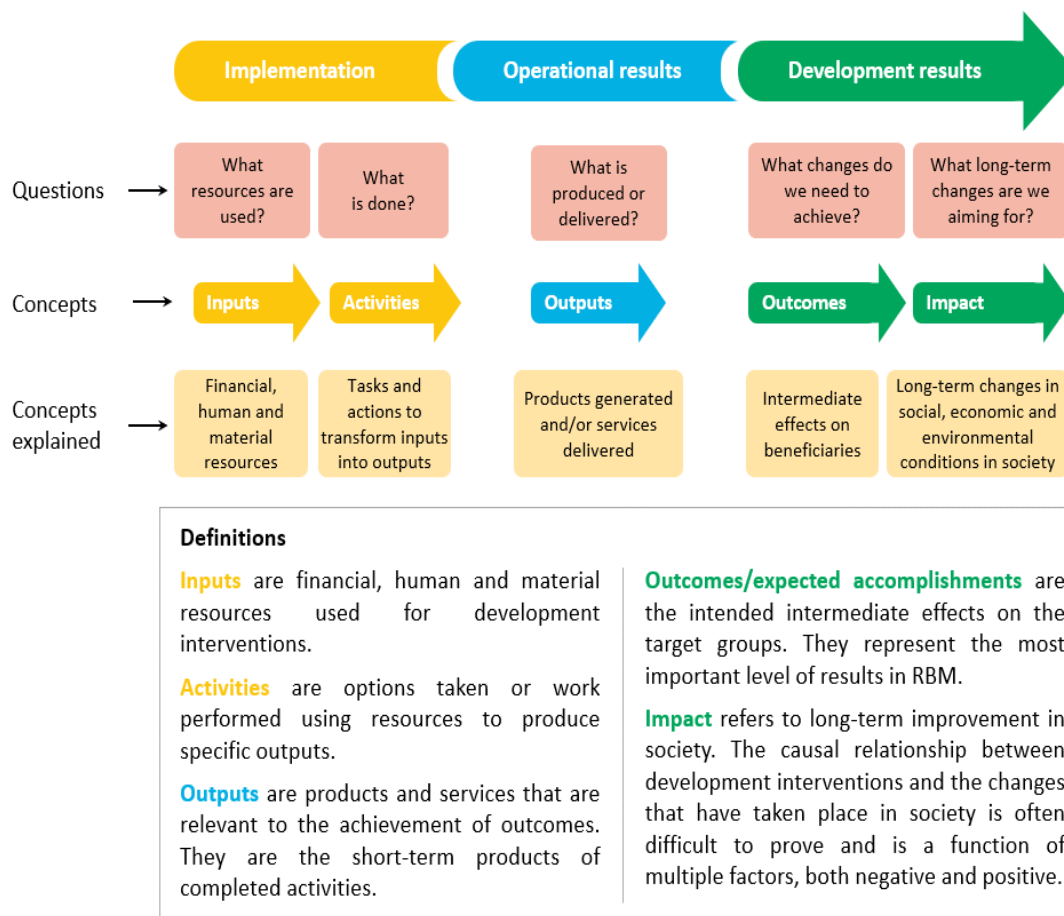


## V.  Policy orientation

21.  RBM is integral to UN-Habitat management philosophy and practice and is critical to the implementation of its strategic plan. UN-Habitat focuses on results to ensure that it employs management practices that optimize value for money and the prudent use of its human and financial resources while transforming lives in cities and communities. The Programme focuses on results that reflect its catalytic and convener role and the need to forge strategic partnerships to ensure better results. UN-Habitat will report on its results to inform Member States and other stakeholders of its success in achieving transformational change as it implements its strategic plan in support of the 2030 Agenda for Sustainable Development.

22.  In order to effectively apply RBM, UN-Habitat will:

(a)  Ensure that the four-year strategic plan and its results framework and performance measurement plan form the basis of programme and project planning, monitoring, reporting and evaluation;

(b)  Ensure that all activities, processes and products contribute to the desired outcomes (results) of the strategic plan and the approved work programme and budget;

(c)  Implement strategic and programme planning (including budgeting), monitoring, reporting, evaluation and learning, in line with RBM principles;

(d)     Ensure that strategic and programme planning, monitoring, reporting, evaluation and learning take into account social inclusion and cross-cutting dimensions (e.g., gender, human rights, children, youth, older persons and people living with disabilities);

(e)     Plan, implement and manage all initiatives in line with the project-based management policy and quality requirements at formulation and implementation phases;

(f)     Mainstream RBM into all management and operational systems, processes, programmes and projects, ensuring that decisions are based on analysis and interpretation of available results-related information;

(g)     Ensure that UN-Habitat evolves into an organization in which every manager and staff member is equipped with the required skills and is motivated to manage for results;

(h)     Train all staff in RBM concepts, methodologies and tools;

(i)     Ensure that the budget and other resources are adequate to deliver the planned results;

(j)     Ensure systemic and consistent use of findings and recommendations from programme, project and thematic evaluations;

(k)     Ensure that the lessons learned and knowledge generated contribute to greater efficiency and impact.

## A.     Principles

### 1.     Results-oriented leadership to drive the UN-Habitat results agenda

23.     A major precondition of effective RBM is leadership commitment. Results-oriented leadership ensures the selection of clear objectives and strategies for the programme, demands information and documentation of results and uses performance information for decision-making. Results-oriented leadership demonstrates attitudes and behaviours that are essential for the success of the organization. The highest political or management level must support the focus on the desired change or results by demanding results and results-related information. Key to the development of a results-oriented culture is training for everyone involved in implementation in the use of readily available RBM tools, reference materials and incentives.

24.     In addition, transformational leadership at all levels is essential in bringing about effective RBM, with leaders leading by example and creating, nurturing and maintaining an environment conducive to others following. This principle includes the need for UN-Habitat managers to demonstrate consistent leadership in RBM, to have the capacity to do so, to routinely ask about results information and to promote the use of results information.

### 2.     Incentives to institutionalize a culture of results

25.     Managing for results represents a very different way of doing business. Traditional systems reward delivery of activities and processes rather than achievement of results. Research and the experience of organizations and countries that have mature RBM systems have demonstrated that an incentive system is important for consistent use of RBM and the embedment of a results culture. Incentive structures and accountability systems are important for motivating management and staff to change a traditionally compliance-oriented culture. Management reward systems, hiring, firing, knowledge and information management systems, words and actions must be aligned and must not contradict RBM principles. That which is rewarded is done. To that end, there is a need for: (a) organizational systems, incentives and procedures that support RBM; (b) accountability that supports learning; (c) an environment conducive to learning; and (d) staff and managers that have adequate RBM capacity.

### 3.     Practice learning and adaptive management using results information

26.     Learning from results information and practising adaptive management to reflect what has been learned is another key element of RBM. This principle requires structured learning events and the documentation of lessons learned, as well as the use of results information to manage adaptively through continuous learning.

### 4.     Accountability and clear roles and responsibilities

27.     Committing to RBM requires that staff and management be held accountable for appropriate levels of results.

**5.    Partnership for impact**

28.    UN-Habitat will create the conditions needed to deliver results with its strategic partners. UN-Habitat will work with its partners to ensure a common understanding of the principles of RBM, identify respective roles and responsibilities and share responsibility for achieving results at the strategic, programme and project levels.

**6.    Transparency**

29.    The implementation of RBM by UN-Habitat will lead to better reporting on more clearly identified development results to Member States and other stakeholders. For performance information to be useful, it must be valid and reliable. If it is biased or inaccurate, it will simply not be accepted or used. Even the perception that the information could be falsified can impair the usefulness of the system. To ensure that the information is credible, there needs to be some form of independent checking or auditing, and the means of verification must be communicated.

**7.    Inclusiveness/participation**

30.    Participation in an RBM process is the active involvement of people in decisions that affect them. The objective of participation is to improve the quality of decisions and ensure that they have the support needed for implementation. Support can be achieved only by actively involving staff and stakeholders; people are inclined to resist an approach that is perceived as being imposed from above. When staff members are involved in developing and implementing results, they own the process and appreciate the relevance of RBM and its related systems, processes and tools. Furthermore, organizational units are more effective when they work collaboratively than when they work in isolation. Participation in annual joint planning is encouraged, which also ensures that plans are vetted with those that have a stake or interest in them, in turn ensuring ownership and support for actions. Further, inclusiveness and participation are part of the good governance practice of valuing diversity, reflecting the belief that there is more than one way to look at the world and that work will improve if we consciously seek to take into account the diversity of views, experience, skills, capabilities and beliefs of those who are affected.

**8.    Resources**

31.    According to the United Nations Joint Inspection Unit, accounting for results is at the heart of the shift to RBM in the United Nations, where it is regarded as "a management tool [that] should enhance responsibility […] and accountability in the implementation of programmes and budgets".[6] Accordingly, harnessing an organization's resources to achieve its desired results/objectives and demonstrating the linkage between resources and results are essential for an effective RBM system. Most accounting systems do not show the alignment of resources with objectives. Linking resources to objectives enables the assessment of a programme's performance in relation to the resources provided and enhances accountability.

32.    To assess the strength of a results culture in UN-Habitat and effectiveness in using tools and frameworks, each of the principles presented above will have an associated set of standards that capture the essential elements of RBM. Those standards will be built into an assessment framework with a four-point scale[7] intended to provide a rating of the extent to which a specific RBM standard has been met.

33.    In addition, UN-Habitat will make use of a managing for development results capacity scan. Previously used by UN-Habitat in 2010, a capacity scan is a self-assessment tool for building capacity to manage for development results. It looks at several RBM dimensions, including:

(a)    Leadership;

(b)    Planning;

(c)    Budgeting;

(d)    Monitoring and reporting;

(e)    Evaluation;

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[6] https://www.unjiu.org/content/results-based-management.

[7] Fully met the RBM standard; partially met the RBM standard; minimally met the RBM standard; and did not meet the RBM standard.

       (f)     Statistics and evidence;

       (g)     Accountability.

## B.    Pillars of results-based management

34.     UN-Habitat strengthens management practice by ensuring that its RBM pillars, comprising planning, monitoring and evaluation, and learning, at the strategic, programme and project levels, are results focused, and that results information from monitoring and evaluation of the strategic plan, programme of work and projects is used to facilitate effective learning, evidence-based decision-making, planning, accountability and performance improvement.

### 1.    Planning

35.     Planning in an RBM system is the process of identifying the goals or objectives to be achieved; formulating the strategies to achieve them; organizing or creating the means required; and establishing performance measurement frameworks, as well as determining the resources required. Planning lays the basis for implementation, monitoring, reporting and evaluation processes and directs all steps in their proper sequence. A basic principle of results planning is to start with the desired change (impact and outcomes) and then identify the outputs, activities and inputs required to achieve them – in other words, to develop a results framework. This implies a thorough analysis of the problem that needs to be solved, the changes that are desired and the activities and inputs that are necessary to achieve them.

### 2.    Monitoring and evaluation

36.     Monitoring in an RBM system is a continuous or periodic process that provides performance information on the degree of progress made towards achieving a desired change or results at a particular time. It involves systematic collection of data on selected indicators to measure performance against targets and inform management and the main stakeholders in an ongoing development intervention on the progress made in implementing a programme, achieving the outcomes/objectives and using the allocated funds. Monitoring focuses on the fidelity of cause-and-effect relationships. The monitoring process indicates whether outputs are timely, adequate and of the desired quality to lead to the desired change, allowing for adjustments and trade-offs to be made as needed.
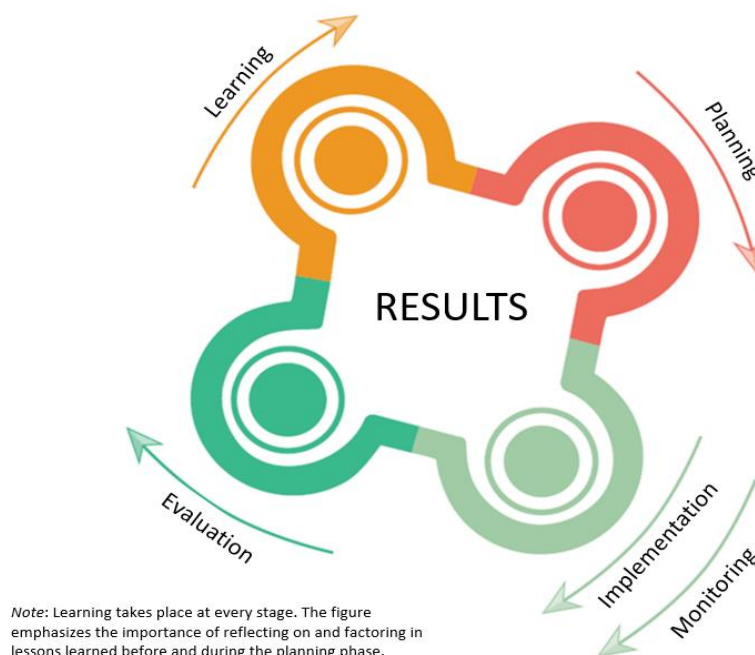
37.     Evaluation in an RBM system is the systematic and objective assessment of an ongoing or completed project, programme or policy, including its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, and the efficiency, effectiveness, impact and sustainability of development interventions. In an RBM system, monitoring information alone does not provide the complete performance picture. Evaluations complete the picture by providing the depth of analysis needed to explain why targets were met or not met. They also provide information that managers need to improve operations. An evaluation should provide information that is credible and useful, to enable the incorporation of lessons learned into the decision-making processes of both implementers and donors. More important, evaluations should be able to indicate whether desired results, especially outcomes and impact, were achieved, and if not, why not. They should provide information that monitoring cannot adequately provide. Evaluation focuses on the achievement of desired results.

38.     Monitoring and evaluation feedback allows UN-Habitat to track progress in fulfilling its mission of delivering sustainable urbanization benefits in its programme areas. UN-Habitat projects and programmes are more likely to capitalize on their innovative and catalytic role when they are fully integrated with RBM and where management activities are based on feedback from systematic monitoring and evaluation. That process can help to strengthen partnerships, participation of local and other stakeholders and ownership of projects, programmes and issues, which are essential principles of UN-Habitat operations and policies. To that end, UN-Habitat will emphasize the quality of monitoring and evaluation and ensure that the findings are disseminated widely.

### 3. Learning

39. Change is the outcome of learning. Learning is the process of acquiring new – or of modifying existing – knowledge, behaviours, skills, values and preferences. Thus, learning involves reflection on and consideration of results to enhance knowledge, skills and understanding. Learning in an RBM system is a critical and continuous process that occurs throughout the cycle of planning, implementation, monitoring and evaluation, all of which contribute to knowledge creation. Learning informs management and the organization at every stage about what is working well and what needs to be adjusted. It strongly influences strategy development, programme/project design and implementation. An effective monitoring system is critical to facilitating learning and accountability, which are essential elements of RBM.

Figure 2
**Results-based management cycle**



*Note*: Learning takes place at every stage. The figure emphasizes the importance of reflecting on and factoring in lessons learned before and during the planning phase.

## VI. Roles and responsibilities

40. The senior leadership of UN-Habitat (Executive Director and Deputy Executive Director) is accountable for the achievement of results by the organization, while other directors and managers are responsible for managing and delivering results. The role of the senior leadership in the institutionalization and implementation of RBM is critical at UN-Habitat, not only providing vision and strategic direction in respect of the core objectives and functions of the organization, but also demonstrating, through attitude, behaviour and practice, the critical value of and need for a results culture in the organization. The senior leadership shows its support for RBM by demanding performance information and results. Through their work, staff members contribute to the achievement of the results of the strategic plan, as outlined in successive annual work programmes and budgets. The senior leadership is accountable for the implementation of the present RBM policy.

41. As an organization, and vis-à-vis Member States, UN-Habitat is accountable for the following:

(a) Providing agreed outputs/deliverables on time and within budget;

(b) Demonstrating that the outputs/deliverables are contributing to the achievement of the desired outcomes;

(c) Monitoring and tracking global trends, outcome and indicators;

(d) Utilizing resources in a transparent and efficient manner;

(e)     Demonstrating that learning has occurred and that decisions are based on information and evidence.

42.     These accountability elements apply to UN-Habitat in general and to its organizational units and staff. In addition to these elements, divisions have RBM-related responsibilities as described below.

## A.     Global Solutions Division

43.     The Global Solutions Division is responsible for:

(a)     Ensuring that the normative and operational work of UN-Habitat is results-focused;

(b)     Ensuring that all projects, programmes and other initiatives brought before the Programme Review Committee are delivering outputs from the approved work programme and contributing to planned results;

(c)     Ensuring that all managers give the necessary attention and priority to strategic, programme and project planning processes and to their monitoring, reporting and evaluation responsibilities;

(d)     Ensuring that all managers are accountable for the timely submission of high-quality inputs into the strategic plan, the annual programme of work, the annual progress reports and other programming and reporting frameworks and platforms;

(e)     Ensuring that there is readily available evidence to support the reported programme performance;

(f)     Ensuring that self-evaluations are completed for projects at closure, in line with the project-based management policy;

(g)     Supporting RBM, including by: identifying and assisting RBM champions, as well as managers and staff who innovate and make use of the lessons learned; providing resources; and respecting previously granted managerial freedom;

(h)     Providing consistent leadership in RBM, including through coherent and regular communication on RBM and modelling a culture of results;

(i)     Managing expectations for RBM by setting reasonable yet challenging expectations, proceeding gradually and balancing accountability with learning.

## B.     Regional Programmes Division

44.     The Regional Programmes Division is responsible for:

(a)     Exercising quality assurance for regional, multi-country and country offices, as applicable, including assessing the quality of the results frameworks of the United Nations Sustainable Development Cooperation Framework;

(b)     Engaging in joint reporting at the country and regional levels in the context of the United Nations Sustainable Development Cooperation Framework, in support of the 2030 Agenda;

(c)     Monitoring the results of regional, multi-country and country programmes, as applicable;

(d)     Providing feedback on results and evaluation;

(e)     Sharing lessons learned from the field;

(f)     Ensuring that all managers give the necessary attention and priority to strategic, programme and project planning processes and to their monitoring, reporting and evaluation responsibilities;

(g)     Ensuring that all managers are accountable for the timely submission of high-quality inputs into the strategic plan, the annual programme of work, the annual progress reports and other programming and reporting frameworks and platforms;

(h)     Ensuring that all managers empower and support RBM champions and give them the space and time needed to support RBM planning, monitoring and reporting processes and reward/acknowledge their efforts, including through the electronic performance appraisal system (e-PAS);

(i)     Ensuring that all managers are responsible for ensuring that projects, programmes and other initiatives developed in their regions are derived from and deliver outputs in line with the approved work programme and are in compliance with the project-based management policy;

(j)     Ensuring that all staff attend mandatory RBM training;

(k)     Ensuring that self-evaluations are completed for projects at closure, in line with the project-based management policy.

## C.     Management Advisory and Compliance Service

45.     The Management Advisory and Compliance Service is responsible for:

(a)     Critically appraising reported performance in relation to human and financial resources;

(b)     Sharing lessons learned;

(c)     Using results to hold others accountable;

(d)     Ensuring that all managers are accountable for the timely submission of high-quality inputs into the strategic plan, the annual programme of work, the annual progress reports and other programming and reporting frameworks and platforms;

(e)     Supporting planning and programming processes through the provision of timely and high-quality data on resources;

(f)     Supporting RBM, including by: identifying and assisting RBM champions as well as managers and staff who innovate and make use of the lessons learned; providing resources; and respecting previously granted managerial freedom;

(g)     Supporting results-based budgeting and the alignment of objectives with resources.

## D.     External Relations, Strategy, Knowledge and Innovation Division

46.     The External Relations, Strategy, Knowledge and Innovation Division is responsible for:

(a)     Developing and maintaining or updating the RBM policy;

(b)     Developing and updating RBM standards, guidelines and capacity development tools;

(c)     Planning, organizing and facilitating RBM capacity-building activities;

(d)     Developing and maintaining a network of RBM champions;

(e)     Providing support, advice and guidance to UN-Habitat organizational units on RBM-related activities;

(f)     Coordinating UN-Habitat reporting on its overall performance, as part of its accountability to the Executive Board, through the Executive Director's annual report;

(g)     Facilitating the sharing of experiences and lessons learned;

(h)     Coordinating and guiding development of the strategic plan, work programme and other planning and programming frameworks, in line with RBM principles;

(i)     Organizing assessment (including self-assessment) of RBM effectiveness in UN-Habitat.

## E.     All staff

47.     The terms of reference for various staff positions articulate RBM competencies and tasks, including:

### 1.     Planning

(a)     Developing/proposing results frameworks, including outputs, outcomes and objectives, as appropriate, within an area of responsibility;

(b)     Understanding the results strategies being used: knowing the sequence of expected results, considering the assumptions and risks, and explaining how the intervention/activity would contribute to the desired outputs, outcomes and objectives;

(c)    Defining performance expectations: setting meaningful and realistic targets;

(d)    Devising a measurement strategy: defining a set of indicators to measure and track how well the expected sequence of results is unfolding;

(e)    Devising a reporting strategy: determining what is to be reported, where and when, by whom and to whom.

## 2.    Monitoring implementation

(a)    Managing activities and outputs: focusing on their immediate responsibilities, including keeping their operations running smoothly, adhering to rules and procedures and delivering planned activities;

(b)    Measuring and analysing results information: gathering evidence and information on key outputs, outcomes and goals and assessing that information against the defined targets;

(c)    Assessing the contribution being made by the intervention/activity to the observed results through evaluations, reviews and assessments.

## 3.    Adjusting and learning

(a)    Purposefully learning from evidence and analysis: using evidence and analysis of results and contributions to adjust delivery and periodically modify or revalidate/confirm the design of the intervention/activity;

(b)    Periodically reviewing the evidence of results with respect to continued relevance, usefulness and cost.

## 4.    Accounting for performance

(a)    Reporting on performance against expectations, reporting on the accomplishment of key results and on the contribution being made by the intervention/activity; assessing the difference it is making.