

UN-HABITAT

RESULTS-BASED  
MANAGEMENT  
POLICY

(Draft of 14 January 2020)

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## A. Introduction

1. The results-based management (RBM) policy is a guidance document outlining the purpose, basis, context, scope, principles and roles and responsibilities for mainstreaming RBM throughout the organization. The policy applies to all UN-Habitat staff at headquarters and in offices away from headquarters.
2. The Executive Director and the Deputy Executive Director are accountable for the achievement of results by the organization, while Directors and managers are responsible for managing for and delivering results. The policy gives a broad strategic orientation for implementing RBM, institutionalizing it 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. It provides a basis for reporting UN-Habitat's performance to Member States, donors, partners, beneficiaries and other stakeholders.
3. UN-Habitat's focus on RBM aims to improve management effectiveness and accountability by defining realistic expected results<sup>1</sup> (outcomes and impact), targets and clear performance indicators, while integrating lessons learned into management decisions and reporting on performance. The policy is complemented by an RBM Handbook. Other key elements of RBM are covered by the Evaluation Policy and the Project-Based Management Policy.
4. Furthermore, a focus on RBM is important to produce higher social, economic and environmental impacts, touching on the wellbeing and quality of life of the people.

## B. Purpose

5. The purpose of the present RBM policy is as follows:
  - It re-affirms UN-Habitat's commitment to RBM as the management strategy for achieving and demonstrating results.
  - It confirms RBM as the foundation for strategic, programme and project management throughout UN-Habitat, including delivery of the work programme and budget and the strategic plan.
  - It is in line with the UN Reform and is an important pillar for maximising programme effectiveness, efficiency, transparency and accountability, including in the context of the United Nations Sustainable Development Cooperation Frameworks. RBM principles, methodologies and tools are used to improve achievement of strategic, programme and project results (outcomes and impact), strengthen management decision making processes, performance improvement and identify opportunities for learning.
  - It strengthens the application of RBM in the project/programme management cycle, (formulation, review, approval, implementation, supervision and monitoring and evaluation).
  - It provides the institutional framework for the development and implementation of RBM tools, including the RBM Handbook that guides the institutionalization of RBM in UN-Habitat.
  - It establishes an important connection between RBM and knowledge management.

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<sup>1</sup> Throughout the policy, results refer to "development results" or outcomes and impact.

## C. Basis and context

6. UN-Habitat Strategic Plan 2020-2023 repositions the programme as a centre of excellence and innovation that drives political discussions, generates specialised and cutting-edge knowledge, establishes technical norms, practices, principles and standards of sustainable urban development.

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

8. UN-Habitat has been implementing results-based budgeting since 2000 as 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 of April 2000)*.

9. This policy reaffirms UN-Habitat's commitment to fully institutionalize results-based management as the organization's management framework in accordance with the UN-General Assembly resolution A/60/883/Ad.2 of 10 July 2006 on the implementation of results-based management within the UN funds, programmes and specialized agencies.

10. Successive resolutions of the Governing Council of UN-Habitat, including resolution 21/2 of April 2007 (paragraph 10) on the medium-term strategic and institutional plan (2008-2013), especially 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"*.

11. The Governing Council of UN-Habitat through its resolution 25/3 of April 2015 (paragraph 10) 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"*.

12. More recently, the first session of the UN-Habitat Assembly through its resolution HSP/HA.1/Res.1 of 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"*.

13. In addition to the mandates originating from the UN General Assembly and the UN-Habitat Assembly, the RBM policy has been developed in response to recommendations of key and international initiatives, most notably:

- International consensus on achieving key development results, especially in the context of the Sustainable Development Goals (SDGs) and the United Nation Secretary General's Decade of Action that places a lot of importance of achieving results for transformative change and leaving no-one behind;
- The International Roundtables on Managing for Development Results (Washington in 2002, Marrakech in 2004 and Hanoi in 2007), which call for stronger actions to improve the number and quality of development results achieved with countries' own public funds and with international aid;
- The International Conferences on Aid Effectiveness, including the 2005 Paris Conference that place emphasis on partner-country ownership, mutual accountability, and the need to increase

efforts in harmonization, alignment, and measuring and managing aid for results with a set of measurable indicators;

- UN Board of Auditors in its report of December 31, 2013 requests that UN-Habitat develops an RBM policy and RBM Manual.

14. The process of mainstreaming (transfer) RBM at UN-Habitat has been incremental since 2008 (the medium-term strategic and institutional plan 2008-2013 was the first results-oriented strategic plan). Overall, RBM is 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 the organization-wide priorities as well human capacities. Being just but a piece of the larger organizational management system, it needs support from the wider system to successfully graft and endure.

15. RBM requires time and attention. If there is no buy-in, and there is too little time, the proposed changes will end up as adornment, lacking depth and coherence. Staff might comply with new systems, but the systems will not change their mental modes. Successful RBM transfer, therefore, calls for fundamental change that goes beyond fine-tuning the status quo; it is change in the way the organization perceives, thinks, and behaves as a whole. It is about changing assumptions, philosophies, and values of UN-Habitat. Successful mainstreaming of RBM, for instance, will depend on the ability of individual staff to voluntarily think in a results-oriented manner.

## D. Scope and definitions

16. This RBM policy covers sound strategic, programme, and project planning, implementation, monitoring, and evaluation, as well as UN-Habitat's reporting to Member States, donors, partners and other stakeholders of its achievement of transformational change and impact.

### *What is results-based management?*

17. Results-Based Management (RBM) is a broad management approach whose core focus is achieving results. The Office of Internal Oversight Services (OIOS) defines RBM as a “*management strategy by which 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.*”<sup>2</sup>

18. The Organization for Economic Cooperation and Development (OECD) defines RBM as “*A management strategy focusing on performance and achievement of outputs, outcomes and impacts*”.<sup>3</sup>

19. The United Nations Development Group defines results-based management 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 the information and evidence on actual results to inform decision-making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting.*”<sup>4</sup>

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<sup>2</sup> Review of results-based management at the United Nations (OIOS)- A/63/268/

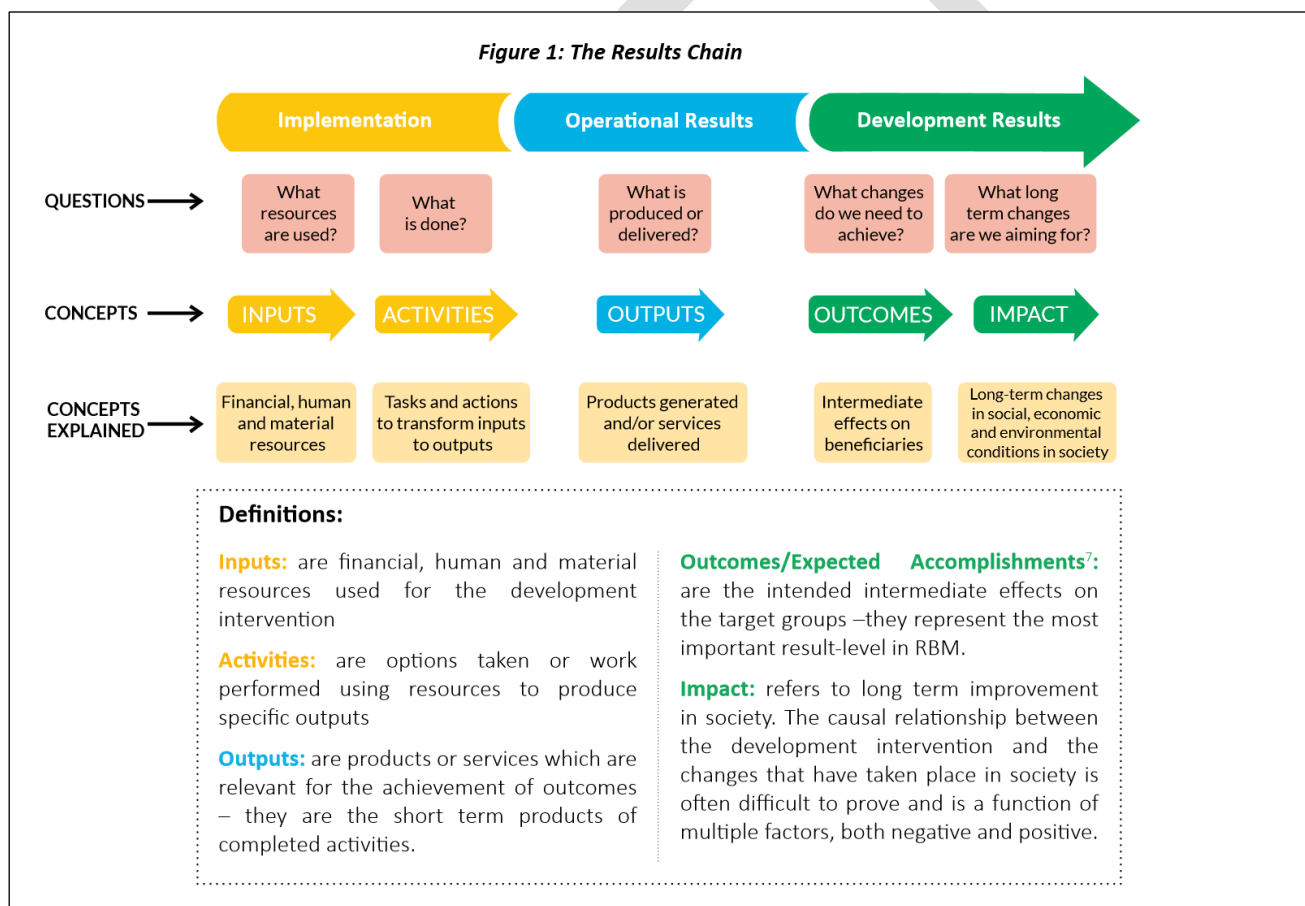
<sup>3</sup> Organisation for Economic Cooperation and Development (OECD), “Glossary of Evaluation and Results Based Management (RBM) Terms”, 2010 edition, page 34.

<sup>4</sup> United Nations Development Group, Results-Based Management Handbook: Harmonizing RBM concept and approaches for improved development results at country level” edited draft October 2011, p 2.

20. At UN-Habitat, the RBM approach shifts away from a focus on inputs, activities and processes to a focus on outcomes and impact that are a direct or indirect effect of the 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 desired outcomes. It is about effectiveness of implementation. Accordingly, management is supposed to continually make necessary adjustments to ensure that planned or desired outcomes or results are realized.

21. RBM is not a tool, but a way of thinking and 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 this 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.

22. **What then is a result or a development result?** 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.



## E. Policy orientation

23. RBM is integral to UN-Habitat's 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 agency focuses on results considering its catalytic and convener role and the need to strike strategic partnerships to ensure better results. UN-Habitat will report on its results in order to inform Member States and other stakeholders of its achievement of transformational change and impact in implementing its strategic plan in support to the 2030 Agenda.

24. In order to effectively apply RBM, UN-Habitat shall:

1. Ensure that the four-year strategic plan and its results framework and performance measurement plan form the basis of programme and project planning, monitoring and reporting, and evaluation;
2. Ensure that all activities, processes and products contribute to the results or outcome areas of the strategic plan and approved work programme and budget;
3. Implement strategic and programme planning (including budgeting), monitoring, reporting, evaluation and learning, in line with RBM principles;
4. 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);
5. Plan, implement and manage all initiatives in line with the Project-based Management Policy and quality requirements at entry and implementation;
6. Mainstream RBM into all management and operational systems, processes, programmes and projects, ensuring that decisions are based upon analysis and interpretation of available results information integral to the activity;
7. Ensure that it evolves into an organization in which every manager and staff member is equipped with skills and motivated to manage for results;
8. Ensure capacity building of all staff in RBM concepts, methodologies and tools;
9. Ensure that the budget and other resources are adequate to deliver planned results; and
10. Ensure a systemic and consistent use of findings and recommendations from programme, project and thematic evaluations.
11. Ensure that the lessons learned and knowledge generated contribute to higher efficiency and impact.

### a. Principles

25. **Results-oriented leadership to drive UN-Habitat's result agenda:** A major precondition of effective results management is leadership commitment. A results-oriented leadership ensures 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 behaviour that are essential for the success of the organization. The focus on the desired change or results must be supported from the highest political or management level by demanding results and results information. Key to the development of a results-oriented culture is training for everyone involved in implementation, readily available RBM tools and reference materials and incentives.

26. In addition, transformational leadership at all levels is essential in bringing about effective RBM, with leaders leading by example, creating, nurturing and maintaining a conducive

environment in which others may follow. 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.

27. **Incentives to institutionalize a culture of results:** 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 align and not contradict RBM principles. What is rewarded is done. To achieve this, there is a need for: (a) organizational systems, incentives and procedures that support RBM; (b) accountability that supports learning; (c) a conducive environment for learning; and (d) staff and managers that have adequate RBM capacity.

28. **Practice learning and adaptive management, using results information:** Implementing – learning from results information and then practicing adaptive management to reflect what has been learned – is another key element of managing. This principle includes the need for structured learning events and the documentation of lessons learned, as well as using results information to manage adaptively through continuous learning.

29. **Accountability and clear roles and responsibilities:** Committing to RBM requires that staff and management be held accountable for appropriate levels of results.

30. **Partnership for impact:** UN-Habitat will create conditions to deliver with its strategic partners. The organization will identify, in collaboration with its partners, its respective roles and responsibilities. UN-Habitat will share the responsibility for achieving results at the strategic, programme and project levels with its partners. UN-Habitat will work with its partners to ensure a common understanding of the principles of RBM.

31. **Transparency:** UN-Habitat's implementation of RBM 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. The information will simply not be accepted or used if it is biased or inaccurate. Even the perceived possibility 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. The means of verification must be communicated.

32. **Inclusiveness/Participation:** Participation in an RBM process is the active involvement of people in decisions that affect them. Buy-in and support for RBM can only be achieved by actively involving staff and stakeholders. People are inclined to resist any approach that is perceived as being imposed from above. The objective of participation is to improve the quality of decisions and to ensure that the decisions have the support needed to succeed. Organizational units are more effective when they work collaboratively than when they work in isolation. When staff is involved in developing and implementing results, they own the process and appreciate the relevance of RBM and its related systems, processes and tools. Participation is encouraged in annual joint planning, which also ensures that plans are vetted with those that have a stake or interest in them, and it ensures ownership and support for actions. Further, inclusiveness and participation include the good governance practice of valuing diversity, which reflects a 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 affected.

33. **Resources:** According to the UN Joint Inspection Unit, accounting for results is at the heart of the shift to RBM in the UN, where it is regarded as “a management tool that should enhance responsibility and accountability in the implementation of programmes and budgets”. Accordingly, harnessing the organization’s resources to achieve its desired results/objectives, and demonstrating the linkage between resources and results, is essential for an effective RBM system. Most accounting systems do not show the alignment of resources to objectives. Linking resources to objectives enables assessment of a programme’s performance level in relation to resources provided and enhances accountability.

34. To assess the strength of a culture of results in UN-Habitat and effectiveness in using tools and frameworks, each one of the principles presented above will have an associated set of standards that capture the essential elements of RBM. These standards will be built into an assessment framework with a four-point scale<sup>5</sup> that is intended to provide a rating of the extent to which a specific RBM standard has been met.

35. In addition, UN-Habitat will make use of the Capacity Scanning for Managing for Results (Cap-Scan, UN-Habitat carried-out one in 2010), a self-assessment tool for building capacity to Manage for Development Results. Cap-Scan looks into several RBM dimensions, including:

- Leadership
- Planning
- Budgeting
- Monitoring & reporting
- Evaluation
- Statistics and evidence
- Accountability

#### **b. Pillars of RBM**

36. UN-Habitat strengthens management practice by ensuring its RBM pillars comprising planning, monitoring, evaluation and learning at 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.

#### ***Planning***

37. 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 – 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.

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<sup>5</sup> Fully met the RBM standard; Partially met the RBM standard; Minimally met the RBM standard; and Not met the RBM standard



## *Monitoring and Evaluation*

38. **Monitoring** in an RBM system is a continuous or periodic process that provides performance information on the degree of progress made towards achievement of desired change or results at a particular time. It involves systematic collection of data on selected indicators to measure performance against targets. Data on indicators provide management and the main stakeholders of an ongoing development intervention with pointers to the extent of progress in implementation and achievement of outcomes/objectives and use of allocated funds. Monitoring tracks progress and alerts management on whether actual results are being achieved. It focuses on the fidelity of the cause-and-effect relationships. The process involves making adjustments and trade-offs. Monitoring checks to see whether outputs are of the desired quality and whether they are timely and adequate to lead to the desired change. If not, adjustments are required – that is adaptive management.

39. **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, development efficiency, effectiveness, impact, and sustainability. In an RBM system monitoring information alone does not provide the complete performance picture. Evaluations complete the performance picture by providing the depth of analysis needed to explain why targets are not met or why they are exceeded. They also provide information managers need to improve operations. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making processes of both implementers and donors. More importantly, 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.

40. Monitoring and evaluation feedback allows the UN-Habitat to track progress in fulfilling its mission of delivering Sustainable urbanization benefits in its program areas. UN-Habitat's 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 M&E findings. M&E processes can help strengthen partnerships, local and other stakeholder participation, and ownership around projects and programmes and issues, which are essential principles of UN-Habitat's operations and policies. Further and as a consequence, UN-Habitat will emphasize the quality of M&E and ensure that the findings are disseminated widely.

## *Learning*

41. Change is the outcome of learning. Learning is the process of acquiring new – or of modifying existing – knowledge, behaviours, skills, values or preferences. Thus, learning involves the reflection and consideration of results information 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: RBM cycle**



## **F. Roles and responsibilities in institutionalizing RBM in UN-Habitat**

42. The role of senior leadership (Executive Director & Deputy Executive Director) in the institutionalization and implementation of RBM is critical at UN-Habitat. UN-Habitat's leadership not only provides vision and strategic direction on the core objectives and functions of the organization, but also shows through attitude, behaviour and practice, the critical value and need of a results culture in the organization. Senior leadership demonstrates support and value of RBM by demanding performance information and results. Through their work, staff members contribute towards results of the strategic plan outlined in successive annual work programmes and budgets. The Senior leadership is accountable for the implementation of this RBM policy.

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

- delivering agreed outputs/deliverables on time and within cost;
- demonstrating that the outputs/deliverables are making a contribution to the achievement of the desired outcomes;
- monitoring and tracking global trends and outcome and indicators;
- utilizing resources in a transparent and efficient manner;
- demonstrating that learning has occurred, and decisions are based on information and evidence.

44. These accountability elements apply to UN-Habitat in general as well as its organizational units and staff.

45. In addition to the responsibilities mentioned above, Divisions have RBM-related responsibilities.

## Global Solutions Division

46. The Global Solutions Division is responsible for:

- Ensuring that the normative and operational work of UN-Habitat is results-focused.
- Ensuring that all projects, programmes and other initiatives brought before the Programme Review Committee are delivering outputs from the approved work programme and contribute to planned results.
- Ensuring that all managers give the necessary attention and priority to strategic, programme and project planning processes as well as the monitoring and reporting, and evaluation responsibilities as necessary.
- Ensuring that all managers are accountable for the timely submission of quality of inputs into the strategic plan, the annual programme of work, the annual progress reports, as well as other programming and reporting frameworks and platforms.
- Ensuring that data evidence to support reported programme performance is readily available.
- Ensuring that self-evaluations are made for projects at closure, in line with the Project-Based Management Policy.
- Supporting RBM, including identifying and assisting RBM champions and managers and staff who innovate and make use of the lessons learned, providing resources, and respecting managerial freedom that was previously granted.
- Providing consistent leadership in RBM, including coherent and regular communication on results management and personifying an evaluative culture.
- Managing expectations for RBM through setting out reasonable yet challenging expectations, proceeding gradually and with modesty, and balancing accountability with learning.

## Regional Programmes

47. The Regional Programmes Division is responsible for:

- Exercising quality assurance for regional, multi-country and country offices, as applicable, including assessing the quality of the results frameworks for United Nations Development Cooperation Frameworks (UNSDCFs).
- Engaging in the joint reporting at country and regional levels in the context of the UNSDCF in support of the 2030 Agenda.
- Monitoring the results of regional, multi-country and country programmes, as applicable.
- Providing feedback on results and evaluation.
- Sharing lessons learned from the field.
- Ensuring that all managers give the necessary attention and priority to strategic, programme and project planning processes as well as the monitoring and reporting, and evaluation responsibilities as necessary.
- Ensuring that all managers are accountable for the timely submission of quality of inputs into the strategic plan, the annual programme of work, the annual progress reports, as well as other programming and reporting frameworks and platforms;
- Ensuring that all managers empower and support RBM champions and give them the space and time to support RBM planning, monitoring and reporting processes and reward/acknowledge their efforts, including through the performance evaluation (E-pas).
- Ensuring that all managers are responsible for ensuring that projects, programmes and other initiatives developed in their regions, are derived from and deliver outputs from the approved work programme, and are in compliance with the project-based management.
- Ensuring that all staff attend mandatory RBM training.
- Ensuring that self-evaluations are made for projects at closure, in line with the Project-Based Management Policy.

## Management Advisory and Compliance

48. The Management Advisory and Compliance Office is responsible for:

- Critically appraising the performance being reported in relation to human and financial resources.
- Sharing lessons learned.
- Using results information in holding others accountable.
- Ensuring that all managers are accountable for the timely submission of quality of inputs into the strategic plan, the annual programme of work, the annual progress reports, as well as other programming and reporting frameworks and platforms.
- Supporting planning and programming processes through provision of timely and quality data on resources.
- Supporting RBM, including identifying and assisting RBM champions and managers and staff who innovate and make use of the lessons learned, providing resources, and respecting managerial freedom that was previously granted.
- Support results-based budgeting and alignment of objectives with resources.

## Strategic Planning, Knowledge, Advocacy & Communications Division

49. The Strategic Planning, Knowledge, Advocacy & Communications Division is responsible for:

- Developing and maintaining or updating UN-Habitat's RBM policy.
- Developing and updating UN-Habitat RBM standards, guidelines and capacity development tools.
- Planning, organizing and facilitating capacity building activities on RBM.
- Developing and maintaining a network of RBM champions.
- Providing support (advice, guidance) to UN-Habitat organizational units on RBM-related activities.
- Coordinating UN-Habitat's reporting on its overall performance, as part of its accountability to the Executive Board, through the Executive Director's Annual Report.
- Facilitating sharing of experiences and lessons learned.
- Coordinating and guiding development of the strategic plan, work programme and other planning and programming frameworks, in line with the RBM principles.
- Organizing assessment (including self-assessment) of RBM effectiveness in UN-Habitat.

## All staff

50. UN-Habitat's terms of reference for different staff positions articulate RBM competencies and tasks, including:

### *In planning:*

- Developing/proposing results frameworks, including outputs, outcomes and objectives, as appropriate within an area of responsibility.
- Understanding the results strategies being used: know the sequence of expected results and consider the assumptions and risks; explain why the intervention/activity would contribute to the desired outputs, outcomes and objectives.
- Defining performance expectations: set meaningful and realistic expected targets for the results.
- Devising a measurement strategy: determine a set of indicators to measure and track how well the expected sequence of results is unfolding.

- Devising a reporting strategy: determine what is to be reported, where and when, by whom and to whom.

***In monitoring implementation:***

- Managing activities and outputs: focus on their immediate responsibilities, including keeping their operations running smoothly, adhering to rules and procedures and delivering planned activities.
- Measuring and analyze results information: gather evidence and information on key outputs, outcomes and goals, and assess this information against the defined targets.
- Assessing the contribution being made by the intervention/activity to the observed results through evaluations, reviews and assessments.

***In adjusting and learning:***

- Purposefully learning from evidence and analysis: use evidence and analysis of results and contributions to adjust delivery and periodically modify or revalidate/confirm the design of the intervention/activity.
- Periodically reviewing the evidence of results being gathered in terms of continued relevance, usefulness and cost.

***In accounting for performance:***

- Reporting on performance against expectations: report on the accomplishment of key results, and on the contribution being made by the intervention/activity — assess the difference it is making.

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