


The slide features the UNESCO logo at the top left, which includes the text "United Nations Educational, Scientific and Cultural Organization". The main title "RBM approach: an Implementation Framework" is centered in a bold, dark red font. Below the title is a numbered list of four items: "1. From Programming to implementation", "2. Monitoring", "3. Reprogramming", and "4. Evaluation". The footer contains the text "BSP: 34 C/5" on the left, "Module 6: RBM approach: an Implementation Framework" in the center, and "Rev.1" on the right. The slide has a white background with a large, faint circular graphic and red corner accents.

The fifth module called “RBM approach: an Implementation Framework” will be divided into the following parts:

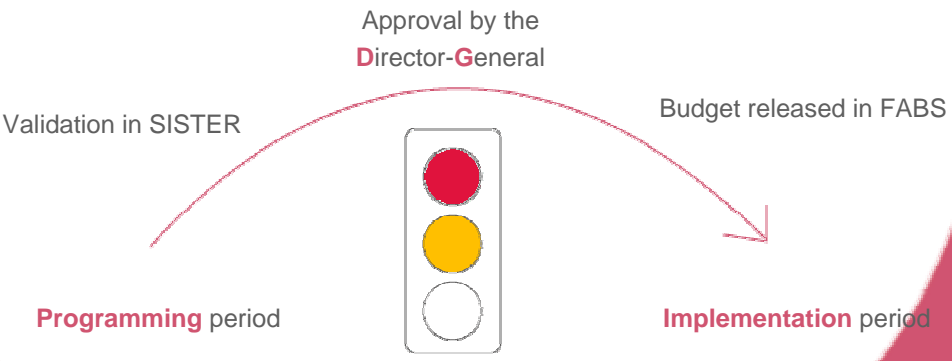
1. From programming to implementation
2. Monitoring
3. Reprogramming
4. Evaluation


From Programming to implementation

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“RBM is a participatory and team-based approach to Management designed to improve programme delivery and management effectiveness, efficiency and accountability that focuses on achieving defined results, and should be applied in all stages of programming.”

Approval by the Director-General




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Module 6: RBM approach: an Implementation Framework
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RBM is a participatory and team-based approach to management designed to improve programme delivery and management effectiveness, efficiency and accountability that focuses on achieving defined results, and should be applied in all stages of programming.

As seen in module 3 entitled “RBM approach: a Programming Framework”, this entails placing greater emphasis on results when programming, budgeting, managing, monitoring, reporting and evaluating. Replacing the focus from how things are done to what is accomplished.

1-5 Once the programming information defined has been entered and validated in SISTER and approved by the Director-General, the funds are released in FABS, ending the programming phase and starting the implementation phase. This phase includes monitoring, reprogramming and evaluation.



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Monitoring

Monitoring: comparison of the programming information with the actual situation

*“A continuing **function** that uses systematic collection of data on specified indicators **to provide management** and the main **stakeholders** of an ongoing [...] intervention with indications of the extent of **progress and achievement of objectives** and progress in the use of allocated funds.”*

OECD/DAC RBM Glossary - 2002.

The quality of **monitoring** of **results** depends on:

- Selection of performance indicators and benchmarks
- Data sources defined
- Method and technique of collection and analysis
- Frequency of collection
- Roles and responsibilities for each of these tasks

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The monitoring of the activities and projects of the Organization is a vital component of the Results-Based Management approach. It allows to determine whether the intervention is on track or not, if it needs backstopping or support and to assess whether or not it is reaching its expected results. Monitoring is to be done regularly to inform stakeholders on progress.

1. The function of Monitoring is to compare the programming information with the actual situation. It is defined as *“A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing [...] intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.”* OECD/DAC RBM Glossary - 2002.

The achievement is assessed against the programming information expressing the commitment to be achieved at the end of the biennium. The monitoring of an element concerns every piece of information defined through the programming framework (and in particular Results, Target groups, UNESCO Priorities, Partnerships, Staff Resources).

2-7. The quality of monitoring of results depends on:

- The selection of performance indicators and benchmarks;
- The data sources defined;
- The method and technique of collection and analysis;
- The frequency of collection;
- The roles and responsibilities for each of these tasks.



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Monitoring

Report on **progress** achieved:

Results
Monitoring results every 6 months with reference to performance indicator(s) and benchmark(s)

Stakeholders
Assessment of beneficiaries reached and partners involved

Resources
Assessment of expenditures and human resources involved

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A complete Monitoring System needs to provide information about the outputs produced and the results achieved, the stakeholders impacted and the use of resources.

1. Results

The expected results formulated in clear and measurable terms need to be monitored, at least every six months with reference to performance indicators and benchmarks to comply with the preparation of the EX/4 document provided at the Executive Board.

A performance indicator is a parameter used to assess and measure the progress related to an expected result or an aspect of it. Collecting monitoring information using the indicators selected is an integral part of the implementation of your intervention. The necessary time and resources should be earmarked for this purpose.


2. Stakeholders

Have the Target Groups (including the UNESCO Priorities) and countries benefited as programmed from the intervention? Are the partners identified during programming the ones concerned by the implementation of the element? Has the collaboration taken place as programmed?

3. Resources

The Resources pinpointed such as staff (all types of contracts including consultants and interns) and budget (both Regular and Extra-budgetary) need to be assessed. Was the team dedicated to the implementation of the element and the funds earmarked sufficient? How have funds been spent?

Monitoring information does not require the validation of the Responsible Officer at the higher level, as the programming information is not impacted by the assessment. However, this information will need to be reviewed by the Responsible Officer at the level above to prepare her/his own assessments. As an example, the Result overall progress assessment of the Main line of Action integrates the contributions of Field Offices, UNESCO Institutes and extrabudgetary projects entered at the work plan levels.



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Reprogramming

Reprogramming is necessary if an event or change of situation **hinders** the planned **implementation**.

Examples:

- A **Natural catastrophe** hindering the expected implementation
- The preparation of a **new decentralised activity** during the implementation phase

Reprogramming requires **validation** from the higher level in certain cases, to retain the overall programme coherence

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Reprogramming of the information is necessary for activities which need to be reviewed due to an event that hindered the planned implementation of the element. Reprogramming implies reviewing, adjusting the programming information to the new situation and being accountable for it.

1. Reprogramming is necessary for example, if a country is affected by a natural catastrophe which prevents the programmed activity from taking place, or if during the implementation phase, a new decentralised activity is created and funds are decentralized from a previously programmed activity.

2. When undertaking the reprogramming of an element, the validation from the Responsible Officer at the higher level is requested only in certain cases. In general you can consider that all programming information part of the C/5 and as such approved by Member States as well as all programming information relating to the results (i.e. “Contribution to the MLA’s/Priority Africa/Priority Gender Equality Expected result(s)”, “Contribution to the Intersectoral Platform’s Expected result(s)” and “Expected Result, performance indicator and associated benchmark”) for the work plans necessitate the validation of the Responsible Officer of the higher-level. The latter, ensures that the revised work plan is still in line with and contributes to the results defined at the higher level.



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Evaluation

***Evaluation** is a process that assesses in a systematic and objective manner the **achievements of results** in the light of the **relevance, efficiency, impact** and **sustainability** of on-going and completed projects and programmes.*

Evaluation is about:

- **Learning** from successful and less successful activities
- **Improving** programme delivery, policy development and decision-making processes
- **Accounting** for the resources entrusted

Evaluation is a **management** tool

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The Internal Oversight Service (IOS) is in charge of the evaluations. The programming and monitoring information defined in SISTER serves as a basis for evaluation.


Evaluation is a process that assesses in a systematic and objective manner the achievements of results in the light of the relevance, efficiency, impact and sustainability of on-going and completed projects and programmes. It measures and assesses results, outcomes and impacts rather than the delivery of outputs. It also clarifies the delivery mechanisms, constraints, weaknesses and emphasises where progress has not been made.

There is no specific timeframe for an evaluation. Some evaluations are programmed in the Programme and Budget (C/5). Additional evaluations also take place whenever necessary for reporting purposes. UNESCO's programmes are evaluated every six years, respecting the Medium-Term Strategy timeframe. These evaluations allow to identify redundant, under-performing or non-priority programmes and to apply sunset clauses or exit/transition strategies.

1. Evaluation is a learning process. Through evaluation UNESCO learns from both successful and less successful programme activities. This is important to improve programme and project delivery by taking corrective action where necessary but also by ensuring that it avoids similar pitfalls in the future. Lessons learned and cumulative experience and knowledge from evaluations must translate into improved policy development, decision-making processes, programming, management as well as more efficient programme delivery.

Evaluation provides an opportunity for critical assessments on whether or not the objectives of the Organization have been met in satisfying the needs and priorities defined in UNESCO's domain. It is also a way of accounting for the resources entrusted by stressing the degree of effectiveness and efficiency of a result. The UNESCO Secretariat uses evaluation to demonstrate that it has complied with the mandate, instructions and decisions of the governing bodies and thereby, it is also a tool for decision-making by the governing bodies.

2. In brief, evaluation is a management tool that uses lessons from experience and incorporates them into future planning and programming.



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Key Points

- The **implementation** phase follows the programming phase.
- Implementation includes **monitoring, reprogramming,** and **evaluation**.
- Monitoring is a vital component of the **Results-Based Management approach**.
- Monitoring is a comparison of the **programming** information with the **actual situation**.
- Monitoring concerns the progress towards **results**, the key **stakeholders** concerned and the **resources** used. Specific resources need to be earmarked by the Responsible Officer to ensure proper monitoring.
- **Reprogramming** implies reviewing, adjusting the programming information to the new situation and being accountable for it. An activity created during implementation phase, is an example of reprogramming.
- **Evaluation** is a learning process enabling better management.

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Once the programming information is approved by the Director-General, the implementation starts.

1. The implementation phase includes three functions: monitoring, reprogramming and evaluation.
2. Monitoring is part and parcel of the Results-Based Management approach as it allows to determine if we are on track or not, if we have reached our result.
3. The function of monitoring is to compare the programming information with the actual situation: what is the difference between what we had decided to do and what we are actually doing?
4. When monitoring, you need to assess your results at least every 6 months with reference to the performance indicator(s) and benchmark(s), the partners involved, the beneficiaries impacted, the team dedicated to the activity and the budget spent. Specific resources need to be earmarked by the Responsible Officer to ensure proper monitoring (around 5%).
5. Reprogramming takes place if an event hinders the implementation of an element. It implies reviewing, adjusting the programming information to the new situation and being accountable for it. An activity created during implementation phase, is an example of reprogramming. Certain information modified due to reprogramming needs to be validated by the Responsible Officer at the level above.
6. Evaluation is an opportunity to learn more about the programme activities and to take corrective measures if necessary. The lessons learned are integrated into future programming, improving UNESCO's programme delivery.

Evaluation http://portal.unesco.org/en/ev.php-URL_ID=21622&URL_DO=DO_TOPIC&URL_SECTION=201.html

Results-Based Programming, Management and Monitoring at UNESCO

http://portal.unesco.org/en/files/40564/12006631441RBM_Guidelines_BSP_170108.pdf/RBM%2BGuidelines%2BBSP%2B170108.pdf

http://intranet.unesco.org/bsp/cairo/workshop_presentations/RBM_Cairo_workshop_May_2006.ppt (Intranet)

RBM

<http://www.unfpa.org/results/docs/rbmguide.doc> (UNFPA)

RBM training programme

http://portal.unesco.org/en/ev.php-URL_ID=36931&URL_DO=DO_TOPIC&URL_SECTION=201.html

For additional information you may consult the websites indicated.