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IMPLEMENTATION OF THE PROGRAMME AND BUDGET AND RESULTS ACHIEVED IN THE PREVIOUS BIENNIUM (2012-2013 – 36 C/5) (DRAFT 38 C/3)

PART I

GLOSSARY OF RESULTS-BASED MANAGEMENT TERMS

INFORMATION DOCUMENT

SUMMARY

As per the request of the Chair of the PX Commission, this information document provides in Part I, a glossary of Results-Based-Management (RBM) terms as used by UNESCO at global, regional and country levels; and, by way of comparison, in Part II, a glossary of terms used in the United Nations Development Group (UNDG) RBM Handbook for country-level activities only.

**Part I. Glossary used by UNESCO for Results-Based Management (RBM) terms
at the global, regional and country levels¹**

Term	Definition
Achievements	Assessment of the major programmatic accomplishments at a given point in time of the result.
Activity/Intervention	Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources, are mobilized to produce specific outputs.(*)
Baseline	Baseline data provide the starting point or the status of the indicator at the beginning of a programme or project that acts as a reference point against which progress or achievements of expected results can be assessed.
Benchmark/Target	Benchmark: Reference point or standard, including norms, against which progress or achievements can be assessed.(*) Target: A measure associated to a performance indicator to be attained during a specific period with available resources.
Cost-effectiveness/ efficiency	This refers to an assessment of whether interventions and outputs have been delivered with a minimum of resources without reducing the quality and quantity of the achievements. Cost-effectiveness analysis of an intervention is the assessment of whether the same (or greater) results could have been achieved at lower cost through other alternative delivery approaches.
Evaluation	As an essential part of the policy development process, evaluation provides timely assessments of the relevance, efficiency, effectiveness, impact and sustainability of activities, projects or programmes.
Impact	Impact implies changes in people's lives. This might include changes in knowledge, skill, behaviour, health, income, or living conditions. Such changes are positive or negative long-term effects produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types. Impacts should have some relationship to the internationally-agreed development goals, national development goals, and national commitments to international conventions and treaties.(*)
Input	The financial, human, material, technological and information resources used for development interventions.(*)
Outcome	Outcomes represent changes in the institutional and behavioural capacities or development conditions.(*). At the planning stage, these are articulated as expected results.
Output	Outputs are the products, goods and services which result from a development intervention. They are within the control of the organization and attributable to it. Outputs may include changes resulting from the intervention which are relevant to the achievement of the expected results. <i>Examples of an output: awareness raised; capacities and skills reinforced; major conferences organized; global reports produced;</i>

¹ For more details, please refer to UNESCO Guidelines:
<http://unesdoc.unesco.org/images/0022/002259/225994E.pdf>

Term	Definition
	<i>technical assistance/policy advice provided; partnerships and networks established or strengthened.</i>
Performance Indicator	A performance indicator is a unit of measurement along a specified scale or dimension. Performance indicators are a qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of a programme or investment.(*)
Result	Results are changes in a state or condition that derive from a cause-and-effect relationship.(*) An expected result expresses the ‘desired’ change which is expected to be induced by the implementation of activities, programmes or projects carried out in the context of the Programme and Budget (C/5 document). Performance in achieving results will be measured by both quantitative indicators and qualitative indicators.
Results-Based Management (RBM)	Results-based management reflects the way the Organization applies processes and resources to undertake interventions to achieve desired results. It is a participatory and team-based management approach to programme planning that focuses on performance and achieving results and impacts. It is designed to improve delivery and strengthen management effectiveness, efficiency and accountability.
Results-Based Budgeting (RBB)	RBB is the budgeting component of the RBM framework of UNESCO. It refers to a budget process that directly connects resource allocation to specific, measurable results. It provides the framework for costing (inputs) and the basis for prioritizing the budgets for expected results during the programme planning phase, as well as for managing financial resources during the implementation phase to ensure the efficient use of resources.

(*) The definitions are the same as those contained in UNDG’s “*Results-Based Management Handbook: Harmonizing RBM concepts and approaches for improved development results at country level*” (October 2011). <http://www.undg.org/docs/12316/UNDG-RBM%20Handbook-2012.pdf>.

**Part II. Glossary of Results-Based Management (RBM) terms
as used in the UNDG RBM Handbook for country-level activities only**

Term	Definition
Activity	Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources, are mobilized to produce specific outputs.
Baseline	Information gathered at the beginning of a project or programme against which variations that occur in the project or programme are measured. It is the status of the indicator at the beginning of a programme or project that acts as a reference point against which progress or achievements can be assessed.
Benchmark	Reference point or standard, including norms, against which progress or achievements can be assessed. A benchmark refers to the performance that has been achieved in the recent past by other comparable organizations, or what can be reasonably expected to have been achieved in similar circumstances.
Impact	Positive and negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types and should have some relationship to the MDGs, internationally agreed development goals and national development goals.
Indicators	Are quantitative or qualitative variables that allow stakeholders to verify changes produced by a development intervention relative to what was planned. <i>Quantitative indicators</i> are represented by a number, percentage or ratio. In contrast, <i>qualitative indicators</i> seek to measure quality and often are based on perception, opinion or levels of satisfaction. Indicators should be expressed in neutral language, such as “the level or degree of satisfaction” or ‘the percentage of school enrolment by gender’.
Input	The financial, human, material, technological and information resources used for development interventions.
Outcome	Outcomes represent changes in the institutional and behavioural capacities for development conditions that occur between the completion of outputs and the achievement of goals.
Output	Outputs are changes in skills or abilities and capacities of individuals or institutions, or the availability of new products and services that result from the completion of activities within a development intervention <i>within the control of the organization</i> . They are achieved with the resources provided and within the time period specified.
Performance Indicator	A performance indicator is a unit of measurement that specifies what is to be measured along a scale or dimension but does not indicate the direction or change. Performance indicators are a qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of a programme or investment.
Result	Results are changes in a state or condition that derive from a cause-and-effect relationship. There are three types of such changes – outputs, outcomes and impact – that can be set in motion by a development intervention. The changes can be intended or unintended, positive and/or negative.

Term	Definition
Results-Based Management (RBM)	Results-based management is 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 desired results (outputs, outcomes and higher level goals or impact) and use 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.
Target	Specifies a particular value that an indicator should reach by a specific date in the future. For example, “total literacy rate to reach 85% among groups X and Y by the year 2010.

Source: United Nations Development Group (UNDG), 2011. “*Results-Based Management Handbook: Harmonizing RBM concepts and approaches for improved development results at country level*”, Box 2, pp. 7-8. <http://www.undg.org/docs/12316/UNDG-RBM%20Handbook-2012.pdf>.