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Basic Concepts and Approaches of Results Based Management

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Abstract

The major objective of this paper is to shed light on the conceptual clarity and different approaches of results-based management (RBM). The specific objectives of this paper are to discuss the historical development of RBM, the purpose of RBM and challenges of this management system. This paper is prepared by reviewing primarily on findings from various introductory articles, researches and evaluation reports, reviews conducted by different organisations, institutions, theoreticians, authors and practitioners of development works. By the use of RBM, one can improve efficiency and effectiveness of the organization, fulfill accountability and obligations through performance reporting, assess the management framework with tools for strategic planning, risk management, performance monitoring and evaluation. Moreover, various challenges have been existed in different organizations, which could be solved by using the modern and appropriate results based management system.

Key words: Results based management, approach, input, activity, output, outcome & impact.

Introduction

The term Results Based Management (RBM) is widely used since 1990s. It has become a well established management strategy or tool for the development. Different organizations, donor agencies, bilateral and multilateral agencies have been using RBM approach for enhancing and improving the development results. They specifically focussed RBM on defining, managing and measuring results. Inputs, outputs, outcomes and impacts have become familiar refrain. Some of the development practitioners consider it as part of the problem, a requirement that consumes time, energy, and resources and obstruct the actual doing of development work (Hatten & Schroeder, 2007).

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There is no common understanding that all organisations already have management systems in place. However, RBM tries to mainstream the philosophy, principles and goals of managing for results into existing management and institutional mechanism. Variations in semantics and language applied to RBM, as well as the various existing definitions among different organisations, suggest that there is a certain degree of confusion or dissonance over what RBM actually is. This paper provides a description of RBM that seeks to enhance coherence and effective collaboration in the adoption of RBM as a strategy across different organisations, institutions, development practitioners etc. This study also helps fulfill the demand for a common institutional framework for the implementation and valid assessment of results based management, meeting the criteria of comprehensiveness, flexibility and comparability. The review is undertaken using existing evidence and lesson learned from the experiences in United Nations system organisation, OECD, CIDA and from bilateral, multilateral donor agencies also.

Objectives

The main objective of this study is to provide the basic concepts and approaches of results based management system. The specific objectives of this study are to discuss about historical background, uses in development results and challenges of results based management system. Likewise, its other purposes are to improve efficiency and effectiveness through organisational learning, to fulfill accountability obligations through performance reporting, to assess the management framework with tools for strategic planning, risk management, performance monitoring and evaluation.

Materials Reviewed and Methods

The review draws primarily on findings from various introductory articles, evaluation reports, researchs and reviews conducted on whole or parts of the result-based management systems of development co-operation providers i. e. various organisations and institutions.

Analysis and Interpretation of the Approaches and the Results

History of Results Based Management System

Jubileumsfond (1962) has reviewed in Sweden and identified the following elements as being common across a wide area of approaches that refer to themselves as managing for results:

- an analytical and performance-oriented approach to understanding what to do;
- a view of performance that is centred on beneficiary level outcomes, only there after moving toward identifying what resources, actions and outputs are necessary to get there;
- a need for information about the subject and a capacity to collect, process and analyse this information over time and
- a mechanism by which policy, planning and decision-making can be influenced by performance information.

Results based management system can be traced back to Peter Drucker who came up with Management By Objectives (MBO) as early as 1954 in a paper entitled “The Practice of Management”. It can best be described as a participatory working tool designed to focus people’s minds on what matters-performance in terms of results. Drucker insists on successful results orientation as a mind-set and a perspective on management, rather than as a precise set of instructions. In the 1960s and 70s, this approach thrived in both private and public sector.

In 1969 USAID launched the Logical Framework Approach (LFA) as a tool focusing on projects, which spread unevenly from development aid to public administrations during the 1970s and 1980s, being rebranded under new acronyms such as GOPP (Goal Oriented Project Planning) and OOPP (Objectives Oriented Project Planning) and PCM (Project Cycle Management).

In the late 1960s, the Planning, Programming and Budgeting Systems approach put an emphasis on financial planning and cost accounting. Here, the management of inputs was crucial to demonstrate control over the allocation of finances. This tradition promoted programme management by activity during the 1970s and 1980s combining tools to plan and schedule activities such as Gantt Charts, Critical Path method, Work Breakdown Structure, Programme Evaluation and Review Technique etc. These approaches came from the fields of construction engineering and systems management. They can be considered as the antipode to Drucker’s theory.

During the 1970-90, these approaches tried to combine results management with financial management. In the public sector, this emerged as performance-based-budgeting, but this had difficulty achieving widespread recognition. In the 1980’s, the New Public Management philosophy also came to the fore as an effort to “modernise” public management.

RBM has its own root in the wave of public-sector reform that swept many OECD countries

in the early 1990s. This reform, often referred to as New Public Management (NPM), was driven by demands for more efficient and responsive services, concerns about spiralling budget deficits, the perceived need for increased accountability, and citizens' general discontent with their governments. New Public Management offered a response. It injected market strategies into public management, promoted a client-focussed orientation to services, decentralised services where appropriate and emphasised accountability based on the effectiveness and relevance of results. Taken in total, the scope and breadth of the reforms were so broad that the OECD claimed the NPM represented a paradigm shift in public management (OECD, 1995).

The important point of this reform was the incorporation of results-based management, sometimes also called performance management, as a management strategy. This strategy focuses on the achievement of results. In particular, RBM emphasises the importance of defining expected results, with the involvement of key stakeholders, assessing the risks that may impede expected results, monitoring programmes designed to achieve these results through the use of appropriate indicators, reporting on performance. A 'result chain' is at the core of this process: human and financial resources (inputs) generate activities that produce results in the short term (outputs); in the medium, end-of-project, term (outcomes); and in the long term (impacts). At its heart, RBM therefore guides all management activities towards the ultimate achievement of defined results. This represents a fundamental re-orientation away from previous management approaches that were dominated by an emphasis on inputs and activities, the assumption being that results would follow if the inputs and activities were appropriately robust (Hatton & Schroeder, 2007).

During the 1990s, it was introduced incrementally in several bilateral and multilateral development cooperation agencies. It has become the management strategy of choice for agencies such as CIDA in Canada, DFID in UK, USAID in USA, AusAID in Australia and Danida in Denmark, Multilateral organisations, including the World Bank and variety of UN agencies. It further trickled down to the management approaches of non-governmental organisations (NGOs), private companies and higher educational institutions acting as the implementing agencies of bilateral and multilateral development organisations.

RBM uses the various terms heavily from systems theory reflects the central role of causality, while taking into account the temporal dimension. The following selection of the key RBM terms as defined by the OECD illustrates these concepts quite nicely:

Input: The financial, human and material resources used for the development interventions.

Activity: Actions taken or work performed through which inputs, such as funds, technical assistances and other types of resources are mobilised to produce specific outputs.

Output: The products, capital goods and services which result from a development intervention; may also induce changes resulting from the intervention which are relevant to the achievement of outcome.

Outcome: The likely or achieved short-term and medium-term efforts of an intervention's outputs.

Impact: Positive or negative, primary and secondary long-term effects provided by a development intervention, directly or indirectly, intended or on unintended.

Based on these definitions, we can conclude that inputs are needed to undertake activities in order to produce outputs which in turn generate short and medium-term outcomes leading to long-term impacts.

A graphic resentation of this "results chain" is presented below:

Using Results Chains				
How should this be implemented?	What should be produced?	What results do we expect from the investment?		Why should we do this?
Inputs/Activities	Outputs	Short term outcomes	Medium term outcomes	Long-term impacts

Definitions of Results Based Management

Different authors, practitioners of development work, theoreticians have defined result-based management differently (see appendix I). Not a single unified and accepted definition of RBM exist. The following paragraphs clearly specifies the definitions used by various organisations.

UN Definition of Results Based Management

The United Nations Development Group Difies 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 achievemnet of desired results (outputs, outcomes, and higher level goals or impact). The actors in turn 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.

It is also considered as a life-cycle approach (see fig 1). It incorporates planning, monitoring and evaluation. To get feedback for decision-making and lesson learned for development result, monitoring and evaluation provide in veluble information. The table in annex I shows the definition of RBM by various organisations of the United Nations system.

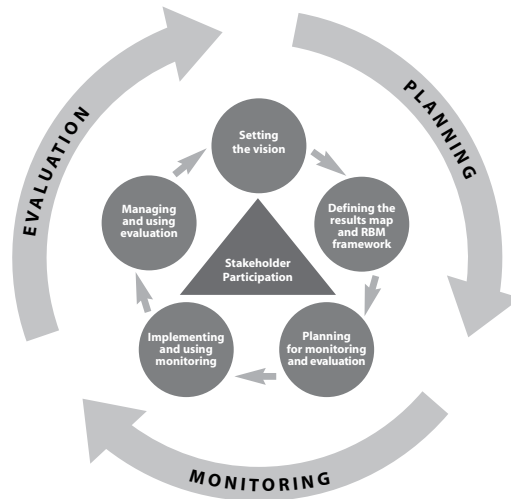


Fig 1: The RBM Life-Cycle Approach

Source: UNDP, *Handbook on Planning, Monitoring and Evaluating for Development Results*, 2009.

The main function of results based management strategy is to provide essential changes in the way of the organisational system, with improving performance in terms of results as the central orientation. It also provides the management framework with tools for strategic planning, risk management, performance monitoring and evaluation. Its primary purpose is to improve efficiency and effectiveness through organisational learning and secondly to fulfill accountability obligations through performance reporting".

OECD Definition of RBM

The Organisation for Economic cooperation and Development (OECD) defines RBM as "a management strategy focussing on performance and achievement of outputs, outcomes an impacts"

CIDA Definition of EBM

Canadian International Development Agency (CIDA) holds that " aims at improving management effectiveness and accountability by defining realistic expected results,

monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance. It is about accountability for delivering results to the citizens on whom the interventions are focussed.

The Purpose of Results Based Management

In the early 2000's, an enlarged results focus in development co-operation was vividly discussed in the highlevel roundtables that led to the 2005 Paris Declaration on aid effectiveness, during which related norms and principles were developed. As a result, when defining Managing for Development Results (MfDR) in 2006, the OECD assumed that: "global development assistance can be made more effective by enhancing country ownership, aligning assistance with country priorities, harmonizing development agencies' policies and procedures, and focusing more consistently on the achievement of development outcomes" (OECD, 2006). MfDR came with five principles:

- the dialogue on results at all phases of the development process;
- aligning programming, monitoring, and evaluation with results;
- keeping measurement and reporting simple;
- managing for, not by, results and
- using results information for learning and decision making.

What RBM is, how it should be applied and the purposes of RBM have evolved since 2005. There does not exist today one definition of RBM and its purposes. A recent OECD study comparing development cooperation providers' RBM systems states that "the ultimate purpose of development co-operation is achieving development results (outcomes and tangible change). Development co-operation contributes to development results and results-based management supports this effort" (OECD/DAC, 2017:8). If comparing the 2002 OECD/DAC definition with the latter, one can see that the ultimate purpose of RBM has been clarified and connected with the ultimate purpose of development co-operation.

In a study, the OECD assigned four main purposes for results information (OECD, 2016):

- accountability,
- communication,
- direction and
- learning.

It applies at three levels in development co-operation: corporate level, country/thematic programmes and/or at individual project level. At all levels, results frameworks or a basic results chain link inputs to activities, outputs and ultimately outcomes and impact. The OECD has distinguished between three tiers to which results information can contribute: i) development results (tier 1); development co-operation results (tier 2); and performance information (tier 3) (OECD, 2017).

All four RBM purposes are valid at the three levels. However, a common finding in RBM research is that different purposes can come in conflict with each other (Vahamaki, 2017). If organisations have, for example, not defined what type of results information to collect, they can end up in collecting a lot of information in vain and overburdening partner organisations with too many requests. Meanwhile not knowing why, when and who needs results information for decision-making can imply that decision-makers are provided with information they cannot use. It is, therefore, important to know what type of information serves the different purposes and different audiences at the different levels. As noted by the OECD, results based management (RBM) approaches benefit from a clear purpose and ambition that is aligned to the agency profile (size, modalities used etc.) and strategy (OECD, 2017).

Table 1 below collates how/if the organisations as well as the evaluations have defined an ultimate goal and purpose for RBM. The following questions have been asked of the material: has the organisation and/or the evaluation defined a purpose for RBM?; If several purposes are defined, is a priority given within the different purposes?; Who is the audience for the results information? (internal, external partners, constituencies, development partners etc.).

Table-1: Purposes of Results Based Management (RBM)

	Purpose of RBM defined by different organisations	Purpose of RBM defined by evaluation teams
UN (UN, 2017b)	<p>Five management pillars for the RBM system:</p> <ul style="list-style-type: none"> • Strategic management: vision and strategic framework • Operational management: strategic planning and resource management; • Accountability and learning management • Change management: internal culture of results; • Responsibility management: partnerships 	<p>Managing for the achievement of intended organisational results by integrating a results philosophy and principles into all aspects of management and, most significantly, by integrating lessons learned from past performance into management decision-making.</p>
GEF (GEF, 2017)	<p>OECD (2002) has officially defined: “management strategy focusing on performance and achievement of outputs, outcomes and impacts” Also: improve management effectiveness and accountability by defining realistic expected results, monitoring progress toward their achievement, integrating lessons learned into management decisions and reporting on performance.</p>	<p>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.</p>

	Purpose of RBM defined by different organisations	Purpose of RBM defined by evaluation teams
Finland (Finland, 2015)	No clear definition of RBM. According to evaluation: "The MFA has utilised results-oriented tools since the 1990s. Since 2012, driven by an earlier RBM evaluation and an explicit focus on results in its most recent development policy, a RBM Action Plan has been formulated in 2012 and is being implemented".	A management strategy that focuses on results (as opposed to budget and activities) to improve decision-making, learning, and accountability.
Norad (Norad, 2018a)	No clear definition of RBM. According to evaluation: "The only guiding documentation is the Norwegian Directorate for Financial Management's definition of RBM. The administration has not articulated what RBM looks like for Norwegian development assistance, how it should operate at different levels, or the value it brings to achieving development outcomes."	A management strategy that seeks to ensure the effective, efficient and transparent delivery of development assistance using results evidence (e.g. partners' results reporting and evaluations) to inform the allocation of funds and shape development policy.
World Bank (WB, 2017)	Not stated in evaluation	A management strategy or approach aligned with achieving organisational results. M4R refers specifically to managing for development results. Two principles: <ul style="list-style-type: none"> • Developing a robust system for measuring results • Instituting adaptive management and ongoing learning
SDG (SDG, 2017)	Management strategy aimed at achieving important changes in the way organisations operate, with improving performance in terms of results as the central orientation. Its primary purpose is to improve efficiency and effectiveness through organisational learning, and secondly to fulfil accountability obligations through performance reporting.	Purposes: 1. Management for results: <ul style="list-style-type: none"> • Decision-making, • Management of results information • Learning 2. Accountability for results: <ul style="list-style-type: none"> • Accountability to domestic partners, • Accountability by and to partners
US Deptment (US, 2015)	Not defined. According to evaluation: "The management for results framework is an approach to linking strategic planning, budgeting, managing, and measuring programs and projects".	Not defined
UK (ODI, 2017)	Not defined	Using measurement and target setting to drive improved performance.
CGIAR (CGIAR, 2017)	Not defined	Principles of RBM: Results focus, Consistent leadership, commitment to measurement, change in organisational culture, systems thinking, investment in learning, practical understanding of accountability, wide participation, integration of monitoring and evaluation, investment in information systems.

The above table shows that from the material reviewed, only the UN, GEF and SDC have formally defined a purpose for RBM in their organisation. This is interesting since without a purpose and/or a strategy on what RBM is expected to contribute to, it ought to be difficult also to evaluate RBM implementation in the organisations. The Finland, Norad and CGIAR evaluations specifically note that since the organisations have not specified why they are doing RBM, this has affected the implementation of the RBM reforms in the organisations. The NORAD evaluation, for example, argues that in the absence of guidance on RBM, individuals within the administration have interpreted RBM in the way that makes most sense to them, and as a result how RBM is practiced varies considerably (Norad, 2018a). Similarly, the CGIAR evaluation argues that this has reduced the learning potential of RBM, created a confusion within the organisation about what RBM was meant to do and undermined the motivation for RBM (CGIAR, 2017).

By reviewing the documents one can conclude that UN has the broadest definition and understanding of RBM. JIU has produced a comprehensive RBM model with a benchmarking framework to define its approach and methodology and to assess stages of RBM development and outcomes. The model includes a strategy for different management functions of RBM, explaining how different purposes should serve different audiences. In turn, ODI's definition of RBM is the narrowest; it defines RBM as an approach where measurements and target setting are used to drive improved performance (ODI, 2017).

Various organisations evaluation give weight to RBM mainly serving decision-making purposes (UN 2017b; GEF 2017; NORAD 2018a). Interestingly, these three definitions do not at all mention learning as a purpose of RBM. Only SDC clearly defines learning as a priority purpose of RBM, accountability being the second priority. Both the Norad and WB evaluation teams have used the word adapting in their definition. The WB evaluation team for example argues that one of the principles of RBM is adaptive management and ongoing learning. This shows that whereas some organisations and evaluations see RBM from narrower perspectives, mainly serving purposes of direction and communication, others see it as a method for adaptive management.

Challenges of Results Based Management

Despite some progress some constraints still prevail which are considered as challenges of RBM as suggested by evaluators. They include a lack of understanding and guidance on the purpose of RBM; structural and system issues; capacity constraints; measurement and method issues; a lack of a results culture; and challenges related to ownership and harmonisation.

Likewise, Hatton and Schroeder (2007) identified the following challenges which are in common:

- Diverse perspectives on RBM;
- Lack of understanding of RBM as a result-focussed approach;
- Inclusion of the developing-country partner in RBM planning and reporting;
- Identifying realistic results and unexpected results;
- Meaningful stakeholder participation;
- Appropriate and effective indicators; managing risks;
- Limited focus on evaluation;
- Performance incentives and consequences and opportunities for learning.

Conclusion

The conceptual clarity and state-of-the-art of RBM is popularly and widely used in the development works. After 1990s the use of RBM is widespread in various forms. Various development organisations, agencies, private companies and NGOs can use different definitions since there is not a single accepted definition. The purpose of RBM and challenges faced by this approach depends on various factors which are revolving around the circumstances. There is a considerable differences from agency to agency regarding the progress and experience with result based management systems. Despite some progress some of the constraints still prevail which are considered as challenges of RBM. Different challenges are shorted out and tried to solve these during implementation in the field.

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Appendix-I

Definitions of Results Based Management by various organizations of the United Nations.

Organizations	General definition	Definition of results-based management	Source: Hatton and Schroeder
Office of Internal Oversight Services (OIOS)	Strategy	“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.	Office of Internal Oversight Services, ”Review of results-based management at the United Nations” (A/63/268), available at www.un.org/ga/search/view_doc.asp?symbol=A/63/268&referer=/english/&Lang=E
United Nations Development Programmes (UNDP)	Approach	The objective of RBM is to “provide a coherent framework for strategic planning and management based on learning and accountability in a decentralised environment.” Introducing a results-based approach aims to improve management effectiveness and accountability by “defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions”.	
United Nations Development Group	Strategy	RBM 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 achievement of desired results (outputs, outcomes and higher level goals or impact)	United Nations Development Group results-based management handbook, available at https://undg.org/wp-content/uploads/2016/10/UNDG-RBMHandbook-2012.pdf
United Nations Children’s Fund (UNICEF)	Approach	It is a life-cycle approach to management that focuses on: <ul style="list-style-type: none"> • achieving outcomes • performance measurement or continual monitoring and evaluation • learning and adapting • reporting on results 	“16 Tools for programming for policy results, towards the meaningful use of RBM and theory of change for social inclusion and policy” available at www.unicef.org/eapro/16Tools_for_Programming_for_Policy_Results.pdf
United Nations Population Fund (UNFPA)	Strategy	RBM means implementing development assistance and managing the organization in a way that focuses on the sequence of desired results and uses evidence of results to inform decision-making in respect to design, resourcing and delivery of programmes and activities, as well as for accountability and reporting.	“Results-based management policy” available at www.unfpa.org/sites/default/files/adminresource/PROG_Results%20Based%20Management.pdf
International Trade Centre (ITC)	Strategy	A management strategy focusing on the performance and achievement of outputs, outcomes, and impacts (OECD)	TC results-based management guide and toolkit, available at www.intracen.org/uploadedFiles/intracenorg/Content/About_ITC/Where_are_we_working/Multicountry_programmes/Pact_II/RBM%20Tools%20and%20Guide-Fev%202011-FINAL.pdf

Organizations	General definition	Definition of results-based management	Source: Hatton and Schroeder
United Nations Office on Drugs and Crime (UNODC)	Not found	Results-based management mentioned but not described.	
United Nations Entity for Gender Equality and the Empowerment of Women (UNWomen)	Approach	It is a strategic management approach and one of the core programming principles for United Nations programmes. It helps to ensure accountability for programmes by offering a process and structure to formulate results and to manage for their achievement, while also ensuring evidence for decision-making, learning and accountability	“How to manage gender-responsive evaluation. Evaluation handbook”, available at www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2015/un-women-evaluation-handbook-en.pdf?vs=1401
World Food Programme (WFP)	Approach	RBM is a participatory and team-based management approach that seeks to: <ul style="list-style-type: none"> • Focus an organization’s efforts and resources on expected results • Improve effectiveness and sustainability of operations • Improve accountability for resources used. 	“Monitoring & evaluation guidelines”, available from http://unpan1.un.org/intradoc/groups/public/documents/un/unpan_032491.pdf
United Nations Human Settlements Programme (UNHabitat)	Approach	The institutional CAP scan exercise helped to provide a baseline in terms of a results-based management approach. It is a readiness approach and one way to prove its robustness is repeating the exercise every year to ensure that United Nations-Habitat can measure its progress.	:Capacity self-assessment: effective implementation of results based management at UN-Habitat”, available at https://mirror.unhabitat.org/files/11865_RBM_Capscan_report_rev_Final.pdf
United Nations Environment Programme (UNEP)	Approach	A life-cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency and accountability and drive change	“Integrated policymaking for sustainable development: a reference manual”, available at http://unep.ch/etb/publications/IPSD%20manual/UNEP%20IPSD%20final.pdf
United Nations Conference on Trade and Development (UNCTAD)	Approach	RBM is an overall approach to managing projects and programmes that goes beyond the achievement of outputs (publications, training workshops, intergovernmental meetings, etc.) to focus on their results (did we achieve what was intended with these outputs? What was the impact, how can we adapt or change to have greater impact? And so on).	“UNCTAD at a glance” http://unctad.org/en/Pages/accountability.aspx
Office of the United Nations High Commissioner for Refugees (UNHCR)	Approach	UNHCR has embarked on an RBM approach under the operational management system, which emphasizes results that have a positive impact on refugees, rather than on the control of inputs (financial, material and human resources-related). This approach is in line with the prevailing norm in international relief and development efforts to achieve demonstrable programme effectiveness and accountability	UNHCR Global Report, 2004 “UNHCR’s standard indicators”, available at www.unhcr.org/publications/fundraising/42ad4db91c/unhcr-global-report-2004-unhcrs-standardsindicators.html?query=RBM

Organizations	General definition	Definition of results-based management	Source: Hatton and Schroeder
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)	Approach	The SPARE paradigm is similar to the results-based management approach being adopted by various United Nations organizations, which aims to achieve improved performance and demonstrable results. It is coupled with a comprehensive framework that, in the best cases, systematically aligns individual workplans with specific, measurable and achievable.	Evaluation of UNRWA's Organizational Development (OD), available at www.unrwa.org/sites/default/files/2012011541241.pdf
International Labour Organization (ILO)	Approach	"RBM is a management strategy whereby 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 impacts). Those actors in turn use information and evidence of actual results to inform decision-making on the design, resourcing and delivery of programmes.	United Nations Development Group, "Results-based management handbook"
Food and Agriculture Organization of the United Nations (FAO)	Way of managing	RBM is a way of managing, whereby an organization ensures that all of its processes, products and services contribute to the achievement of desired results. It depends on clearly defined accountability for results and requires systematic monitoring, self-assessment and reporting on progress.	www.fao.org/about/strategic-planning/rbm/en/
United Nations Educational, Scientific and Cultural Organization (UNESCO)		RBM is a broad management strategy aimed at changing the way institutions operate by improving performance, programmatic focus and delivery. It reflects the way an organization applies processes and resources to achieve interventions targeted at commonly agreed results.	"Results-based programming, management and monitoring (RBM) at UNESCO", available at http://portal.unesco.org/en/files/40564/12006631441RBM_Guidelines_BSP_170108.pdf/RBM%2B-Guidelines%2BBSP%2B170108.pdf
World Health Organization (WHO)	Robust management functions/ approach	It refers to robust management functions to deliver on agreed-upon results and operational accountability through clearly articulated roles and responsibilities, accountabilities, performance assessment and continuous monitoring, to ensure that available resources are used as effectively and efficiently as possible. As part of its results-based management approach, the way in which WHO assesses its performance and demonstrates how its work is contributing to, or influencing, outcomes.	"WHO accountability framework, March 2015" www.who.int/about/who_reform/managerial/accountabilityframework.pdf
International Civil Aviation Organization (ICAO)	Approqch	Both the results-based budget and the ICAO business plan for 2017-2019 follow a results-based management approach, integrating strategy, resources, processes and measurements to improve decision-making, transparency and accountability	"Increasing the efficiency and effectiveness of ICAO", available at www.icao.int/Meetings/a39/Documents/WP/wp_075_en.pdf
International Maritime Organization (IMO)	Not found	it mentioned but not described. Strategic planning focus in the context of the Ad Hoc Council Working Group on the Organization's Strategic Plan	

Organizations	General definition	Definition of results-based management	Source: Hatton and Schroeder
International Telecommunication Union (ITU)	Framework	A framework that describes the relationships between the activities of ITU, the outputs produced and the overall objectives and strategic goals of the Union, which contribute to the organization's mission and vision. The results chain is divided into five levels: activities, outputs, objectives and outcomes, strategic goals and targets, and vision and mission. The values represent overarching shared and common beliefs that drive priorities	"Proposed draft strategic plan for the Union for 2016-2019", available from www.itu.int/en/council/wgsfp/Pages/consultation-sp-draft-text.aspx
Universal Postal Union (UPU)	Not found	Results-based management mentioned but not described. Strategic planning and performance measurement focus.	n/a
World Meteorological Organization (WMO)	Fundamental concept	The fifteenth World Meteorological Congress established results-based management as the fundamental concept for managing the planning, implementation and performance assessment of WMO programme activities	"WMO monitoring and evaluation system, April 2012" www.wmo.int/pages/about/documents/1089-WMO-monitoring-and-evaluation-system_en.pdf
World Intellectual Property Organization (WIPO)	System	The Results-based management framework is essentially a planning and monitoring system. Context of strategic realignment programme	It is available at www.google.ch/url?sa=t&rc=j&q=&esrc=s&source=web&cd=3 UTMwFJnZ9y-7Qg
United Nations Industrial Development Organization (UNIDO)	Strategy	RBM is a broad management strategy aimed at improving management effectiveness and accountability by defining realistic expected results, monitoring progress towards results achievement, integrating lessons learned into management decisions and reporting on performance	www.unido.org/en/overview/for-memberstates/change/faq/how-is-results-based-managementimplemented-at-unido.html
World Tourism Organization (UNWTO)	Not found	RBM mentioned but not described. It is noted as a benchmarking framework	n/a
United Nations Office for Project Services (UNOPS)		UNOPS has established a RBM system and deployed supporting performance management tools to ensure accountability and transparency. It is based on the experiences of sister agencies and private and public sector tools, and adjusted to the UNOPS business model and operational reality. (A comparison between the results-based management approaches of UNDP, UNFPA, UNICEF and UNOPS is available as a UNOPS staff paper.)	UNOPS strategic plan 2010-2013, annex I, "Methodological note on the UNOPS results-based management system", available at www.unops.org/SiteCollectionDocuments/Executiveboard/EB%20documents/2009/Second%20session/EB_Strategic_plan_dp2009-36-Ann.1_EN.pdf
International Atomic Energy Agency (IAEA)		RBM approach aims to create a learning process by using the lessons learned from self-assessment and applying them to the next planning cycle. It focuses on country ownership of projects and the establishment of strong partnerships in order to implement efficient and effective development programmes.	www.iaea.org/technicalcooperation/Home/HighlightsArchive/Archive-2009/01102009-RBM-TC.htm
Joint United Nations Programme on HIV/AIDS (UNAIDS)	Strategy	A management strategy focusing on performance and the achievement of outputs, outcomes and impacts.	www.unaids.org/sites/default/files/sub_landing/files/11_ME_Glossary_FinalWorkingDraft.pdf