

## Concept Note

### Results-based Management Workshop

*“Strengthening ECA staff capacity to plan for and report on results”*

17-20 January 2023

#### Background and Rationale

In an increasingly challenging global context facing multiple crises, there have been calls for greater accountability, transparency, and effectiveness of development programmes with stakeholders demanding tangible results. Consequently, expectations are higher than ever regarding the knowledge, evidence and expertise that M&E systems should deliver to support accountability, policy decision-making and resource allocation.

The mandate of the United Nations Economic Commission for Africa (ECA) is to promote the economic and social development of its member States, foster intra-regional integration, and promote international cooperation for Africa's development. In 2018, ECA undertook revision of its strategic programme framework and focus to align its delivery with the new changing demands of the continent. A new strategy was developed to ensure that the Commission could effectively implement its mandate and respond to the evolving needs of member States (E/ECA/COE/37/14). ECA executes its mandate through broad thematic areas supported by Divisions and specialised Centres. The Strategic Planning, Oversight and Results Division (SPORD) is responsible for providing a coordinated framework for assessing programme performance and promoting a culture of accountability and transparency across all streams of work at the Commission. The quarterly Programme Performance and Accountability Review (APPR) has been the main process for generating a systematic analysis of achievements.

In 2022, SPORD has been reviewing and updating ECA’s planning and M&E frameworks and toolkits, including the Programme Management Manual and Evaluation Policy to make them responsive to new demands. The ongoing UN reform agenda to make it a more responsive and accountable institution, as well as the directives from the Secretariat, including the 2021 Administrative Instruction on Evaluation<sup>1</sup> have entailed a new programming approach with ongoing changes in the prescriptive context of strategic planning and reporting requirements. Further, conclusions and feedback from the APPR process have consistently indicated the need to strengthen results-based management (RBM) within the Commission. The main challenge identified has been inadequate level of competencies required for continuous application of result-based management and reporting practices. Feedback from previous training also suggests the need for continuous capacity building of ECA staff at all levels in RBM.

Achieving and demonstrating results requires specific skills in managing for results, and the internalization of the principles and concepts of RBM throughout the programme/project lifecycle, not only conceptually but also practically.

---

<sup>1</sup> See: (ST/AI/2021/3)

<https://documents-dds-ny.un.org/doc/UNDOC/GEN/N21/223/08/PDF/N2122308.pdf?OpenElement>

In collaboration with the Human Resources Section/Organizational Development Unit (HR/ODU), SPORD is organizing an RBM workshop for Programme Management Officers (PMOs) and selected staff in ECA.

## **Objectives of the Workshop**

The overall objective of the workshop is to equip staff with the knowledge and skills to adequately mainstream and further advance the institutionalization of RBM in ECA programming and to achieve a common understanding among staff with regard to effective performance assessment and a result-oriented management of ECA-supported programmes. It is designed as a hands-on orientation and will apply practical exercises and tools in its approach.

The specific objectives of the workshop include the following:

1. To enhance the capacity and knowledge of ECA staff in results-based planning, monitoring, reporting and evaluation
2. To present an overview of the updated ECA Programme/Project Management Manual and related tools for strategic planning
3. To reinforce results framework and how to formulate outputs/deliverables and SMART indicators (with means of verification)
4. To acquaint ECA staff on the revised evaluation policy and the expectations, obligations, and its use
5. To reinforce the links between M&E and achievement of development results

## **Expected Outcomes**

The expected outcome of the workshop is strengthened staff capacities to apply RBM approaches in the design, implementation, monitoring and evaluation and reporting of ECA-supported projects and programmes. More specifically, participants will have:

1. Greater knowledge and awareness of the changes in ECA's planning and M&E frameworks and tools and better use of those tools for monitoring and reporting purposes
2. Enhanced capacity of staff to apply RBM principles and practices to ECA programming
3. Increased capacity to develop and implement an effective M&E system to better assess programme performance and report on progress towards achievement of results
4. Better information and awareness of the planning, M&E and reporting expectations, challenges and requirements

## **Workshop Organization and Methodology**

This is a physical workshop, and in-person participation is required. It is organized as a four day training from 17-20 January 2023. It will be hosted by the ECA Subregional Office in Southern Africa (SRO-SA) in Lusaka, Zambia.

The workshop will follow a mix of presentations, practical group exercises and plenary sessions, facilitated and led by external consultants. SPORD staff will work closely with the

consultants to shape the workshop content and delivery, which will emphasize participatory methodologies with ample use of practical exercises.

The workshop will make use of an entry quiz (pre-test) to gauge participants understanding and knowledge of RBM. The pre-test results will be compared with the post-test results to inform future RBM training needs.

## **Participants**

This workshop is targeted at ECA PMOs and selected section chiefs with day-to-day responsibility for programme design, implementation, monitoring, reporting and evaluation. The expected number of participants is approximately 36. The cost of the participation of the PMOs (one/division) will be supported by SPORD and HR/ODU while the substantive divisions are expected to fund the cost of travel and DSA for one section chief each.