



UNFPA POLICY STATEMENT ON RESULTS-BASED MANAGEMENT

INTRODUCTION

UNFPA has a clearly defined mandate, reflected in its mission statement and in its definition of priority programme areas based on ICPD and ICPD+5 goals. UNFPA is committed to addressing issues of population and development, reproductive health, gender equality, and women's empowerment that will contribute to the ultimate goal of improving the quality of life and sustainable development, shared by all UN agencies.

UNFPA has always pursued the attainment of results in its assistance to developing countries. The Fund is committed to strengthening both programme and internal management to perform its functions effectively and efficiently to achieve results. In partnership with governments and civil society, UNFPA will further enhance its contribution to ICPD goals by strengthening its field operations and global advocacy, and effectively deploying its resources through a results-oriented approach. This will be an evolving process that will contribute to enhancing a culture of accountability, learning and achieving results.

The UNFPA 2000-2003 Multi-Year Funding Framework (MYFF), approved by the Executive Board, is a coherent strategic framework that builds on clearly defined organizational results, with a set of indicators to track progress towards achieving these results. The implementation of the MYFF presents the opportunity to accelerate the move towards a results-based approach in UNFPA. The MYFF builds on our mandate and establishes UNFPA's commitment to:

- Clearly defining results;
- Managing for results;
- Better reporting of results; and
- Mobilizing required resources

RESULTS-BASED MANAGEMENT AT UNFPA

Results-based management is an approach to improve programme and management effectiveness, efficiency and accountability, and is oriented towards achieving results. UNFPA defines a result as a describable or measurable change in state that is derived from a cause and effect relationship.

Results-based management is fundamental to the Fund's approach and practice in fulfilling its mandate and effectively providing assistance to developing countries. UNFPA will systematically focus on results to ensure that financial and human resources are strategically deployed to achieve the greatest impact. Managers will take the lead in ensuring that RBM will guide all staff, bearing in mind the diversity of situations in which we work and the role played by the Fund's partners in achieving results. UNFPA will report on its results in order to inform partners and member states of its development achievements.

At UNFPA, RBM means:

- Establishing clear organizational vision, mission and priorities, which are translated into a four-year framework of goals, outputs, indicators, strategies and resources (MYFF);
- Encouraging an organizational and management culture that promotes innovation, learning, accountability, and transparency;
- Delegating authority and empowering managers and, at the same time, holding managers accountable for results;
- Adopting a participatory and team-based approach to programme and organizational management;
- Focusing on achieving results, through strategic planning, regular monitoring of progress through indicators, evaluation of performance to assess what works and does not work, and reporting on performance;
- Creating supportive mechanisms, policies and procedures, building and improving on what is in place, including the operationalization of the logframe;
- Sharing information and knowledge, learning lessons, and feeding these back into improving decision-making and performance;
- Optimizing human resources and building capacity among UNFPA staff and national partners to manage for results;
- Making the best use of scarce financial resources in an efficient manner to achieve results;
- Strengthening and diversifying partnerships at all levels towards achieving results;
- Responding to the realities of country situations and needs, within the organizational mandate