

Results-based Reporting on Programme Performance

PROCEDURES FOR PROGRAMME PERFORMANCE MONITORING AND REPORTING FOR THE 2004-2005 BIENNIUM THROUGH THE USE OF IMDIS



25 July 2004

Monitoring and Inspection Section
Monitoring, Evaluation and Consulting Division
Office of Internal Oversight Services

Procedures for programme performance monitoring and reporting

IMDIS programme performance reporting for the biennium 2004-2005

including submission of periodic performance reports by departments and offices

V.1.0

25 July 2004

*Please note that the "contents" are hyperlinked to the relevant sections of the text.
Similarly blue underlined text is linked to the relevant document through a hyperlink.*

Contents

Overview of monitoring and evaluation	2
PPR process in a nutshell	2
Who should be involved.....	4
How much time should be spent on the PPR	5
What should be monitored and reported	6
Getting started with IMDIS	7
Obtaining a user account.....	7
How IMDIS works	10
Navigation.....	11
Assessing programme performance	15
Measuring indicators of achievement	15
Preparing a statement of accomplishments/results achieved based on an accomplishment account	18
Submitting highlights of programme results.....	21
Submitting the performance report to OIOS for review	23
Ongoing monitoring of programme outputs	24
Tracking implementation of programmed commitments	24
Adding and deleting additional outputs	30
Reporting work months.....	31
Exporting data for interpretation and analysis	33
Submitting outputs to OIOS for verification	34
PPR checklist for the biennium 2004-2005	35
Terms used in programme monitoring and evaluation	38
Inquiries and assistance	40

To access IMDIS: <http://imdis.un.org>

To request an IMDIS account: esa@un.org

Overview of monitoring and evaluation

PPR process in a nutshell

The Secretary-General's programme performance report (PPR) is an analytical document prepared at the end of each biennial budget period. The PPR is one of the main instruments by which the General Assembly appraises the performance of the Organization in implementing its work programme. It relies on a thorough review of programme performance at each department and office of the Secretariat by relevant senior managers. Reports on final results comprising of narratives and statistics are submitted to the Office of Internal Oversight Services (OIOS) through an online system. Based on this information, OIOS prepares the PPR as an official document of the General Assembly. The PPR is issued in two versions: printed and electronic. The electronic one contains much greater number of attached soft copies of documents reflecting evaluation(s) of the specific programme's performance and the assessment of its accomplishments by relevant intergovernmental bodies.

Assessment of a programme's results must be supported by factual evidence. To ensure that, departments and offices have to regularly monitor the delivery of the work programme and assess their progress towards expected accomplishments by using indicators of achievement. Indicators of achievement help to gauge the degree, if any, of progress that has been made towards expected accomplishments, while output delivery data indicates whether planned outputs are implemented to ensure the achievement of accomplishments. The two combined should give programme managers the information needed to determine *at any point in the biennium* whether the programme is on track to meet its objectives and, if not, why not.

Establishing a meaningful connection between outputs, indicators of achievement and expected accomplishments helps the programme manager to make informed decisions about the most appropriate mix of outputs to attain the desired result, as suggested in figure 1 opposite. Monitoring of programme outputs' implementation and tracking of indicators should be continuous.

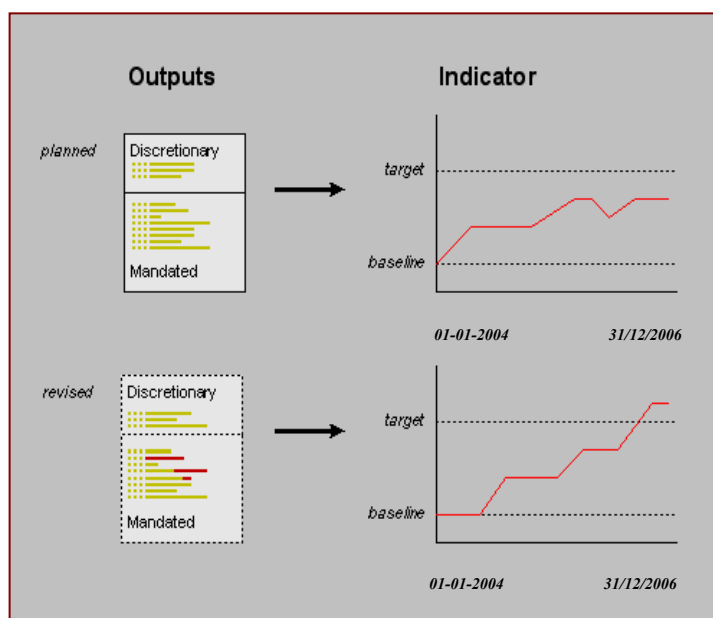


Figure 1: Ongoing monitoring of outputs and indicators of achievement

The best self-monitoring practice is to build the accomplishment account continuously and reflect in it any result of significance as it occurs. Similarly, the best way to record the implementation of outputs is simultaneously with their delivery rather than delaying it for the future. This notwithstanding, twice during the biennium - at twelve and eighteen months - programme managers are asked by OIOS to develop accomplishment accounts to that date and based on these provide a statement of accomplishments/results for each of the programme's expected accomplishments drawing on the output and indicator data that has been assembled to that point. At the end of the biennium, a full programme performance report must be submitted for the programme including any information on legislative reviews, external evaluations and self-evaluations that supplements the statement of results.

In practice, producing a rich and meaningful analysis is difficult and often calls for contributions from more than one good mind. **Regular participatory reviews, by senior managers of programme accomplishments and the indicators that measure them are highly recommended.** The twelve- and eighteen-month performance assessments provide an excellent opportunity for just such an assessment. It is also recommended that a final review be undertaken at the end of the biennium, drawing both on the implementation of outputs and expected

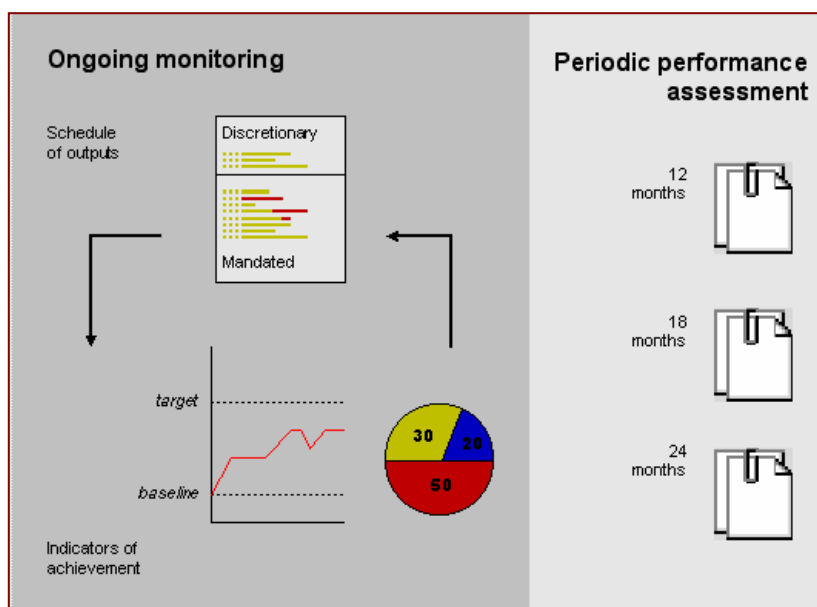


Figure 2: Overview of the PPR process

accomplishments, as well as on all other relevant information. The final review should be a participatory event in which managers and staff at all levels responsible for programme implementation contribute to the analytical assessment of its performance to produce complete, concise, and meaningful statements of results.

Departments and offices are asked to record all relevant programmatic information in the Integrated Monitoring and Documentation Information System (IMDIS), which serves as a common repository of programmatic information for the organization. IMDIS is an online reporting system developed and managed by the Information Support Unit of the Department of Economic and Social Affairs (DESA) in partnership with the Monitoring and Inspection Section, Office of Internal Oversight Services (OIOS) and the Programme Planning and Budget Division of the Department of Management (DM). IMDIS has been accepted as the Secretariat-wide system for performance monitoring and reporting including the preparation of the Secretary-General's biennial programme performance report. Information on how to navigate through IMDIS can be found in the "[IMDIS User's Guide v.2.6](#)"

[\(back to top\)](#)

Who should be involved

Programme monitoring and evaluation are most successful and least burdensome when undertaken jointly by all those involved in managing organizational work plans. Typically, responsibility for all data gathering and analysis will reside with the entity entrusted with implementation of a given subprogramme. Tasks are further broken down into management of programme content, defining indicators, and assessment of programme performance.

Management of programme content is the purview of the programme manager whose function it is to allocate outputs to work units, authorize additional outputs, determine when to reformulate, postpone or terminate outputs, and generally decide all matters relating to the ongoing management of programme plans. In some cases, support staff may be enlisted to gather supplementary information on legislative decisions, output identifiers, and so on, should managers not have this information at hand. The best results are often achieved when managers undertake a monthly or quarterly review of output delivery while memories are still fresh and adjustments to programme content are most timely.

Defining indicators of achievement and methodologies for data collection requires in-depth knowledge of the subject area and some analytical experience. In most cases, indicators will not be a single number plugged into a statement of results at the end of the biennium but correspond to a series of milestones over the two-year budget period. Measurements must be reliable and accurate in order to be valid, requiring appropriate data collection. If performance measurements are not sound, conclusions based on those measurements may be misleading.

Assessment of programme performance calls for strong analytical skills and good understanding of the immediate impact of a specific programme on its beneficiaries. A balanced assessment will highlight successful results and areas in need of improvement, as well as any action derived from lessons learned. Senior programme managers must approve the final text and data.

Quality control of programme performance reporting is a function exercised by departmental focal points for programme monitoring and evaluation. Focal points also coordinate input from the various substantive areas. Normally appointed by the head of department or office, monitoring and evaluation focal points are usually called upon to provide coaching and assistance to programme managers and their staff, verify records for completeness and consistency, and follow up on exceptions. Focal points often act as a motivational force within a department or office, inspiring colleagues to action and keeping the PPR process on track.

Expert advice on monitoring and evaluation tools and techniques is available from oversight officers in the Monitoring, Evaluation and Consulting Division of OIOS. Oversight officers can advise on all aspects of monitoring and evaluation, including related regulations and rules and methodologies for the collection of performance measurements

[\(back to top\)](#)

How much time should be spent on the PPR

Programme managers will normally have a very good sense of where the programme stands at any given moment with respect to delivery of outputs. If responsibility for output tracking is delegated to subprogrammes and the status of implementation of the work programme is regularly updated in IMDIS, monitoring will require minimal time. Roughly ten minutes per completed output (or set of outputs, for example in the case of meetings) may be the average time spent if done on a regular basis.

The more challenging facet of monitoring is the collection of data on indicators. The amount of effort required will vary depending on availability of relevant data and existing data collection processes, the expertise and experience of staff responsible for the task and the commitment of senior staff. Finding a meaningful formulation for indicators of achievement requires time and effort and should be started as far in advance as possible.

If the status of outputs' implementation is known, and indicators reflect the attainment of expected accomplishments, then final conclusions of programme results could be reliably drawn. One should *not* be asking at the end of the biennium whether or not the work done over the last two years has had a positive impact; if it is not known except intuitively whether or not the programme is making a difference, then either results are not being tracked, or indicators that are used do not tell managers what they need to know. This could also be a sign that expected accomplishments are overly ambitious for a two-year work plan, i.e. that their time-horizon is longer than a biennium.

Note that analysis of results should not begin from scratch at the end of a biennium. Programme managers should see to it that the record of accomplishments is continuously built over the two-year period, subject to the final review at the end-point.

Programme managers should consider treating the analytical report on performance as a programme output in order to identify and celebrate achievements and draw lessons for the future. This would have a motivational effect on staff, promote organizational transparency and accountability and improve communication. The programme performance reporting exercise will almost certainly be self-defeating if it is treated exclusively as an ex post facto administrative chore.

Typically, one should expect to devote approximately 2-5% of total programme resources to monitoring, self-assessment and analysis.

[\(back to top\)](#)

What should be monitored and reported

Programme monitoring and reporting for the period 2004-2005 comprises the relevant logical framework elements and output inventory under the heading “programme of work” for all 30 budget sections in IMDIS. Executive Direction and Management (EDM) also became part of the monitoring process and will be monitored in same manner as any other subprogramme.

EDM should allow programme managers to gauge the effectiveness of the administrative support and executive services in guiding and sustaining substantive offices in their efforts to meet the programmer’s objectives. Formulating results statements for EDM should provide an opportunity for programme managers to reflect on accomplishments, identify problem areas and adjust service structure and orientation. OIOS will monitor progress made towards achieving the expected accomplishments under EDM along with any programmed outputs (where applicable) on the same schedule and using the same procedures as with the rest of the subprogrammes under the “programme of work” for the biennium 2004-2005 ([see page 35](#)) and will report accordingly in the Programme Performance Report for the period.

IMDIS should be updated with full details on the status of implementation of outputs, if applicable, and the progress made towards the achievement of expected accomplishments under EDM.

[\(back to top\)](#)

Getting started with IMDIS

Obtaining a user account

Requesting an IMDIS user account is a simple, straightforward procedure with no special forms to fill out or signatures to obtain. An informal electronic mail message to the IMDIS helpdesk at esa@un.org is sufficient with a copy to the departmental programme monitoring focal point, and to the head of the work unit in question. There is no limit to the number of accounts that can be created. When requesting one or more accounts, correspondents should specify:

- The **full name** of the individual for whom an account is being created;
- The individual's **scope of authority** where programme planning is concerned (e.g., ECLAC, CICIP, UNON, etc.);
- Whether the **access level** is read-only or read and update; users with update privileges are able to view and revise all records within their own scope of authority.

Processing time in most cases is two business days. Account requests that do not include the user's full name, scope of authority, and access level, or that are not copied to the departmental focal point, may be delayed while helpdesk staff verify the necessary information.

Focal points who wish to obtain a complete list of current accounts for their department or office should contact the helpdesk for assistance. A list of OIOS programme monitoring officers and departmental focal points for the 2004-2005 biennium is reproduced below.

OIOS programme monitoring officer	Fred Babi	babi@un.org
Department	Focal point	E-mail
DGAACM	Renu Surendra Bhatia	Bhatia@un.org
DPA	Tamrat Samuel	samuelt@un.org
DPI	Raquel Cohen-Orantes	cohen-orantes@un.org
DPKO	Patrick Carey	careyp@un.org
ECA	Urbain Zadi	zadi@un.org
UNCTAD	Victor Busuttil	victor.busuttil@unctad.org
NEPAD	Yvette Stevens	setevens@un.org
	Urbain Zaidi	zadi@un.org

OIOS programme monitoring officer	Christa Lex	lex@un.org
Department	Focal point	E-mail
ECE	Parisudhi Kalampasut	parisudhi.kalampasut@unece.org
DESA	Nikolai Zaitsev	zaistev@un.org
OHCHR	Kathryn Hinkle-Babul	khinkle-babul@ohchr.org
UNRWA	Ramadan Alomari	r.alomari@unrwa.org

OIOS programme monitoring officer	Juan Carlos Peña	penajc@un.org
Department	Focal point	E-mail
CICP	Hiroko Sakamoto	Sakamoto@unodc.org
	Francis Maertens	Maeertens@unodc.org
OHRLLS	Awa Fall	falla@un.org
DDA	Florence Sau-Sze Lee	leess@un.org
UNEP	Gerda Merckx	gerda.merckx@unep.org
ECLAC	Miriam Krawczyk	mkrawczyk@eclac.cl
OOSA	Takemi Chiku	takemi.chiku@unvienna.org
UNDCP	Hiroko Sakamoto	Sakamoto@unodc.org
	Francis Maertens	Maeertens@unodc.org

OIOS programme monitoring officer	Susan Rose	roses@un.org
Department	Focal point	E-mail
ESCWA	Ahmed Mohamed Farahat	farahat.escwa@un.org
OCHA	Mary Lou Murphy	murphym@un.org
OIOS	Helene Thorup-Hayes	thorup-hayes@un.org
OLA	Ken Lasiuk	lasiuk@un.org
UN-Habitat	Martin Barugahare	martin.barugahare@unhabitat.org
UNHCR	Saburo Takizawa	takizawa@unhcr.ch

OIOS programme monitoring officer	Cristina Iza	Iza@un.org
Department	Focal point	E-mail
UNOG	Bertrand Juppín de Fondaumiere	bfondaumiere@unog.ch
	Sandya Prasad	pasad@unog.ch
UNON	Alesander Barabanov	Alexander.barabanov@unon.org
	Satu Ojaluoma	Satu.ojaluoma@unon.org
UNOV	Franz Baumann	baumann@unvienna.org
	Mija Jeon	jeon@unvienna.org
ITC	Miguel Jimenez-pont	jimenez@intracen.org
DM	Venketachalam Krishnan	krishnanv@un.org
ESCAP	Richard Kalina	kalina.unescap@un.org

[\(back to top\)](#)

How IMDIS works

IMDIS is a web-based information service designed to facilitate continuous and comprehensive programme implementation monitoring by staff at different levels within the same organizational unit in accordance with their assigned roles and responsibilities, as well as to support communication and information-sharing between offices at United Nations duty stations around the world. In basic terms, programme managers use IMDIS to select and update information on outputs, indicators and accomplishments within their particular area of responsibility. This information then becomes immediately available in both aggregate and detailed form to the head of department or office. From this same system, OIOS is then able to verify progress, and generate all necessary information for the Organization-wide monitoring, including those required for the PPR.

Each user has access to the entire programme of work of the organization while at the same time is able to focus on just the programme, output or assessment of interest at that particular moment. Because all registered users can view the work programmes of all other departments and offices – though not update them – IMDIS also promotes accountability, transparency and can be used to foster collaboration and exchange of best practices throughout the Secretariat.

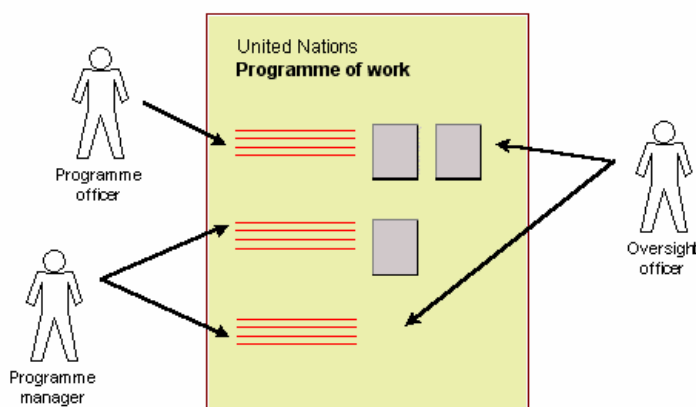


Figure 3: Communication and information-sharing

The website is connected to a dynamic database centrally secured and administered at UNHQ.

[\(back to top\)](#)

Navigation

Selecting and book marking a home page

IMDIS can be found at web address <http://imdis.un.org>. To login to the system, a user ID and password are required. Enter your user ID and password, and then click on [Ok] as shown in figure 4.

The login screen displays the title 'IMDIS Online secretariat v.2.6'. Below this, there is a section for 'Programme management' with fields for 'User ID:' and 'Password:'. At the bottom of this section are 'OK' and 'Clear' buttons.

Figure 4: IMDIS login screen at <http://imdis.un.org>

Once you have logged on, you will reach the home page of the application, which requires you to select the desired biennium and the type of view as shown in figure 5. The biennia correspond to the periods of the biennial programme budgets. For the current PPR exercise, select 2004-2005. Performance reporting is done by programme and subprogramme but, where there are instances that organizational units are required to report into several different subprogrammes, offices may wish to track outputs by organizational unit instead. Indicate whether to view the work plan by programme element or by organizational unit, and then click on [Go].

Users drill down through a number of screens selecting the part, section, component and subprogramme of the budget on which to focus. For example:

select:

IV [International cooperation for development](#)

then select:

12 [Environment](#)

then select:

C [Programme of work](#)

and finally:

1 [Environmental assessment and early warning](#)

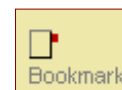
The screen is titled 'United Nations Programme management' and shows the date 'Thursday, 10 July 2003'. It includes a navigation bar with icons for Back, Top, Reports, Totals, Search, Bookmark, and Password. The main section is 'Select programme of work and view'. It contains two tables. The first table lists biennia from 2004-2005 to 1993-1999, with '2002-2003' selected. The second table lists view options: 'by programme element' (selected) and 'by organisational unit'. A 'Go' button is at the bottom. Footer information includes 'User: Programme Officer, ECLAC', 'Last login: 10 Jul 2003 17:06', and 'IMDIS online secretariat v.2.6' with a 'User support' link.

Programme of work for the biennium	Status
<input type="radio"/> 2004-2005	open
<input checked="" type="radio"/> 2002-2003	open
<input type="radio"/> 2000-2001	closed
<input type="radio"/> 1993-1999	closed



View	
<input checked="" type="radio"/> by programme element	based on the structure of the programme budget
<input type="radio"/> by organisational unit	based on the structure of the secretariat

Figure 5: Select 2002-2003 and view by programme element

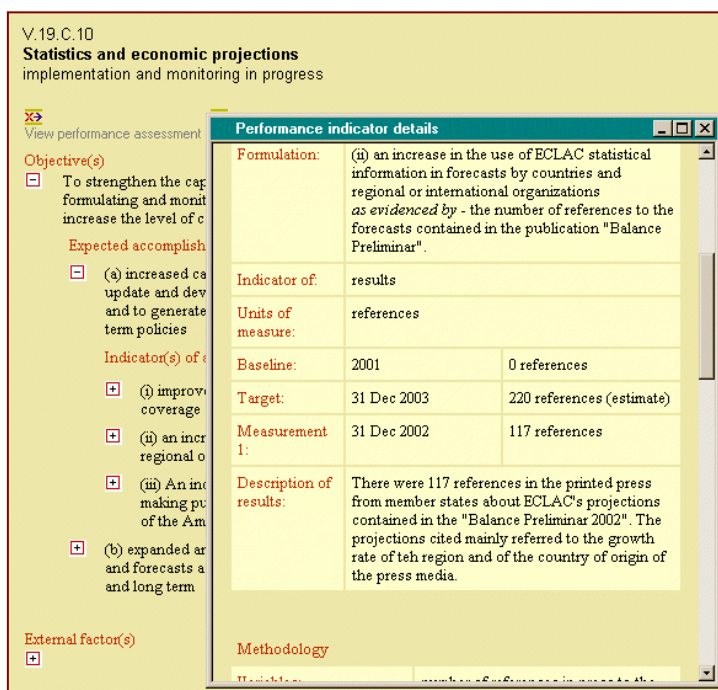
To save this page as your home page and avoid having to drill down through multiple screens at the start of each session, click on [Bookmark] in the navigation area at the top of any page. The next time you login, you will automatically be taken to the selected screen. The bookmark can be changed to any page at any time. Return to the main page by clicking on [Top]. To go up one level, click on [Back].



Reviewing programme content

A work programme consists of a logical framework and a schedule of outputs. Having drilled down to the subprogramme of interest, the various components of the logical framework for that subprogramme can be displayed and hidden by using the “expand”  and “contract”  icons respectively. See figure 6. Click on the “expand” icon next to any of the indicators to display the indicator methodology and associated performance measurements in pop-up window.

The schedule of outputs appears below the logical framework with outputs grouped by type. Underlined text represents an active link that can be selected to drill down to greater levels of detail. See figure 7.



V.19.C.10
Statistics and economic projections
implementation and monitoring in progress

View performance assessment

Objective(s)

- ☐ To strengthen the capacity for formulating and monitoring development policies and increase the level of commitment

Expected accomplishment

- ☐ (a) increased capacity to update and develop policies and to generate term policies
- ☐ (i) improved coverage
- ☐ (ii) an increase in regional coverage
- ☐ (iii) An increase in making projections of the Am
- ☐ (b) expanded area of forecasts and long term

Indicator(s) of

- ☐ (i) improved coverage
- ☐ (ii) an increase in regional coverage
- ☐ (iii) An increase in making projections of the Am
- ☐ (b) expanded area of forecasts and long term

External factor(s)

- ☐ (i) improved coverage
- ☐ (ii) an increase in regional coverage
- ☐ (iii) An increase in making projections of the Am
- ☐ (b) expanded area of forecasts and long term

Performance indicator details

Formulation: (ii) an increase in the use of ECLAC statistical information in forecasts by countries and regional or international organizations as evidenced by - the number of references to the forecasts contained in the publication "Balance Preliminar".

Indicator of: results

Units of measure: references

Baseline: 2001 0 references

Target: 31 Dec 2003 220 references (estimate)

Measurement 1: 31 Dec 2002 117 references


Description of results: There were 117 references in the printed press from member states about ECLAC's projections contained in the "Balance Preliminar 2002". The projections cited mainly referred to the growth rate of the region and of the country of origin of the press media.

Methodology

Figure 6: Expansion and contraction of the logical framework, including pop-up window showing indicator methodology and measurements

To see the distribution of outputs by category, source, and status of implementation, make

sure that the totals are turned on by

 clicking on the [Totals] button in the navigation bar at the top of the page. With the totals turned off, the application will respond somewhat more quickly. This is particularly useful when network traffic is heavy and response times are slow. Totals can be turned on and off at any point during the user's session.

All registered users can view the work programmes of all departments and offices in this fashion, by first navigating to a programme element, then using the “expand”, “contract” and drill-down options as appropriate. Data is available from 1998 through 2005.

Final outputs by category				
	prog'd	add'l	c.f.	total
<u>Substantive servicing of meetings</u>	2	-	-	2
<u>Parliamentary documentation</u>	-	-	-	-
<u>Expert groups, rapporteurs, depository services</u>	10	-	-	10
<u>Recurrent publications</u>	16	-	-	16
<u>Non-recurrent publications</u>	22	-	2	24
<u>Other substantive activities</u>	2	-	-	2
<u>International cooperation, inter-agency coordination and liaison</u>	3	-	-	3
<u>Advisory services</u>	16	-	-	16
<u>Training courses, seminars and workshops</u>	1	-	-	1
<u>Fellowships and grants</u>	-	-	-	-
<u>Field projects</u>	1	-	-	1
<u>Conference services, administration, oversight</u>	-	-	-	-
Total:	73	-	2	75
Final outputs by source				
	no.	%		
Programmed	73	97		
Carried forward	2	3		
Added by legislation	-	-		
Discretionary	-	-		
Total:	75	100		
Status of implementation				
	legislated	discre'y	total	

Figure 7: Outputs by category, source, and status of implementation

Using the search function

IMDIS has a built-in search function that enables users to retrieve outputs by keyword across programmes and biennia. The [Search] icon is located in the navigation area at the top of each page. Users can search by biennium, economic and social cluster, output type, and keywords, which may include IMDIS and other record identifiers. Figure 8 shows the search screen, while figure 9 shows the search results page assembled by IMDIS once the user clicks on [Go].



Biennium:

☐ all available biennia

☐ 2004-2005

☒ 2002-2003

☐ 2000-2001

☐ 1998-1999

Limit results to:

☐ no restriction

☐ international trade

☒ macroeconomic analysis, finance and external debt

☐ environment, natural resources and human settlements

☐ social development and poverty

☐ advancement of women

☐ countries in special situations

☐ governance, institutions building and human capacity building

☐ science and technology for development

☐ human rights

☐ statistics and data collection

Output type:

☒ all output types

☐ substantive servicing of meetings

☐ parliamentary documentation

☐ ad hoc expert groups

☐ publications

☐ other substantive activities

☐ technical cooperation

☐ conference services, administration, oversight

Keywords (optional):

☒ match this phrase

☐ match all of these terms

Figure 8: IMDIS search screen

Search results for "investment"
related to "macroeconomic analysis, finance and external debt"
2002-2003

Found 58 records

Recurrent publications			
Biennium	Programme	Dept.	Title
02-03	IV.11.A.C.2	UNCTAD	World Investment Report Overview (2)
02-03	IV.11.A.C.2	UNCTAD	World Investment Report (2)
02-03	IV.11.A.C.2	UNCTAD	World Investment Directory regional series (4)
02-03	IV.11.A.C.2	UNCTAD	Contribution to the annual Least Developed Countries Report (as required)- Part one, 1, C.3: Trends in foreign direct investment
02-03	IV.11.A.C.2	UNCTAD	World Investment Directory regional series
02-03	IV.11.A.C.3	UNCTAD	Trade related investment measures and the WTO: 1995-2001
02-03	IV.11.A.C.3	UNCTAD	Contribution to the Trade and Development Report, the World Investment Report and the annual Least Developed Countries Report (as required), (2)
02-03	V.17.C.3	ESCAP	TISNET Trade and Investment Information Bulletin (24)
02-03	V.17.C.3	ESCAP	Directory of Trade and Investment-related Organizations of Developing Countries in Asia and the Pacific
02-03	V.19.C.2	ECLAC	"Foreign investment in Latin America and the Caribbean", an annual publication (with CD-ROM attached) containing an update of the legal framework and statistical information. (Priority A) (2)
Non-recurrent publications			
Biennium	Programme	Dept.	Title
02-03	IV.9.C.4	DESA	Investment Analysis for Sustainable Development
02-03	IV.11.A.C.1.A	UNCTAD	The Palestinian enterprise sector and its role in economic development and trade (in cooperation with the Division on Investment, Enterprise Development and Technology)
02-03	IV.11.A.C.2	UNCTAD	LDC investment guides (4)
02-03	IV.11.A.C.2	UNCTAD	Financial foreign investment in financial services
02-03	IV.11.A.C.2	UNCTAD	International Investment Instruments: A Compendium, Vol. VII, (6)
02-03	IV.11.A.C.2	UNCTAD	International Investment Instruments: A Compendium, Vol. XI, (6)
02-03	IV.11.A.C.2	UNCTAD	International Investment Instruments: A Compendium, Vol. XII, (6)
02-03	IV.11.A.C.2	UNCTAD	International Investment Instruments: A Compendium, Vol. X, (6)
02-03	IV.11.A.C.2	UNCTAD	International Investment Instruments: A Compendium, Vol. IX, (6)
02-03	IV.11.A.C.2	UNCTAD	International Investment Instruments: A Compendium, Vol. VIII, (6)
02-03	IV.11.A.C.2	UNCTAD	Foreign portfolio investment
02-03	IV.11.A.C.2	UNCTAD	Issues in international investment agreements (IIAs)
02-03	IV.11.A.C.2	UNCTAD	Investment Policy Reviews (6)

Figure 9: Results page when searching for 2002-2003 publications in the area of macroeconomic analysis, finance and external debt

Generating reports

A number of reports are available in IMDIS that can help programme managers monitor programmes and analyze programme performance. The reports facility is accessed through the [Reports] icon in the



navigation area at the top of each page. See figure 10. These same reports, possibly with some minor modifications, will be used by the OIOS in the production of the Secretary-General's programme performance report for 2004-2005. Reports that may be of particular interest are the "consolidated performance report", which gives a complete picture of results to date as recorded by departments and offices, the output "implementation rates" report, which summarizes disposition of outputs, and the detailed final output schedule which includes particulars for each individual output record.

Figure 10: Programme monitoring and evaluation reports in IMDIS v.2.6

When generating reports, users are asked to select a report type, biennium and, if applicable, grouping option, then click on [Next]. A second screen will appear on which the user is asked to select a programme or subprogramme to analyze. Clicking on [Generate report] will then produce the desired result.

To browse available formats before going



to the business of generating a report, use the "preview" feature found on the left side of the reports listing. Once produced, report parameters can be saved in the user's work area for quick recall. All reports can also be exported for manipulation, interpretation and analysis in other software packages. To save a custom report specification, click on [Save]. To export report data, click on [Export]. See figure 11.

[\(back to top\)](#)

<http://imdis.un.org>

Implementation rates by programme budget section for the biennium 2004-2005				
Section	Total outputs	Implementation rates (%)		
		I ₁	I ₂	I ₃
21 Economic and social development in Latin America and the Caribbean				
1 Linkages with the global economy, regional integration and cooperation	67	11	12	12
2 Productive, technological and entrepreneurial development	38	28	39	38
3 Macroeconomic policies and growth	47	15	15	15
4 Social development and equity	41	<1	17	26
5 Mainstreaming the gender perspective in regional development	36	39	39	45
6 Population and development	29	3	3	3
7 Planning of public administration	25	28	28	37
8 Environment and human settlements	19	21	21	21
9 Natural resources and infrastructure	50	8	8	9
10 Statistics and economic projections	53	8	8	8
11 Subregional activities in Mexico and Central America	53	2	2	2
12 Subregional activities in Caribbean	111	14	14	15
Subtotal:	569	13	15	17
Grand Total	569	13	15	17

Figure 11: IMDIS reports can be saved for future use, and exported

Assessing programme performance

Measuring indicators of achievement

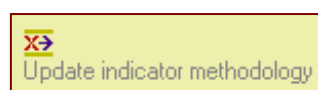
Indicators of achievement are primary sources of data for analysis of programme performance, and as such need to be relevant and reliable. Measurements should be taken as regularly as is feasible during the biennium in order to evaluate progress over time and be able to connect changes with specific accomplishments and/or shortcomings in programme design and delivery.

Collecting indicator data is a four-step process:

1. First, *make sure the indicators are meaningful* – The logical frameworks contained in the 2004-2005 programme budget were first formulated in the fall of 2002. While some progress was achieved when compared to the logical frameworks contained in the 2002-2003 budget, some indicators are still inadequately formulated and/or not very easily measurable. As with the recent biennium, the text of the indicator itself cannot be modified since it has already been endorsed by the General Assembly. Programme managers must make every effort to identify and collect meaningful data on the approved indicators of achievement so that they are able to report compelling results at the end of the biennium. While programme managers must report on the relevant approved indicators of achievement, they may also use supplementary evidence or corroborating information collected throughout the biennium to support their final report on results. The use of the “as evidenced by” field as a remedial device is discouraged and must only be used when it is absolutely essential for ensuring clarity.
2. Second, *review the baseline and target values for each indicator and revise if necessary* – A baseline measure is the actual value of an indicator on the first day of the biennium, or on a date as close to 1 January 2004 as is practical. When the actual value is new and cannot easily be determined, a reasonable estimate may be substituted. The baseline value set/estimated in the approved programme budget may need to be modified as a result of the actual data subsequently collected. The target is an estimated value of the indicator on the last day of the biennium, given the original programme of work and budget approved by the General Assembly. Depending on the actual results achieved at the end of the previous period, baselines and targets may need to be modified; to keep track of these changes new figures may need to be inserted under “Revised baseline” and “Revised target” fields in consultation with the OIOS Programme Management Officer in charge of the relevant section. Baselines and targets are needed to gauge actual programme outcomes/impact, as well as variations from anticipated results.

3. Third, *establish reliable methodologies for measuring those indicators* – In analysing the use of indicators as tools of reporting on accomplishments, every effort should be made to rely on sound data collection methods. For that, programme managers need to define the variables that make up the indicator, identify data sources, determine data collection and verification methods, fix the periodicity of measurements, create a presentation format and identify external factors that could distort measurements. This should be done early in the biennium so that the collection and reporting of results becomes less cumbersome.
4. Fourth, *apply the methodology to produce performance measurements* – Interim values for each indicator should be periodically recorded in IMDIS. For example, if a measurement is to be taken four times per biennium, programme managers would enter interim performance measures into IMDIS accordingly. A “Description of results” field is also available in IMDIS to record specific achievements that illustrate the periodic measurements in concrete terms, and allow starting and building up the accomplishment accounts and the statement of accomplishments/results achieved.

The description of results and performance measurements should be used to develop the final report on accomplishments by December 2005. While the description of results using the indicators of achievement does not constitute the complete report, this data provides core evidence of progress attained in realizing expected accomplishments and programme objectives.



In order to record the indicator methodology and associated performance measurements in IMDIS, drill down to the subprogramme concerned and click on the [Update indicator methodology] icon. Select one of the indicators of achievement from the logical framework that appears.

Fields for capturing performance measurements are shown in figure 19. Measurements should be periodically added as noted above, and descriptions of results updated using the update indicator methodology function. Fields for capturing the methodology are shown in figure 20.

V.19.C.10		
Statistics and economic projections		
implementation and monitoring in progress		
In order to meet the objective:		
To strengthen the capacity of the region to produce the statistics and projections necessary for formulating and monitoring policies designed to implement new development modalities and to increase the level of coordination of international statistical work throughout the region.		
the programme needs to accomplish:		
(b) expanded and improved technical capacity of countries of the region to produce statistics and forecasts as inputs for developing economic and social programmes in the short, medium and long term		
with performance indicated by:		
Formulation:	(i) the widespread adoption and dissemination by countries in the region of methodological and technological advances that ECLAC assists in channeling, in particular the harmonized commodity description and coding system as evidenced by - The number of countries that have adopted the System of National Accounts 1993 and have produced publications about its implementation	
Indicator of:	results	
Units of measure:	countries	
Baseline:	31 Dec 2001	9 countries
Target:	31 Dec 2003	13 countries (estimate)
Measurement 1:	31 Dec 2002	11 countries
Description of results:	In the end of 2002, 11 countries in the region (Antillas Holandesas, Argentina, Brasil, Chile, Colombia, Costa Rica, Cuba, Ecuador, Panama, Peru and Mexico) had made at least one publication about the implementation of the SNA 1993.	
Update		

Figure 19: Fields for capturing performance measurements

To assist programme managers with this aspect of results-based monitoring, OIOS reviews the information provided on each indicator. To facilitate interaction with departments and offices, programme monitoring officers in OIOS enter their comments in an area entitled “Oversight remarks”. Managers can respond under “Departmental remarks”.


Methodology	
Variables:	Cumulative number of countries that have adopted the System of National Accounts 1993 and have produced a publication about its implementation
Data source(s):	documents
Collection method(s):	review of records
Periodicity:	2 per biennium
Comments on data verification and analysis:	There are other methodological and technological advances that ECLAC assists in channeling, particularly in the area of household surveys and poverty measurement. Nevertheless, there is currently no appropriate source of information to measure their adoption by countries.
Use of processed data:	To inform member States and other audiences and to report on programme of work for the biennium.
Presentation of data:	Reports by the Statistics Division.
Impact of external factors:	-
Clarification of terms:	-
Oversight remarks:	
Departmental remarks:	
 Update	

Figure 20: Fields for capturing the indicator methodology

[\(back to top\)](#)

Preparing a statement of accomplishments/results achieved based on an accomplishment account

The focus of current performance reporting is on results achieved through the appraisal of expected accomplishments and the preparation of accomplishment accounts and statement of accomplishments. The final statement of results should provide a concise and informative summary of accomplishments, including the comparison of targets to actual achievements. Programme managers may wish to highlight specific outputs or groups of outputs that were particularly effective and best practices identified in the programme's substantive or operational areas or use supplementary indicators or other compelling information to further support the results achieved when developing the **accomplishment accounts** and final statement of accomplishment/results achieved. The statement of accomplishments/results achieved is the final point of performance reporting.

Instrumental to the formulation of concise **statement of accomplishments/results achieved** is the development of an **Accomplishment Account** for each Expected Accomplishment. This should help programme managers to document and register all possible achievements in that area of work and should provide all the elements of progress associated with it, which they could synthesise to prepare the final submission on the statement of accomplishments/results achieved for the Programme Performance Report 2004-05. The **accomplishment account** is a summary document on the accomplishments based upon data collected for the indicators of achievement, statistical data, if available, and other relevant verifiable information that leads to an assessment of achievements at the expected accomplishment level. It serves as the main source for producing the statement of accomplishment. The **accomplishment account** could also be used as a resource of valid and authenticated results information for any other reporting requirements. It is, in essence a repository of record for achieved results. The accomplishment account should be a 'word-type' document attached to IMDIS at the subprogramme level screens. The **statement of accomplishments/results achieved** should be based on and distilled from the accomplishment account.

The "accomplishment account" should be built up in the course of the biennium, filled with various data as it becomes available and could then be used in an aggregated form for the statement of accomplishment/results achieved. The accomplishment account should contain various analyses; supplementary evidence and relevant information on impact of the programme and then be reflected in a succinct form in the final statement of accomplishment/results achieved. In order to accumulate the information needed to draft these reports, regular drafting, ameliorating and revising of **accomplishment accounts** and **statements of accomplishment/results achieved** during the biennium are necessary. Please note that useful advice on preparing a **statement of accomplishments/results achieved** could be found in ["A guide to writing meaningful and accurate accomplishment statements"](#). To access it, click on its title or [here](#).

It is worth noting that an effective performance assessment, aimed at producing a solid statement of results, should:

- Be a participatory event involving inputs of all staff responsible for the implementation of the work programme; results gauged by each indicator (as recorded in IMDIS) should be discussed, including the impact on the intended programme beneficiaries, lessons learned and areas needing improvement for each expected accomplishment; and

- Use findings from relevant self-evaluation exercises undertaken during the biennium, together with findings and recommendations contained in in-depth evaluations, external evaluations and audit reports and/or other reviews that may help in the assessment and reporting what the subprogramme has achieved.

Formulating results statements through such a self-assessment should prompt programme managers to reflect on accomplishments along with problems and desired improvements. Other elements that must be included are comparisons to the original targets, numbers and percentages showing achievements and variations from targets. In brief, be results heavy and contain sources of verification used.

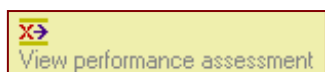
A typical statement of results would be structured as follows, each of these elements expressed in one or two sentences:

- A** – Statement of the facts
- B** – Comparison with the target
- C** – Reasons for variations within the target group
- D** – Reference to best practices
- E** – Reference to lessons learned

For example:



***A** During the biennium, the rate of [voluntary compliance/participation/growth...] rose from ...% to ...% [in countries of the region/globally...]. **B** Though the actual [compliance/participation/growth] rate was short of the target of ...%, it nonetheless represents a substantial improvement over the baseline as the programme had to contend with [external factors]... **C** Instrumental to the attainment of a ...% [compliance/participation/growth...] rate was the programme's [advisory services/research projects/publications...]. In countries where [advisory services/research projects/publications...] were applied, X happened... In countries that did not request such services, Y happened instead... **D** In 2006-2007, greater emphasis should be placed on ... while **E** ..., which had no appreciable impact on [compliance/participation/growth...], should be dropped.*

In developing the accomplishment account, all pertinent information should be used such as any reviews by intergovernmental or expert bodies, as well as any external or internal evaluations conducted during the biennium. Fields are provided in IMDIS to deposit these reviews and evaluations. Other material that a programme feels OIOS should consider hyper linking to the final electronic copy of the programme performance report for the General Assembly should also be deposited in IMDIS and marked accordingly. For example, a staff participatory event may be referred to under “internal evaluation”, with the minutes of the consultation attached for information; or a formal assessment of the programme could be referred to as “programme assessment – to be shared with MS” under the relevant category in case the Department wants it to be attached to its portion of the PPR. Attached documents not marked as “to share” will not be linked to the programme performance report.



To access the performance assessment update forms in IMDIS, drill down to the appropriate subprogramme, and click on the “view performance assessment” icon.

To submit the accomplishment accounts related to each expected accomplishments, drill down to the bottom of the screen and click on “insert”; select the accomplishment account document you wish to insert, follow the instructions and submit.

Attachments				
Optionally, you may attach any number of supporting documents for review by OIOS. These documents may be referred to in the compilation of the PPR but will not be included in the final report.				
<input type="checkbox"/>	accomplishment_acc.doc	accomplishment account	18 Nov 2003	26.112 KB
				
Delete	Insert			

Programme Managers should submit one accomplishment account per expected accomplishment. They can update and revise it as often as necessary during the biennium. They may also use this facility, should they wish to submit one consolidated

statement on subprogramme level results, or other evaluation reports.

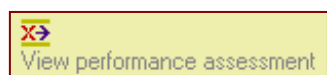
Fig 22. Reflects an accomplishment account attached to the subprogramme's submission.

To report on the “statement of accomplishment/results achieved”, select the expected accomplishment to be reported on, click on the “update” icon, and follow the instructions that appear.

[\(back to top\)](#)

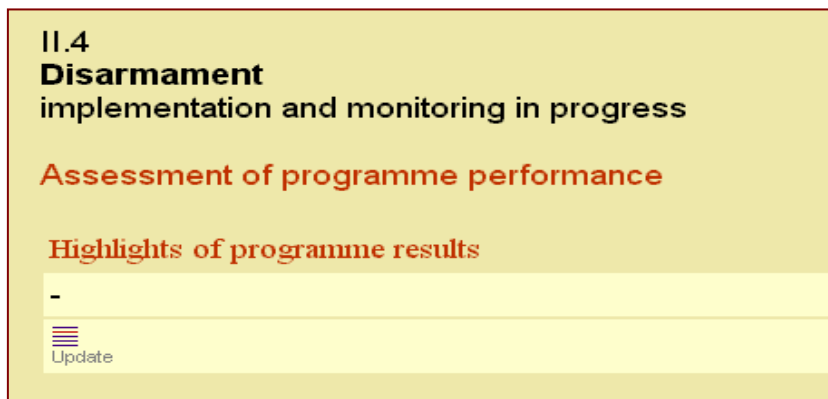
Submitting highlights of programme results.

An important new feature of the monitoring and reporting process is the formulation of the Highlights of results for each programme. Highlights of programme results should showcase its key achievements. Ideally, the statement of accomplishments/results achieved should be the basis on which subprogrammes prepare its draft highlights and then finalize them at the meeting of the senior staff of the programme. Through discussion and the consequent selection process, this participatory event should be able to generate a limited number of the most important departmental achievements.



To access the performance assessment update forms in IMDIS, drill down to the appropriate **programme**, and click on the “view performance assessment” icon.

To insert the highlights of programme results, click on the “update” feature and then “insert” to select from the various statement of accomplishments/results achieved prepared for each expected accomplishment, follow the instructions and submit.



Highlights of programme results will also appear in the “Consolidated Performance Report” for the respective programme.

Fig 23. Reflects a sample “Highlights of programme results” with no data entered.

Additionally for the biennium 2004-2005, as based on a recommendation from the Committee for Programme and Coordination (CPC), programme managers will be required to insert a brief summary describing the main challenges, obstacles and unmet goals the programme encountered. The purpose of it is to facilitate the CPC’s evaluation of issues affecting a programme’s performance. Ideally the “lessons learned” and “areas in need of improvement” identified when assessing subprogramme performance for each expected accomplishment should be reflected in this summary of the programme’s “challenges, obstacles and unmet goals”. Similar to the submission

of the “Highlights of programme results” the “Challenges, obstacles and unmet goals” summary should be provided at the programme level and should be submitted following the same steps.¹

For further technical instructions on how to submit the highlights of programme results, please consult page 23 of the [User Guide - IMDIS 2.6](#).

[\(back to top\)](#)

¹ The “Challenges, obstacles and unmet goals” fields will be inserted in IMDIS during 2004.

Submitting the performance report to OIOS for review



When the departmental submission is ready for review by OIOS, heads of department or their designated staff should click on the “action pending” icon. In the pop-up window that appears, click on [Ok] to confirm or [Cancel] to return to the previous screen and continue working.

[\(back to top\)](#)

Ongoing monitoring of programme outputs

Tracking implementation of programmed commitments

Programmed commitments are those outputs included in the programme budget fascicles and endorsed by the General Assembly in its resolution on the Organization's biennial programme budget². Programme plans may be adjusted during the biennium as new priorities or challenges emerge. The PPR reflects implementation of planned outputs as well as any deviations from the plan.

It is good practice not to delay the reporting on implementation of outputs until the end of the biennium, but rather monitor the progress in implementing them continuously as they are delivered over the course of the biennium.

Every programmed output is recorded in the IMDIS system as of 1 January 2004. In accordance with the budget preparation instructions, 2004-2005 outputs are grouped into twelve basic types, some with a number of sub-types, as shown in the table below.

Output types in IMDIS	Sub-types
Servicing of intergovernmental and expert bodies	
▶ Substantive servicing of meetings	-
▶ Parliamentary documentation	-
▶ Expert groups, rapporteurs, depository services	▶ Ad hoc expert groups
	▶ Assistance to representatives, rapporteurs
	▶ Depository services
Other substantive activities	
▶ Recurrent publications	-
▶ Non-recurrent publications	-
▶ Other substantive activities	▶ Fact-finding missions
	▶ Humanitarian missions
	▶ Promotion of legal instruments
	▶ Seminars for outside users
	▶ Audio-visual resources
	▶ Exhibits, guided tours, lectures
	▶ Booklets, fact sheets, wall charts, information kits
	▶ Press releases, press conferences
	▶ Special events

² See for example General Assembly resolution 58/270 on the proposed programme budget for the biennium 2004-2005.

	► Technical material
	► Substantive servicing of inter-agency meetings
	► Documentation for inter-agency meetings
Technical cooperation	
► Advisory services	-
► Training courses, seminars, workshops	-
► Fellowships	-
► Field projects	-
Conference services, administration, internal oversight	
► Conference services, administration, oversight	► Meeting services, interpretation, verbatim reporting
	► Translation, editorial services
	► Documentation and publication services
	► Library services
	► Overall administration and management
	► Human resources management
	► Programme planning, budget, accounts
	► Central support services
	► Audits
	► Inspections
	► Evaluations
	► Management reviews

At the beginning of the biennium, programme managers are asked to double-check the schedule of outputs in IMDIS to ensure that no errors have been introduced inadvertently since the time the programme budget was prepared by departments and offices and approved by the General Assembly. The responsible OIOS programme monitoring officer should be contacted as soon as possible if any errors or omissions are found so that corrective action can be taken. **Only oversight officers have the authority to make changes to the schedule of programmed outputs, as recorded in IMDIS, once the biennium gets underway.** This includes even seemingly trivial adjustments such as correction of spelling errors, and increase or decrease of output quantities.

Recording status of implementation

Having drilled down to the subprogramme for which you are responsible, select an output group – by type, status, or source – as shown in figure 7 in the navigation section of this guide. A list of outputs within that group will appear. Figure 12, opposite, is a display of records under type “substantive servicing of meetings” from the ESCAP subprogramme on poverty and development.

Format:

☒ brief listing

☐ full details

View by:

☐ activity title


☐ due date


☒ session

☐ status

Users may elect at this point either to display a brief listing, or full details. In the case of some output types, such as

options are also available with the “view by” feature. Sorting capabilities vary from one output to another depending on the characteristics of the particular type.

 A checkmark next to an output title indicates that it has already been submitted to OIOS for verification and has been verified. OIOS will see a similar checkmark once the record has been reviewed and archived by the responsible programme monitoring officer. Outputs with checkmarks may be considered complete and do not require any further attention from programme managers.

 An “action pending” icon indicates that further attention is required before reporting on that output can be considered complete.

V.17.C.1
Poverty and development
implementation and monitoring in progress

Substantive servicing of meetings

Switch to:

Format: ☒ brief listing
☐ full details

Poverty and development
Quantity: 40

1	E/ESCAP	Commission: Informal meetings on least developed countries, Pacific island developing countries and countries with economies in transition Record identifier: PB097714 Not started: 2 Implemented: 2	Total units: 4
2	E/ESCAP	Commission: Plenary and committees Record identifier: PB097712 Implemented: 3	Total units: 3
3	E/ESCAP	Commission: Plenary and committees Record identifier: PB097713 Not started: 3	Total units: 3
4	E/ESCAP/ESD	Committee on Environment and Natural Resources Development: Plenary Record identifier: PB097716 Not started: 6	Total units: 6
5	[E/ESCAP/CREC]	Committee on Regional Economic Cooperation: Plenary Record identifier: PB097715 Not started: 6	Total units: 6
6	[E/ESCAP/SBPIDC]	Special Body on Pacific Island Developing Countries: Plenary Record identifier: PB097717 Implemented: 4	Total units: 4
7	[E/ESCAP/] TRADE/LLC	Special Body on Least Developed and Landlocked Developing Countries: Plenary Record identifier: PB097718 Not started: 4	Total units: 4

Figure 12: List of substantive servicing outputs for ESCAP subprogramme on poverty and development

To update the status of implementation, drill down by clicking on the output title until the [Update workplan] button appears as shown in figure 13. This is an output detail record. Clicking on [Update workplan] will bring up the update form as shown in figure 14.

Completion of selected fields is required by OIOS for verification purposes. Others, denoted as “optional”, are provided to assist in ongoing tracking of assignments and may be filled in or not at the discretion of the programme manager. Required fields vary from one output type to another but generally capture the status of implementation of outputs, some form of identifier that can be used to locate the output, as well as any reason for deviation from programmed commitments where relevant. Where deviations occur, a legislative decision justifying the change must be cited. The “remarks” field may be used for this purpose. The “remarks” field can be used to record and trace information on the implementation history of the output itself, i.e. staff assigned to it, progress to date, etc.

Identifiers should be supplied as follows:

Substantive servicing of meetings –
Date and venue of the meeting

Parliamentary documentation –
Official document symbol and date of issuance

Experts groups, rapporteurs, depository services –
Start and end dates, location and a brief description of the service provided

Publications –
Document symbol or sales publication number, and date of issuance; if the published material was made available on the internet, the document titles and URL should be provided, e.g., <http://www.youthdatabase/forum>, and the date of upload.

V.17.C.1 Poverty and development implementation and monitoring in progress	
Commission: Informal meetings on least developed countries, Pacific island developing countries and countries with economies in transition	
Record identifier:	M051593
Body serviced:	Economic and Social Commission for Asia and the Pacific (ESCAP)
Not started:	2
Implemented:	2
Organisational unit:	Economic and Social Commission for Asia and the Pacific
Meeting date(s):	17 May 2002
Venue:	Bangkok
Remarks:	1-1-103: Servicing the Informal Meeting on countries with economies in transition
<input type="button" value="Update workplan"/>	

Figure 13: Output detail display

V.17.C.1 Poverty and development implementation and monitoring in progress													
Substantive servicing of meetings update													
Required													
Record identifier:	M051593												
Title:	Commission: Informal meetings on least developed countries, Pacific island developing countries and countries with economies in transition												
Quantity:	4												
Meeting date(s):	17 May 2002												
Venue:	Bangkok												
Status:	<table border="1"> <tr> <td>Not started</td> <td>2</td> </tr> <tr> <td>In progress</td> <td>0</td> </tr> <tr> <td>Implemented</td> <td>2</td> </tr> <tr> <td>Reformulated</td> <td>0</td> </tr> <tr> <td>Postponed</td> <td>0</td> </tr> <tr> <td>Terminated</td> <td>0</td> </tr> </table>	Not started	2	In progress	0	Implemented	2	Reformulated	0	Postponed	0	Terminated	0
Not started	2												
In progress	0												
Implemented	2												
Reformulated	0												
Postponed	0												
Terminated	0												
Reason for deviation:	-												
Optional													
Organisational unit:	Economic and Social Commission for Asia and the Pacific												
Remarks:	1-1-103: Servicing the Informal Meeting on countries with economies in transition												
<input type="button" value="Submit"/> <input type="button" value="Cancel"/>													

Figure 14: Output update form

*Fact-finding missions, humanitarian missions,
promotion of legal instruments, booklets, fact sheets,
wall charts, information kits –*

Brief description of work carried out during the
biennium

Seminars for outside users –

Venue, date, number of participants by sex

Audio-visual resources –

Title, date of production

Exhibits –

Venue, date and title

Guided tours –

Number of tours conducted

Lectures –

Venue, date, number of participants by sex

Special events –

Venue, date, title

Technical material –

Title, date of issuance, URL

Substantive servicing of inter-agency meetings –

Brief description of the substantive servicing work
carried out during the biennium.

Documentation for inter-agency meetings –

Title, date of issuance, URL , if available or a
brief description of the work carried out in preparing
the relevant documents.

Advisory services –

Number of requests received, number of requests
implemented, and number of missions undertaken

Training courses, seminars and workshops –

Number of courses, seminars or workshops
undertaken, and total number of participants by sex

Fellowships and grants –

Number of fellowships and grants awarded, and a
brief description of the awards or grants

Field projects –

Number of projects continuing from the previous
biennium, number of new projects in the current
biennium, and the number of completed projects in
the biennium

Where it is not practical or possible to provide a single identifier, a short description of the nature of the output
should be provided, indicating the quantity, number of recipients and date of delivery as appropriate.

Note that in the case of technical cooperation
outputs – advisory services, training course,
seminars and workshops, fellowships and
grants, and field projects – programme budget
citations typically describe activities broadly,
such as “Field projects in the area of energy
management” or “Advisory services on
gender mainstreaming”. It is at this summary
level that information is required for
oversight purposes. Departments are
encouraged to include details on each
individual technical cooperation activity
through the “View details” icon, but are not
obligated to do so for the 2004-2005 programme performance report. If details are provided, users should ensure

Fellowships and grants

Switch to:

Format: ☒ brief listing ☐ full details

Go

Combined regular budget and extrabudgetary

1	TCDC arrangements to facilitate exchange of information and experience and transfer of technologies in the area of environmental management, sustainable energy development, renewable energy and/or energy efficiency		
Record identifier:	H050050		
Estimated no. of fellowships:	4		
Fellowships awarded:	6		
Awarded to women:	0	Fellowships entered in IMDIS:	4
Update summary	View details		

Figure 15: Summary and detail data on technical cooperation activities

that the number of detail records entered in IMDIS is equal to the number of individual outputs specified in the summary. These two are not connected.

[\(back to top\)](#)

Adding and deleting additional outputs

Outputs that were implemented in addition to those originally programmed are referred to as “additional”. They may be added as a result of a legislative decision taken after the biennial budget was approved by the General Assembly, or they may be added at the initiative of the secretariat, for example to enhance the possibility of attainment of programme objectives and/or as a result of the unanticipated availability of extrabudgetary resources.

Figure 16: Adding additional outputs and reviewing work months

appears, select the activity to be deleted. Finally, click on [Delete activity] as shown in figure 17, or click on the “delete” icon to remove individual outputs from an output group. Output groups or “activities” are those records having a system-generated record identifier beginning with “PB” for programme budget.

Figure 17: Deleting additional outputs

Reporting work months

The time spent by professional staff and consultants in completing outputs is used as a proximate indicator of resource utilization that connects the programme performance report with the budget performance report. Because of the difficulties in establishing a system for cost accounting of outputs, the PPR instead uses work month reporting by category of work as an overall gauge of resource utilization in programme implementation.

Work months are reported at the level of output type, or “activity” and should include the actual time spent by professional and consultants in completing outputs in their final form, for example time spent in research and writing, time spent by a supervisor reviewing and editing texts, etc. In cases where the completion of outputs takes the combined effort of a group of staff members, or even an entire unit or section, the aggregate number of work months spent by the whole team must be factored into the calculation. The following methodology should be applied when tabulating work months:

- Include both regular budget and extrabudgetary resources;
- Include all professional staff, directors and consultants at 100%;
- Record work months utilized whether or not the output(s) in question had to be subsequently postponed or terminated;
- Include work months both for programmed commitments and additional outputs;
- Exclude work months expended by staff of other departments or organizations in the case of joint undertakings;
- Exclude vacancies, annual leave, sick leave and leave without pay; for this reason, the total number of work months reported will not usually reconcile with the total number of work months reflected by the number of staff authorized in the budget;
- One work-month equals four weeks or twenty working days; one-quarter work-month equals one week or five working days; one twentieth of a work month (0.05 w/m) equals one working day.

Generally speaking, problems of accurately reporting work months do not result from the methodology outlined above but rather from the recording of time spent by each professional staff or consultant in completing an activity, as well as with recording contributions by supervisors and other staff. It should be emphasized that it is the responsibility of programme managers to keep records of time spent on each activity as it is being carried out to ensure that data on work months utilized are reliable. It is recommended that this data be entered into IMDIS as soon as outputs have been delivered. Other time tracking tools and systems at the departmental or divisional level can be factored in and used when calculating work months.

To update work months in IMDIS, select any output type and scroll to the bottom of the screen as shown in figure 16. Then click on [Update work months] from the work month summary that appears as shown in figure 18. An item by item report on work months by subprogramme is available for review, printing and export using the report entitled “Detailed work months”, accessible through the “Reports” icon at the top of each page.

V.17.C.6 Information, communication and space technology implementation and monitoring in progress					
	P- RB	P- XB	C- RB	C- XB	
ESCAP Homepage on Space Technology Applications Programme for Sustainable Development on the World Wide Web Record identifier: PB098445 Quantity: 8 Status: not started - 4; implemented - 4	2.75	0	0	0	2.75
Exhibits for the World Space Week Record identifier: PB098448 Quantity: 2 Status: terminated - 2	0	0	0	0	0
Total work months:	2.75	0	0	0	2.75
Update workmonths					

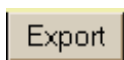
Figure 18: Reporting work months

[\(back to top\)](#)

Exporting data for interpretation and analysis




Though the export function that is included with the reports facility is intended primarily for extraction of tables that can be used in word processing, it is possible with some effort to manipulate records in order to perform numerical analysis, or filtering and grouping, in a spreadsheet or database application. The current version of IMDIS, however, is not very flexible in its exporting capabilities.



To export data from IMDIS, generate the report that contains the necessary data, then click on the [Export] button, as shown in figure 11 on page 12 under “navigation”.

[\(back to top\)](#)

Submitting outputs to OIOS for verification

 When satisfied that complete data regarding output has been entered, click the “action pending” icon to submit the output to OIOS for review and verification. If the output is submitted to OIOS in error, or requires amendment, please contact your OIOS focal point for immediate reversal on the action pending status. To reduce the effort required at the end of the biennium in finalizing the programme performance report, departments and offices are asked to submit output records to OIOS for verification throughout the monitoring cycle, as soon as they have been completed.

[\(back to top\)](#)

PPR checklist for the biennium 2004-2005

The checklist includes the elements of the regular programme of work and the Executive Direction and Management for the relevant budget sections.

May 2004

- Review the output inventory and the logical framework components for accuracy in accordance to the approved programme of work. (A/58/6 & A/RES/58/270).
- Review performance measures (baseline and target figures)
- Submit all modifications and adjustments to the PMO responsible for your budget section.
- Assign responsibilities among staff for output monitoring and reporting, the developing of methodologies for data collection and the gathering of such data for periodic reporting.

June 2004

- Review all outputs that are not started, or in progress, report on their implementation and submit to OIOS.
- Submit all newly implemented, reformulated and terminated outputs to OIOS for verification
- Adopt/Establish indicator methodologies for data collection.
- Enter interim performance measurements, if available.

January 2005

- Review all outputs that are not started, or in progress, report on their implementation and submit to OIOS.
- Submit all newly implemented, reformulated and terminated outputs to OIOS for verification.
- Update interim performance measurements
- Apply methodologies for data collection on each indicator of achievement and submit interim progress reports on each under “description of results”.
- Develop one accomplishment account per each expected accomplishment in your subprogramme.
- Attach the accomplishment accounts for the period.
- Submit a preliminary assessment of performance including a concise statement of results for each expected accomplishment, areas needing improvement, summary of intergovernmental, external and internal reviews.
- Attach any internal and/or external evaluation or assessment that may have been undertaken and mark them appropriately if they are for sharing with Member States.

July 2005

- Review all outputs that are not started, or in progress, report on their implementation and submit to OIOS.
- Submit newly implemented, reformulated and terminated outputs to OIOS for verification.
- Update interim performance measurements

- Apply methodologies for data collection on each indicator of achievement and submit updated progress reports on each under “description of results”.
- Update the accomplishment accounts with the most recent progress achieved in attaining the desired results.
- Attach the updated accomplishment accounts.
- Submit an interim assessment of performance including a concise statement of results for each expected accomplishment, areas needing improvement, summary of intergovernmental, external and internal reviews.
- Attach any internal and/or external evaluation or assessment that may have been undertaken and mark them appropriately if they are for sharing with Member States.

October 2005

- Review all outputs that are not started, or in progress, report on their implementation and submit to OIOS.
- Submit newly implemented, reformulated and terminated outputs to OIOS for verification
- Update interim performance measurements
- Apply methodologies for data collection on each indicator of achievement and submit updated progress reports on each under “description of results”.
- Update the accomplishment accounts with the most recent progress achieved in attaining the desired results.
- Attach the updated accomplishment accounts.
- Submit a first draft assessment of final performance including a concise statement of results for each expected accomplishment, areas needing improvement, summary of intergovernmental, external and internal reviews.
- Attach any internal and/or external evaluation or assessment that may have been undertaken and mark them appropriately if they are for sharing with Member States.
- Prepare a first draft of the “Highlights of programme results” and a summary of “Challenges, obstacles and unmet goals”.

December 2005

- Review all remaining outputs
- Mark incomplete outputs as postponed or terminated
- Submit all outputs to OIOS for verification
- Enter all known performance measurements
- Prepare a final draft assessment of performance including a concise statement of results for each expected accomplishment, areas needing improvement, summary of intergovernmental, external and internal reviews.
- Attach any internal and/or external evaluation or assessment that may have been undertaken and mark them appropriately if they are for sharing with Member States.

- Prepare a final “Highlights of programme results” and a summary of “Challenges, obstacles and unmet goals” and submit to OIOS.

January 2006

- Head of department to review and clear 2004-2005 programme performance reports by 15 January 2006.

[\(back to top\)](#)

Terms used in programme monitoring and evaluation

Inputs – Inputs are personnel and other resources necessary for producing the planned outputs and achieving expected accomplishments.

Activity – Action taken or work performed to transform inputs (financial, human, technical and material resources) into outputs that contribute to the achievement of accomplishments/results.

Output – Outputs are final products or services delivered by a programme or project to end-users, such as reports, publications, servicing of meetings, training or advisory, editorial, translation or security services, which a programme is expected to produce in order to achieve its expected accomplishments and objectives. Outputs are to be produced through sound management of the agreed inputs.

Indicators of achievement – Indicators of achievement are sufficiently simple and reliable measures for assessing the extent to which expected accomplishments have been achieved in terms of quantity, quality and timeliness. Indicators correspond either directly or indirectly to the expected accomplishment for which they are used to measure performance. One expected accomplishment can have multiple indicators.

Impact – Impact is the overall effect of accomplishing specific results. In some situations it comprises changes, whether planned or unplanned, positive or negative, direct or indirect, primary and secondary that a programme or project helped to bring about. In others, it could also connote the maintenance of a current condition, assuming that that condition is favourable. Impact is the long-term or ultimate effect attributable to a programme or project, in contrast with an accomplishment/result and output, which reflect more immediate timeframe.

Programmed – The term refers to outputs listed in the approved biennial Programme Budget (as per the budget instructions issued by OPPBA, i.e., Substantive servicing of meetings – a three hour meeting programmed as one output; Other services provided – each output is counted as one etc.). If the exact number of meetings, reports, etc., **has not** been specified in the Programme Budget, programme managers must report on the exact number of outputs carried out under the activity. Kindly contact the OIOS programme management officer to adjust the number of such outputs to enable correct reporting. *Do not report such outputs as additional.*

Implemented - The term refers to outputs completed as programmed and delivered to the intended users during the biennium.

Reformulated - Refers to outputs that were completed and delivered to the intended users but which differ from the description in the programme budget. An output is considered reformulated if it continues to address the same subject matter of the originally programmed output and to cater to the same intended users. *The new citation of each reformulated output should be reflected, along with the reasons for the reformulation. If reformulated by legislative decision, the intergovernmental body that took the decision should be specified.*

Postponed - An output is considered postponed to the next biennium if it is *not delivered to the intended users during the current biennium*. The reasons for the postponement should be reflected. Programme managers should

not include outputs targeted for postponement in the current biennium into the proposed programme budget for the following biennium. If the situation does arise that outputs have been reprogrammed in the following programme budget, these outputs must be terminated at the end of the current biennium and not reported as postponed.

Terminated - The outputs terminated are those that are not delivered to the intended users during the current biennium. The reasons for terminating an output should be reflected. Outputs are terminated either by a legislative decision or at the discretion of programme managers as provided in rules 106.2(b) and 106.1(d)(iv) of the PPBME. Programme managers may exercise their discretion to terminate outputs if they become redundant, duplicative, obsolete, irrelevant, or when resources are not available to implement them in neither the current nor future biennia.

Carried forward – Refers to outputs postponed from the previous biennium; the status of these outputs must be reported in the current biennium.

Additional outputs – Outputs that were implemented in addition to those initially programmed in the programme budget. They are of two types:

- **Added by legislation** – Outputs added by a *legislative decision* taken after the biennial budget was approved by the General Assembly. The legislative authority and the intergovernmental body, which took the decision, should be specified, along with the exact citation of the output, an identifier and the work-months utilized.
- **Added at the initiative of the Secretariat** – Programme managers can introduce additional outputs for programmatic consideration by using the resources released from postponements and/or terminations or to enhance the attainment of the objectives of the subprogramme, through the use of extrabudgetary resources or by utilizing the savings accruing from a more efficient utilization of the resources appropriated. The reasons for adding outputs should be indicated.

Work-months utilized – Refer to the actual total number of work-months of professional and higher category staff (P) plus the number of work-months of consultants (C) actually utilized during the biennium, each stated separately (e.g., 43P + 3C) by source of funding, regular budget and extrabudgetary.

[\(back to top\)](#)

Inquiries and assistance

Monitoring and evaluation

For substantive questions on programme monitoring, reporting and evaluation, including matters relating to the **2004-2005** indicators of achievement, and schedule of outputs, please contact your OIOS/MIS oversight officer.

Monitoring and Inspection Section, OIOS

Internet: <http://www.un.org/Depts/oios>

Intranet: <http://intranet.un.org/OIOS/mecd/>

E-mail: oios@un.org

Fax: + 1.212.963.1211

Programme planning

For substantive questions on preparing, submitting or revising the logical framework and schedule of outputs for **2006-2007**, please contact your PPBD programme budget officer on or before 31 December 2005. On 1 January 2006, responsibility for overseeing the 2004-2005 programmes, including granting access to departments for monitoring purposes, is assumed by OIOS.

Programme Planning and Budget Division, DM/OPPBA

Internet: <http://ppbd.un.org/>

E-mail: submissions@un.org

Fax: +1.212.963.3839

Technical support

For assistance in setting up or managing user accounts and any other matter related to the operation of IMDIS, please contact the IMDIS helpdesk in DESA.

Information Support Unit, DESA/OUSG

E-mail: esa@un.org

Telephone: + 1.212.963.3373

Fax: + 1.212.963.4444

[\(back to top\)](#)