**CD4RBM in MSAD – Action Plan – Jan – Dec 2014**

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| **Outputs/Activities** | **Responsible Party (ies)** | | **Timeframe** | **Comments** |
| 1. **MSAD Strategic Results Framework**   **Purpose: Within any organization, managing for results is driven by the organization’s mandate and objectives as articulated in its results framework. To strengthen MSAD’s results-based management culture, processes and products, it is crucial to finalize MSAD’s strategic results framework, including its impact, outcome and output statements and corresponding performance indicators.** | | | | |
| **A.1 MSAD develops Ministry level Strategic Results Framework (including indicators and targets at the outcome and output levels)** | **International consultant and national consultant to support MSAD in SRF process and draft Program/operations Manual (under B. below)** | | **October 2013– Feb 2013 (recruitment of international consultant)**  **Feb - May 2014 (Mission)** |  |
| **A.2 UNDP reviews SRF for quality and adherence to RBM principles** | **UNDP** | |  |
| **A.3 MSAD finalizes Annual work plan** | **MSAD** | |  |
| **A.4 MSAD departments finalize department level SRFs and annual work plans** | **MSAD** | |  |
| **A.5 UNDP reviews MSAD SRF and Annual work plans for quality and adherence to RBM principles** | **UNDP** | |  |
| 1. **RBM Functional Clarity at MSAD**   **Purpose: Streamlining / improving RBM processes and removing technical hurdles to application will create more opportunities to put RBM principles into practice.** | | | | |
| **B.1 Map the full RBM process, including each individual component (planning, monitoring, evaluation, reporting and communications) and linkages among them, including:**  *B.1.1 Definition of each step in the process, from start to finish*  *B.1.2 Definition of functional roles and responsibilities*  *B.1.3 Identification of connections/dependencies between and among units, paying particular attention to availability and accessibility of data and information*  *B.1.4 Identification of bottlenecks* | **International consultant and national consultant to draft Program/operations Manual and support MSAD with its SRF (under A. above)**  **International consultant** | | **Feb 2014 (recruitment of international and national consultants)**  **Feb –May 2014 (Mission)** |  |
| **B.2 Redesign the flow of work and flow of information to improve the process and the quality of its outputs** |  |
| **B.3 Develops a Program and Operations MANUAL outlining all procedures in program and project management as well as operations.** | The manual would provide staff now and in the future with a how-to guide in terms of MSAD rules and procedures. The UNDP POPP can be used as an example/case study.  The MSAD MANUAL should include agreed upon/final templates for each step of the program/project management processes such as:   * project document templates (to ensure consistency and quality standards) * Monitoring templates (field visit forms, progress report forms etc.) * Reporting templates * Best Practice/Case study templates etc. |
| **B.4 Create communication strategy for launch of redesigned processes organization-wide** | **MSAD** | |  |
| 1. **Staff Capacity Development in RBM**   **Purpose: Ensure MSAD staff at all relevant levels have the capacity to apply Results-Based Management in their day to day functions** | | | | |
| **C.1 Design Capacity Development Plan in Results-Based management (RBM) for MSAD**  *C.1.1 Conduct a review of previously conducted MSAD RBM needs assessment.*  *C.1.2 Identify/request additional information from MSAD team based on missing information or gaps in assessment (if any)*  *C.1.3 Design a Plan (with clear timeframe) that captures all capacity development activities that need to be provided to MSAD for its various departments and staff levels (including needs of MSAD M7E Unit).* | **National consultant to develop CD plan and implement it in MSAD** | | **Feb – August 2014** |  |
| **C.2 Implementation of approved Capacity Development Plan** |  |
| **C.3 Build capacity of select MSAD staff to become future trainers (TOT)** |  |
| 1. **Human Resources and RBM**   **Purpose: Provide incentives and ensure accountability for using RBM** | | | | |
| **D.1 Review/revise individual JDs / TORs to include responsibility for application of RBM principles** | **MSAD HR Department** | | **May – August 2014 – following RBM mapping process to see which JD would be most affected** | - Obligatory RBM training accompanies change in JDs/TORs  - UNDP to provide sample TORs |
| **D.2 Revise recruitment qualifications to include understanding of and experience in applying RBM principles – at a minimum for development positions** | **MSAD HR Department** | |  |  |
| **D.3 Include results-based management training in orientation for all new staff** | **MSAD HR Department** | |  |  |
| **D.4 Ensure minimum threshold of knowledge and competency related to RBM**  *D.4.1 Define RBM certification standards (possibly in partnership with a National/Regional Training Institute)*  *D.4.2 Require annual (re)certification of all staff*  *D.4.3 Require certification upon promotion from level x to level y (appropriate levels to be determined by Human Resources)* | **MSAD HR Department** | |  |  |
| **D.5 Link RBM to performance appraisal – linkage between individual KPIs and Ministerial level strategic framework** | **MSAD HR Department** | |  |  |
| 1. **Quality Assurance Unit**   **Purpose: Create a unit to perform Quality Assurance; Support MSAD staff in the application of RBM to the planning, monitoring and reporting stages (provide RBM Technical support); Promote RBM within MSAD; and in collaboration with Training department, support the training of internal staff on RBM (especially new staff)** | | | | |
| **E.1 Establish, with allocation of sufficient resources, a quality assurance unit** | **MSAD** | | **Start assessing existing M&E unit from Feb 2013** |  |
| 1. **RBM Committee**   **Purpose: An RBM Committee would oversee design and implementation of activities agreed upon to strengthen MSAD’s institutional capacity for results-based management.** | | | | |
| **F.1 Define TORs for the RBM Committee (including purpose and frequency of meetings)** | **UNDP (TOR)** | |  |  |
| **F.2 Assign an RBM focal point in each sector/department/unit) to be a member of the RBM Committee (ensuring that RBM focal points are able to allocate sufficient time to the work of the RBM Committee)** | **MSAD** | | **Oct 2013** |  |
| 1. **MSAD Information Management System**   **Purpose: Define and Manage MSAD information Needs** **to support planning, monitoring, reporting (in cooperation with IT Unit)** | | | | |
| **G.1 Define information needs** | | **National IT expertise and MSAD IT dept.** | **From March - August 2014** |  |
| **G.2 Review the adequacy and reliability of existing data to support planning, monitoring, reporting** | |  |
| **G.3 Formulate options for improving existing data collection and dissemination arrangements** | |  |
| **G.4 Collaborate on design of formats/templates for monitoring, reporting and communicating** | |  |
| **G.5 Ensure flow of information between and among Programs/departments/units on an ongoing basis** | |  |