

Final Report

The Work of RETA 6306 in Sri Lanka

February 2010

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Abbreviations.

ADB.....	Asian Development Bank
DMF.....	design and monitoring framework
OD.....	organization development
MfDR.....	managing for development results
RETA.....	regional technical assistance
TA.....	technical assistance

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Overview.

This report augments the RETA 6306 report of January 2008 and incorporates Sri Lanka into the final report.

The report has five sections:

1. Lessons Learned and Recommendations for Future TA and RETA Support
2. Outputs and Activities Report with respect to the DMF
3. Support for MfDR in Sri Lanka and the Opportunities and Difficulties Presented
4. Report of the Organization Readiness Assessments
5. Overview of the Organization Capacity Building Programs

1. Lessons Learned & Recommendations for Future TA and RETA Support

1.1 Summary:

1. The management, organization development (OD) and change orientations of RETA 6306 are strengths and should be continued into future work.
2. Long term commitment to support for change in organizations is required to ensure continuity and sustainability. The short term support currently provided through TAs and RETAs limits the impact of the work. A coordinated approach is required which provides consistent support and approaches, implemented through flexible national TAs.
3. Support is required to change the operating environment for government organizations. In particular it is essential that performance assessment, reward and censure are aligned with a results management focus.
4. Future RETA work on MfDR should be more closely aligned with ADB activities in MfDR and with ADB work in particular countries.
5. Experience suggests that a general nine-step RETA model is appropriate, allowing for modifications in each country and organization. Support should be provided to the organizations at all steps of the model. The intervention model and the types of support required are discussed below.
6. The work of TAs and RETAs should be managed through a logic model and DMF.
7. Capacity development for national consultants is an essential step in the process.
8. Remuneration for consultants should be results based.

1.2 Discussion and Recommendations.

The recommendations are based upon the experience of operating RETA 6306 in four countries (Sri Lanka, Pakistan, Bangladesh and Nepal), augmented by the work of RETAs 6256 and 6096. There are three categories of recommendations for a future RETA:

1. RETA Design and Organization
2. RETA Budget Allocations
3. RETA Staffing

Each is discussed in below.

1.2.1 RETA Design and Organization.

a. Continuing with a Change Orientation:

A move towards a more results oriented project or organization is a question of organization development. All organizations, even the most inefficient, are already delivering 'results' – albeit the wrong ones. As such, becoming more 'results oriented' is not a question of introducing the concepts and practices of results management to an organization bereft of results, it is a question of realigning an organization behind a *new set of results*. This is a much more difficult task and requires a process of organization 're-development': a move towards a *new organization* with new attitudes, directions, behaviors, measures, systems, plans and outputs. In this context, training and human capacity development are *tools* of organization development, contributing to an overall planned process of change. Many results initiatives do not recognize the fact that they are in the business of change rather than in the business of results management. Being clearly in the business of change was one of the strengths of RETA 6306 and should be the focus of future RETAs.

b. Ensuring Continuity

Because the work of change in a government organization is long term and complex, initiatives designed to assist with the change process must be long term, consistent and sustainable. Short term projects, such as RETA 6306, while they can produce a range of good results, cannot provide the long term support for change that the organizations of government require. The start-stop nature of TAs and RETAs and the related changes to approach and to consultants considerably weaken the effectiveness of ADB support and undermine the ability of government organizations to change. Long term, consistent, predictable and sustainable work is required to support long term change.

c. RETA Processes

Experience with a range of organizations in RETA 6306 and in the other MfDR RETAs suggests that there is a nine step sequence of events which have to be managed if the work with the organization is to progress to real change.

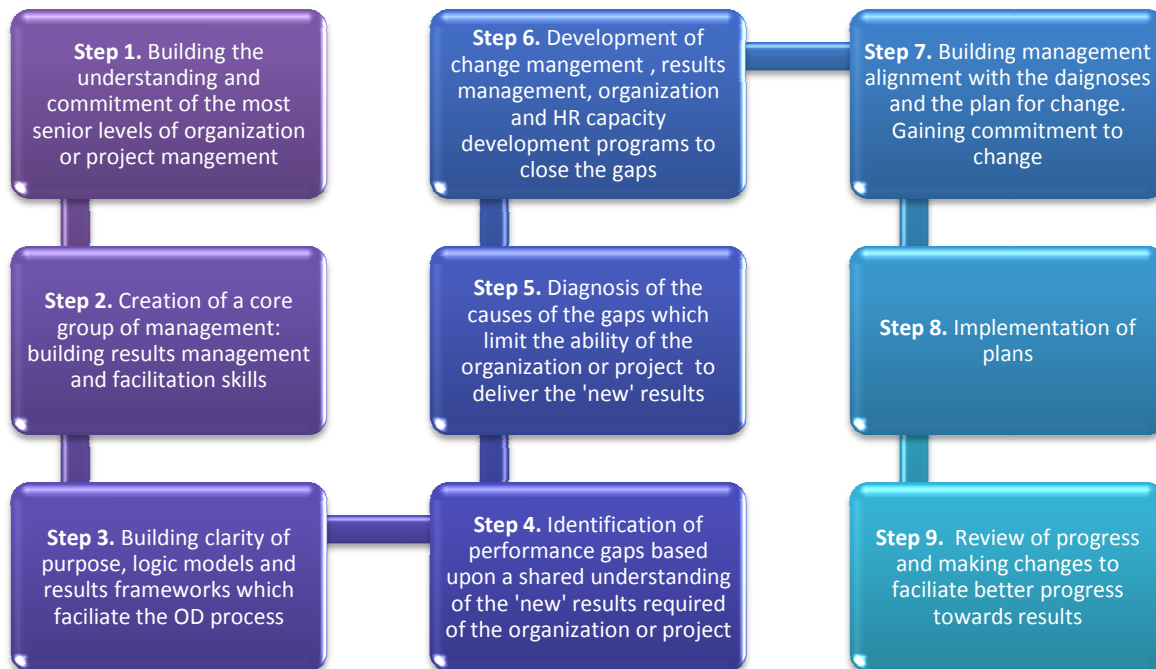


Figure 1 Nine Step RETA Process Model

As the model shows, both external-to-the-organization and internal-to-the-organization work are required:

External to the Organization:

It is important to work with the operating environment within which the organizations have to perform. Change in organizations is about force and momentum. While it is relatively easy to get organizations to recognize the need to change and to buy-in to the concepts of results management, it is much more difficult to 'push' management into actually taking the first steps of change and to keep up the momentum when, all around them, the operating environment does not seem to be changing.

The motivation for change has to come from both the internal leadership of the organization and from the operating environment: from higher levels of government and through the oversight agencies. For example, it is much easier to reform an organization whose management have been made part of an overall performance-contracting reform process in the civil service. Without changes to the operating environment there is little force behind internal changes and efforts dissipate over time.

In terms of the design of TAs and RETAs, two aspects of work at the level of the operating environment are important:

- i. **Aligning with an overarching reform process.** In particular, the issues of **performance assessment, reward, punishment and motivation** are important. Without a system of performance assessment and reward which is aligned with the new results orientation, all the work of any RETA or TA, and the change work of the management of the organization, will fail in the long run. The whole question of assessment, reward and punishment should be a priority aspect of the adoption of a long term view (discussed above). However, waiting for wholesale reform of civil service pay and conditions would prevent organization-level capacity development work continuing for the foreseeable future. To facilitate early changes being made in the operations and performance of organizations, RETAs should work with the governments to create pilot programs of performance assessment and reward which are aligned with the results now required of the organizations.
- ii. **Working with other ADB efforts in each country.** In many countries, MfDR efforts are ongoing at the central government/planning commission level. Future TAs and RETAs need to take advantage of the force for change offered by these efforts. In addition, there needs to be greater alignment between TA/RETA activities and ADB corporate activities.

Internal to the Organization:

- i. **The senior management of the organization must be engaged.** Leadership of the change process is essential. Aligning organization leadership behind a results focused change process requires that RETAs and TAs, at the outset, invest time and resources in gaining and guiding the support of the most senior officials of the organization.
- ii. **A core group of management should be established in each organization.** This requires results-content and facilitation skills training to be provided to the management teams at the outset. This training is in advance of any HR capacity development identified by later stages of the work but is essential to gain alignment within the management team and to create impetus for change. It is essential to develop the core group early in the process to facilitate the later OD work.
- iii. The basis of the OD work with the organizations is the identification of clear results and the analysis of capacity gaps in relation to delivering those results. This requires the **development of a logic model and DMF for each organization.** These should be completed as part of i and ii above. It is fair to say that most public sector organizations find great difficulty in building the type of clarity required to move the organization to the delivery of a new set of results. Without a clear understanding on the part of the management team of the *purpose* of the organization it is

impossible to identify the capacity gaps and therefore much more difficult to undertake the OD work required. In previous RETAs, work on logic model development/DMF has been an *outcome* of the capacity gap analysis: that the readiness assessment found that the organization was prevented from delivering its results partly because of a lack of understanding of its own results framework. While identifying this gap through the readiness assessment may be logically correct, leaving the development of the core group and the creation of the logic models to later in the process makes it more difficult to accurately identify performance gaps because there is a lack of MfDR knowledge on the part of management. In addition, the “new” dimensions of performance are not known because there is no logic model/DMF based upon amended purpose.

- iv. **Assessment of capacities and performance gaps** based upon the results identified by the logic models and discussion of organization purpose. This discussion should incorporate analysis of where the organization could be performing better with respect to the new outputs and outcomes. Because of the work at i, ii and iii above, the OD work on performance gaps will be of a much higher quality, with the management of the organizations much more able to contribute: for real organization change to occur, it is essential that the process of gap analysis is ‘management-led’, rather than ‘consultant-led’.
- v. **Diagnosis of the causes of the gaps.** As for iv above, the recommended process of the RETA ensures that the management is capable, with the assistance of consultants, of diagnosing the *causes* of the problems so that solutions can be built to deal with them – rather than reacting in a superficial way to *symptoms* of results delivery problems
- vi. **Development of plans to change the organization/project** to align it better with the new results and to fill the performance gaps. This would include:
 - The development of HR capacity building plans
 - The development of organization capacity development plans including the development of performance management systems, data analysis, reforms in decision making practices etc
- vii. **Building management alignment to the diagnoses and plans.** If management as a group do not accept the new results system, do not agree upon the gaps which require to be closed and do not agree to undertake the implementation of the plans, the process will not work. It is essential that the management commit to the change process as a group and, as a group, agree how that process should be implemented and led.
- viii. **Implementation of plans** to close capacity gaps which will improve results delivery.
- ix. **Review of progress** towards the new results and making changes to the planned processes as a result.

In practical terms, the precise nature of each step would vary according to national and organization requirements.

At each of the nine internal steps of the implementation process, a new RETA should provide support. The diagram below provides examples of the type of support that could be provided at each step:

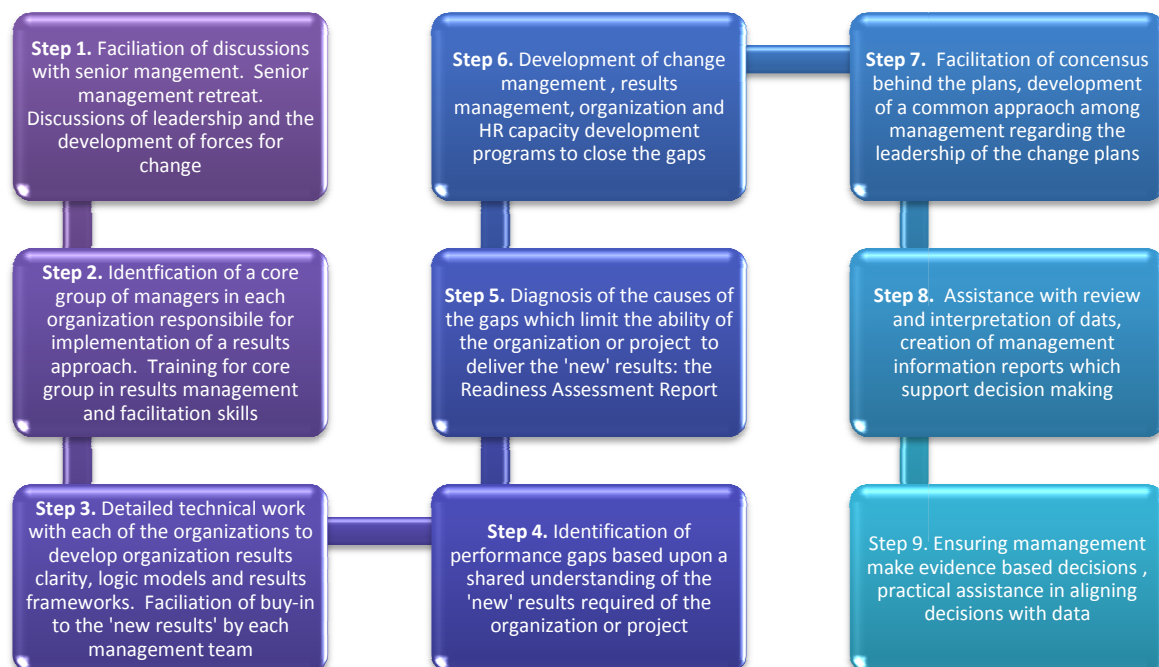


Figure 2 Activities at Each of the Nine Steps

It is important that the detailed management of TAs and RETAs are based upon a management logic model. Appendix 1 contains a draft logic model for a future RETA which incorporates the nine steps.

1.2.2 RETA Budget Allocations.

At each of the nine steps financial/resource support will be required by the organizations. The allocation of budget to each organization should be determined by the readiness assessment and through discussions between the management of the organization and ADB. The Figure X provides one example of the types of support that may be required at each step. It is however, important to ensure that RETA budgets for capacity

development are flexible enough to accommodate the emerging range of support required.

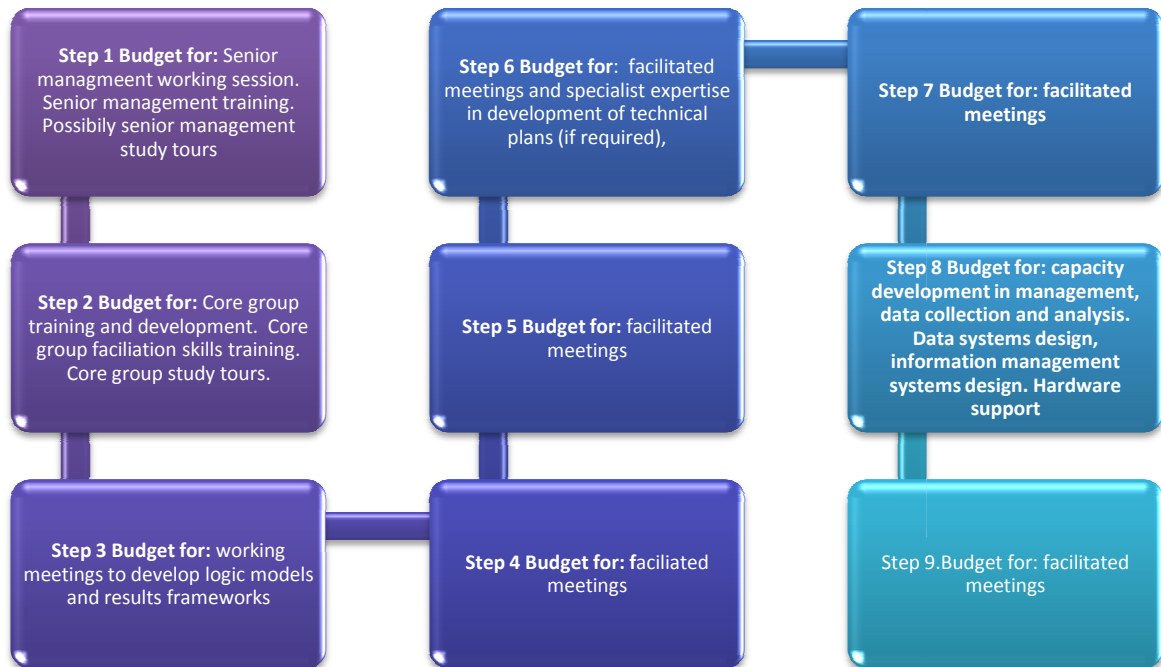


Figure 3 Possible Budget Allocation at Each of the Nine Steps

1.2.3 RETA Staffing.

The following TA/RETA staffing principles are important to ensure that the organizations receive the support they require:

1. **Capable consulting staff are required in each country of operation.** The nature of organization change requires that consistent support be readily available to the organizations throughout the life of TAs/RETAs. That support cannot be provided by international consultants alone and should be augmented by groups of national consultants. It is however, essential that the national consultants are highly trained in the areas of results management, management and facilitation. Experience with RETA 6306 indicates that the quality and knowledge of the national consultants available can be extremely variable. Ensuring a consistently high standard of performance from the national consultants would require a period of 'internal' staff development prior to Step 1 of the process discussed above. This is an essential step in the process and underpins the nine delivery steps.

2. **All consultants should be partly remunerated on the delivery of *outputs* linked to outcomes, not on the delivery of *inputs*.** In practical terms, this would require that TAs and RETAs, and the work in each individual organization, would have its own logic model and results framework, with payments to consultants linked to the output level of the logic model. (see the Logic Model at Appendix 1).

2. Outputs and Activities Report with Respect to the RETA DMF¹

DMF Outcome	Performance Targets/ Indicators	Report of Completion
'DMCs adopt MfDR as a public sector management practice'	<ul style="list-style-type: none"> DMC governments issue notification and guidelines on MfDR to all line ministries. Budget preparation includes line ministry initiatives to improve performance 	<i>At the highest and most general level, the Sri Lankan Government budget call of 2010 specifically requires results based budgeting and performance management.</i>

DMF Outputs	Performance Targets/ Indicators	Report of Completion
MfDR readiness assessment and mapping of existing systems and activities.	MfDR readiness assessments for SL	<i>Completed for all four participating organizations</i>
MfDR strategy and implementation plans	MfDR strategy and implementation plans finalized	<i>Completed for all four participating organizations</i>
MfDR mainstreamed under ADB-financed pilot initiatives.'	Development of appropriate performance Management systems	<i>Completed for all four participating organizations</i>

DMF Activities	Report of Completion
Conduct country-specific readiness assessments and mapping exercise, using strength-weakness-opportunity-threat analysis of the	<i>Completed for all four pilot organizations in Sri Lanka.</i>

¹ TA Paper Mainstreaming Managing for Development Results in Support of Poverty Reduction in South Asia. ADB. December 2005

environment, culture, systems, and capacities vis-à-vis MfDR in the three DMCs, in particular analyzing leadership and management practices for planning, budgeting , implementing, and monitoring activities for a subgroup of well-performing and poorly performing agencies.	<i>See submitted Readiness Assessment, Capacity Development and Change Plans for each organization.</i>
Conduct interviews, workshops, meetings and other forms of consultations across the government and with private sector partners, civil society, and donor partners to get agreement on key objectives of public sector reform (if not already in place) and the role of MfDR in achieving these objectives.	<i>Completed as part of the initial work of the Readiness Assessment Process. Working, in particular, with MPI as a key oversight department of government.</i>
Develop a strategy for introducing or strengthening MfDR in the public sector, based on an analysis of ongoing initiatives, that can be implemented in the long term and short term.	<i>Completed in association with MPI.</i>
Develop a fully costed implementation plan for MfDR priority initiatives along with an M&E plan to evaluate the progress of this effort.	<i>Completed for each participating organization. See Appendix 2 for details.</i>
Develop a dissemination plan to share emerging good practice. This will include linking with on-going MfDR dissemination efforts such as the MfDR community of practice.	<p><i>Achieved through:</i></p> <ul style="list-style-type: none"> • <i>briefing of senior government officials</i> • <i>Briefing ADB SLRM staff</i> • <i>The South Asian Forum held in Colombo</i> • <i>The development of a Manual for Implementing MfDR in Sri Lanka (in association with MPI</i>
Consult with government staff, resident mission staff, donor agencies, and the private sector and review documents such as CPRMs, OED reports, and media reports to identify methods for improving the design, management, and implementation of selected ADB-financed TA, projects, programs, and ongoing services.	<ul style="list-style-type: none"> • <i>See Lessons Learned and Recommendations</i>
Identify government agencies and resident missions willing to pilot such initiatives (e.g., develop performance indicators for ongoing projects and estimate the cost of service delivery).	
Develop a monitoring plan for the implementation of performance improvement initiatives.	
Use information from pilot initiatives to refine the implementation plan.	

3. Support for MfDR in Sri Lanka and the Opportunities and Difficulties Presented²

The monitoring and evaluation (M&E) of projects, programs, and development initiatives of the government is not a new phenomenon in Sri Lanka. Efforts to improve plan and project implementation have been a feature of development efforts since the early 1970s. In 2005, the newly elected government decided to establish a separate Ministry of Plan Implementation (MPI) charged with “Directing and guiding all ministries and agencies at national and sub-national level to implement development projects in an efficient, effective and result-oriented manner to achieve the priority national development policies and programs.” Separate planning staff engaged in M&E are stationed both at the center and divisional secretariat offices covering the entire country. The introduction of managing for development results (MfDR) has started with the MPI itself, driven by a commitment and awareness of its top officials on MfDR and related best management practices.

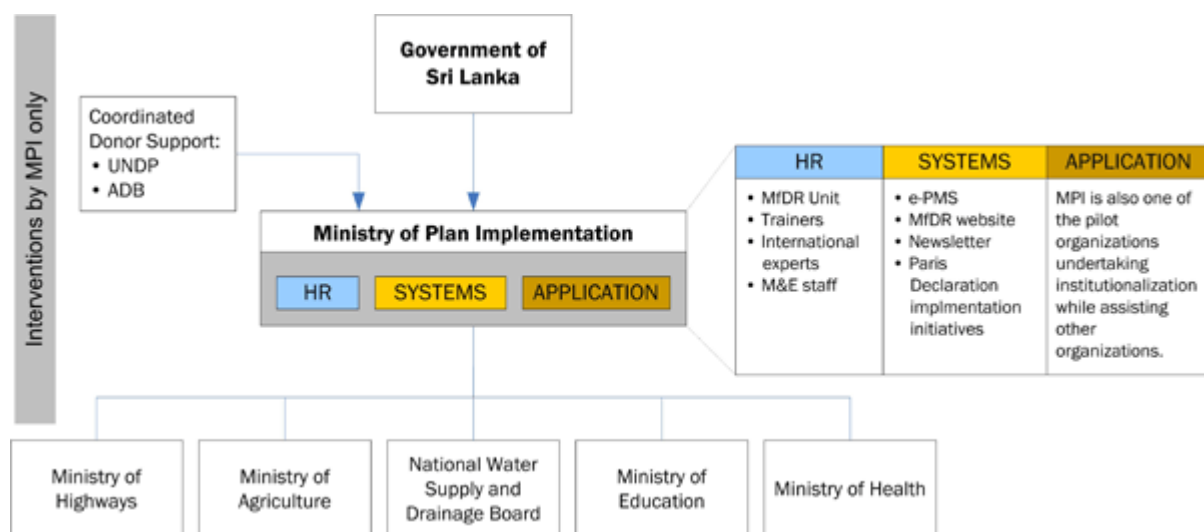


Figure 4 Enabling Environment of MfDR in Sri Lanka

2.1 Top-Level Commitment

One key feature of the Sri Lankan situation is the top level commitment. This is evident from the demands of the Ministry of Finance and the MPI and senior political leaders, not least, the President, for results. M&E reports need to be sent to the cabinet quarterly and action plans

² Drawn in part from MfDR paper by Richard Vokes, Country Director, ADB Sri Lanka

formulated for underperformed projects and programs. Also, there had been instances where funds allocated for projects were reallocated to high-performing or new projects from projects that are underperforming.

The government and development partners are also focusing on implementing the initiatives of the Paris Declaration in Sri Lanka. The government has conducted many awareness programs on Paris Declaration in the recent past. Both the government and development partners have taken steps to implement its guidelines and to ensure alignment of development activities and ownership of initiatives, enhance accountability and effective management of resources, and improve decision making for results, with regard to externally funded projects and programs. These activities had also complemented and strengthened the efforts of the government in institutionalizing MfDR within government.

2.2 Pilot Institutions

Per the mandate, the MPI has started working with a few selected ministries and one agency (National Water Supply and Drainage Board–NWSDB) on implementation of MfDR under a pilot program and implementing a range of related initiatives, such as awareness programs, formulation of vision, mission and results frameworks, conduct of training programs, preparation of action plans, and monitoring the implementation of MfDR action plans. These initiatives and activities appear to be going well. This may reflect the fact that selection for the pilot included those organizations that have in turn shown interest in the reforms and are supportive of change initiatives. MPI is also introducing MfDR itself; therefore the MPI is also a participatory organization under the ongoing pilot.

2.3 Enabling Factors

The factors discussed above provide a positive enabling environment to effectively implement MfDR. Many positive factors, such as overarching policy, information flow to departments, input flow to the departments, change management, and MPI leadership and guidance, are present within the government system in Sri Lanka. However, it is also essential to address other factors such as accountability, manager's freedom to manage, performance incentives, and use of performance information, stakeholder participation and demand for results and external force for change, favorable so that the impact of the initiatives will be greater and sustainable. A large number of ministries formed in the system could also create difficulties in coordinating and information creation and sharing.

2.4 Opportunities and Problems.

The situation in Sri Lanka presented a range of opportunities and problems for RETA 6306.

Opportunities:

The role of MPI in the process of implementing MfDR cannot be overstated. To have a Ministry responsible for improving performance and having the power to instruct other organizations to change their working practices is a positive force for change.

The budget call for 2010 added significant impetus to the process of implementing MfDR by requiring, for the first time, all department heads to submit results-based budgets. The addition of this requirement will 'encourage' the organizations to government to implement results based processes and principles.

Challenges:

While having such a powerful central force is critical to the change process it also brought challenges to the work of the RETA. Work already completed by MPI did not necessarily follow international results management processes and conventions. Private sector strategic planning terms and processes were used which, while useful, did not consider the difficulty of defining results in the public sector. Confusion between, for example, outputs and outcomes in the Agency Results Frameworks created difficulties for the RETA, the staff of MPI and the implementation process in general. Differences in terminology go beyond semantics when the outputs and outcomes of an organization are being discussed and responsibilities for them are being allocated.

Resolving these challenges took considerable RETA time.

4. Report of the Organization Readiness Assessments

3.1 Selection Criteria

Readiness Assessments, Capacity Development Plans and Change Plans were created for four key Sri Lankan Ministries/Organizations:

- Ministry of Agriculture and Agrarian Services
- Ministry of Highways and Road Development
- Ministry of Plan Implementation
- National Water Supply and Drainage Board

Detailed Readiness Assessment, Change and Capacity Development plans for each organization have been submitted in full and should be referred to for detailed information.

The Ministries and Organizations were selected for inclusion in the RETA using three criteria:

- Demand for MfDR by the Ministry /Organization
- Importance of the Ministry / Organization in relation to:
 - results delivery to the public, for example, Health, Education, Water Supply
 - share of the Government Budget, for example Health and Education
 - importance to the National output, for example Agriculture
- Top Management involvement, support, belief and commitment to institutionalizing MfDR

It was critical to the selection process that the senior management of each organization *actually wanted to change*. Learning from RETA 6306 organizations in Nepal, Pakistan and Bangladesh indicates that organizations that succeed in the process of change for MfDR are those led by managers who:

- Understand the need to deliver better services to stakeholders
- Are passionate about change in the organization
- Are intolerant of the status quo
- Are personally involved in the process of learning and change
- Harness forces for change wherever they could find them, even if the environment of the civil service was providing no overriding imperative for change
- Are able to accept the need for personal learning and behavior change and lead by example
- Provide the organization and staff with clarity of purpose
- Could communicate effectively to the organization
- Demand better information and understand the necessity of evidence-based decision making
- Are able to protect the organization from the hostility of the environment

In contrast, organizations which have more difficulty in implementing MfDR, or which fail completely, are those whose managers and leaders:

- Lack personal involvement, delegating the task of results to a subordinate
- Talk about results but are unwilling to make personal sacrifices or to lead by example
- Pay lip service to improved service delivery levels
- Have no real commitment to the process of change and are not involved in the work
- Do not develop real clarity in the organization, allowing existing patterns of work to continue as before
- Are unable, or unwilling, to protect the organization from a hostile environment. Rather, the hostile environment is used as an excuse for a stalled change process

If the most senior internal leadership fail to lead the implementation process, all other efforts are likely to fail and the organization will continue as before. The **presence** of good, committed, knowledgeable leadership in the organization can make up for shortcomings in all the other prerequisites for change but the **absence** of leadership cannot be balanced by strength in the other factors. In fact, if the organization does not have effective leadership, all the other prerequisites for change: clarity, planning, communication, reward and systems etc, **cannot** be strong. They can provide the illusion of strength through, for example, well designed plans or effective information systems, but without leadership they will remain impotent. An assessment of 'readiness for change' is, first and foremost, an assessment of leadership and leadership commitment. Identifying leadership was a key selection criterion in Sri Lanka.

3.2 Summary of RA Findings.

For a detailed discussion of the capacity development needs of each of the four participating organizations, please see the full readiness assessment and capacity development reports. While the detail of the capacity gaps varied across the organizations, there general themes of critical barriers to implementation which were shared by the four organizations and which the capacity development plans for Sri Lanka sought to mitigate:

- difficulty in changing attitudes
- inadequate capacity in government agencies to effectively manage for results
- difficulty in aligning organization culture and work patterns for results
- difficulty in adopting better planning and budgetary systems that are supportive of results-based development plans and country project portfolios,
- the need to implement systems that are closely monitored with the intention of learning lessons, improving future plans, and altering behaviour at work for improving results.
- a need to enhance project quality at entry, reduce implementation delays, and improve portfolio management and operational capacity and collecting, processing, interpreting and using statistical inferences that can be used to inform decisions and support development agenda.

The resulting capacity development activities of RETA 6306 are discussed in Section 4.

5. Overview of the Organization Capacity Building Programs

The Readiness Assessment Reports were the starting point for the development of capacity building plans and initiatives. The capacity development initiatives of RETA 6306 are presented in full in Appendix 2. The programs were carried out in full, within budget.

In summary, the plans for each organization in Sri Lanka were:

Organization	Summary of Capacity Development Interventions
Ministry of Agriculture and Agrarian Services	<ul style="list-style-type: none"> • Development of organization clarity, logic model and results frameworks • Program level results framework development • Development of KPIs based upon the logic model • Senior management development. <ul style="list-style-type: none"> ○ Training ○ Study tours
Ministry of Highways and Road Development	<ul style="list-style-type: none"> • Development of organization clarity, logic model and results frameworks • Program level results framework development • Development of KPIs based upon the logic model • Senior management development. <ul style="list-style-type: none"> ○ Training ○ Study tours
Ministry of Plan Implementation	<ul style="list-style-type: none"> • Development of organization clarity, logic model and results frameworks • Program level results framework development • Development of KPIs based upon the logic model • Senior management development. <ul style="list-style-type: none"> ○ Training ○ Study tours
National Water Supply and Drainage Board	<ul style="list-style-type: none"> • Development of organization clarity, logic model and results frameworks • Program level results framework development • Development of KPIs based upon the logic model • Senior management development. <ul style="list-style-type: none"> ○ Training ○ Study tours

Figure 5 Summary of Capacity Development Activities

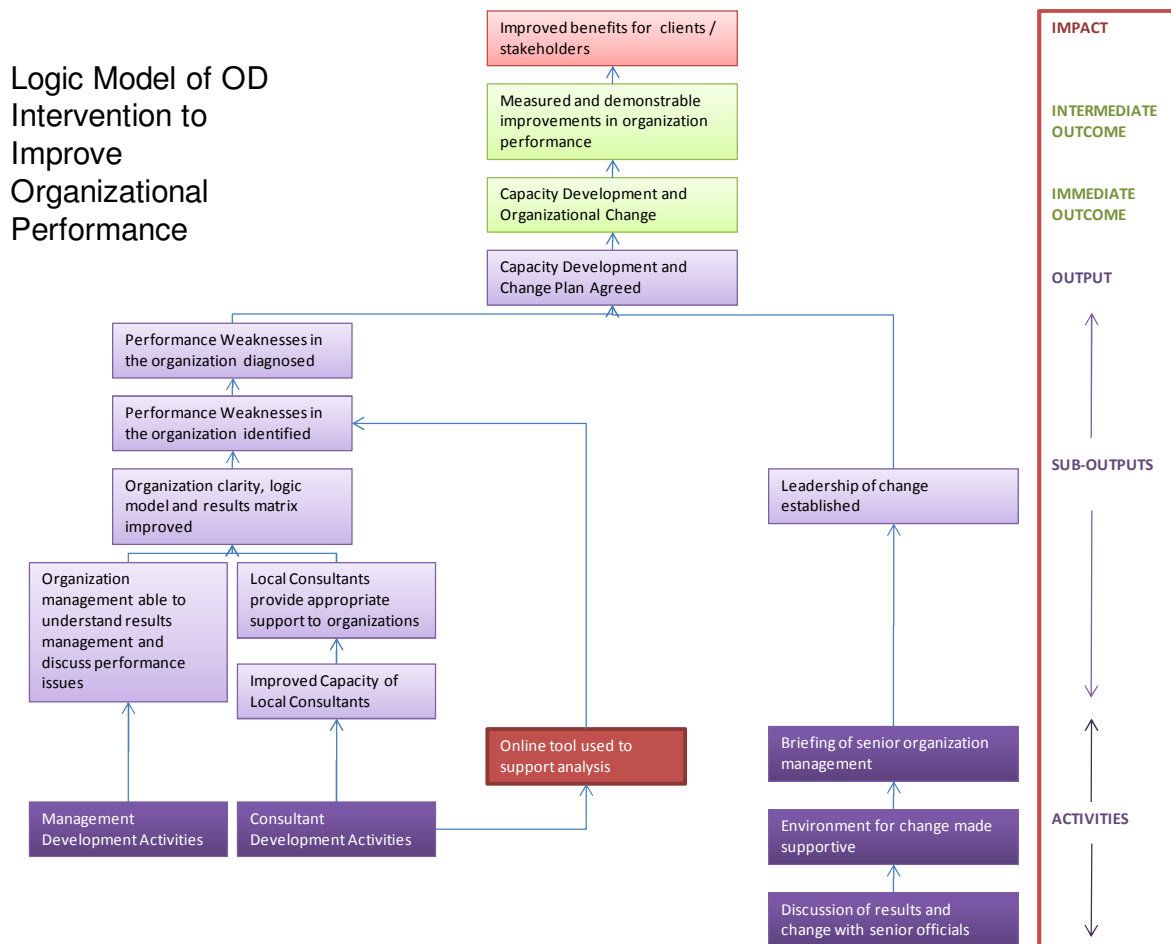
In addition, RETA 6306 organized a regional forum to discuss the implementation of MfDR and to plan future development assistance. The objectives of the forum were:

1. To review and discuss methods, approaches and experience of assessing organizational readiness for the implementation of MfDR, including the capacity of government officials to manage MfDR organizational change processes in Sri Lanka.
2. To review and discuss the continuation of activities and progress made in mainstreaming MfDR in selected pilot organizations in Bangladesh and Nepal.

3. To learn and share experience of countries which have successfully implemented results-based budgeting (RBB) as a model to strengthen implementation of MfDR.
4. To examine new approaches to the implementation of MfDR, particularly at the level of the organization, and to assess the extent of success in overall results delivery by the organization.

A full report of the Forum is provided at Appendix 3.

Appendix 1. Logic Model: Capacity Building Interventions.



Appendix 2: Detailed Capacity Development Programs

Capacity Building Interventions

Initiative 1: Training of Trainers (ToT)

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
Managing for Development Results – Training of Trainers (ToT)	
The Purpose of the program is to (i) create a cadre of MfDR capacity builders in each country, and (ii) build the capacity of a core group of staff in each pilot organization, including MfDR Resource Persons.	
B. Name of Ministry	
Ministry of Plan Implementation, Ministry of Highways, Ministry of Agriculture, NWSDB, other ministries and Academia	
C. Ministry Lead Person	D. RETA Lead Person
S Sivagnasothy, DG - FABM	B. Woods
E. Total Budget: US \$ 25,000	Date/ Period: August 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RA of MPI.	
G. Description of Intervention	
<p>The ToT will take place in two sessions:</p> <ul style="list-style-type: none"> • Session 1 – A 5-7 day training session focusing on increasing the knowledge and understanding of MfDR, adult education techniques and methods, and specific training strategies for MfDR training • Session 2 – A 5 day session consisting of one day of review of session 1, two days practice of trainers delivering MfDR curriculum, and two days of trainers training their colleagues in MfDR (the roll-out). 	
H. Expected Outputs	I. Expected Outcomes
(i) 10-12 trainers with improved knowledge, understanding and skills in the application of MfDR concepts, approaches, and techniques, through training and technical assistance (ii) 2-day intensive MfDR course developed for the pilot training session for the Resource Persons (iii) MfDR introductory concepts and principles incorporated in the internal training	(i) 10-15 trainers carrying out training and technical assistance in MfDR on an ongoing basis (ii) Application of the MfDR concepts and principles back in the office focusing on (a) development of results chains/logframes of the divisions/sections of the trainees, and (b) strengthened MIS for improved internal performance monitoring.

courses of the pilot organizations (v) 40 staff in pilot organizations with improved knowledge, understanding and skills in the application of introductory MfDR concepts (vi) 6-8 MfDR Resource Persons in each pilot organization with improved knowledge, understanding and skills in the application of advanced MfDR concepts	
SECTION 2 – Detailed Project Information	
A. ADB / RETA Project Management	
B. Woods and P. Abeykoon will manage the intervention as follows: <u>B. Woods</u> 1. Develop ToT course and all materials 2. Deliver ToT course with assistance on adult learning methods from other trainers 3. Conduct review sessions 4. Review practice sessions and give feedback' 5. Act as a resource person for training roll-out session <u>P. Abeykoon</u> 1. Liaise with pilot ministries to bring trainers and resource persons into the ToT 2. Arrange and coordinate all logistics 3. Provide support during the workshops Ministries will supply trainers and trainees.	
B. Schedule	
Aug 16 to 26, 2009 Kandy ToT Implementation (Session 1) Sept 13-19, 2009 Colombo ToT Roll-out (Session 2) Note: both sessions need to span a weekend if possible	
C. Detailed Budget	
Training Materials; Hall charges; Food and lodging of participants; Transport; and Other ancillary expenses (ToT will be held in Kandy, Sri Lanka) (ToT roll-out will be held in Colombo)	
D. Remarks The two ToT programs have been successfully completed. About 20 officers from four pilots participated at the program.	

Initiative 2: Enhancement of e-PMS

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
Managing for Development Results – e-Project Monitoring System (e-PMS) The Purpose of the program is to upgrade the existing e-PMS system by including (i) the evaluation aspect of monitoring, and (ii) a web site on Sri Lankan community of practice.	
B. Name of Ministry	
Plan Implementation	
C. Ministry Lead Person	D. RETA Lead Person
S Sivagnasothy, MPI	P Abeykoon
E. Total Budget: US \$ 6,500	Date/ Period: May - August 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RA of MPI.	
G. Description of Intervention	
The existing e-PMS will be upgraded by including evaluation module and CoP web site by the developer who originally developed e-PMS system.	
H. Expected Outputs	I. Expected Outcomes
(i) Evaluation module included in the e-PMS system (ii) Web site of Sri Lankan CoP is included in the e-PMS system (iii) e-PMS system is elevated to e-EMS	(i) Increased use of e-PMS / e-PME system (ii) Increased awareness on e-PMS / e-PME by the MPI staff (iii) Effective use of performance evaluation systems

SECTION 2 – Detailed Project Information
A. ADB / RETA Project Management
<p>P. Abeykoon will manage the intervention as follows:</p> <ol style="list-style-type: none"> 1. Liaise with MPI officials and software developers <p>Ministries will provide the outline of the modules to be included and its specifications.</p>
B. Schedule
May – August 2009
C. Detailed Budget
<p>Software development cost; and Staff training cost.</p>
D. Remarks
The development of e-PMS system is now in progress and expected to be completed by 28th February 2010.

Initiative 3: Training of MPI project officers on Project Performance Management Systems

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
<p>Managing for Development Results – Enhancement of skills and competency of MPI staff</p> <p>The Purpose of the program is to enhance the competency of MPI project officers in project performance management.</p>	
B. Name of Ministry	
Ministry of Plan Implementation (MPI)	
C. Ministry Lead Person	D. RETA Lead Person
S Sivagnasothy, DG - FABM	P Abeykoon
E. Total Budget: US \$ 18,000	Date/ Period: July 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RAs of MPI.	
G. Description of Intervention	
<p>Through a series of workshops and training programs the officials of governments and development partners are being familiarized with results-based management approaches. The implementation of these approaches will however require the involvement of national facilitators knowledgeable about results-focused project design and management. These facilitators are expected to guide partner organizations through a variety of stakeholder consultations and project management interventions to accomplish a range of critical tasks:</p> <ul style="list-style-type: none"> • clarifying desired results from project design to implementation • building a management team that converts resources to desired results • establishing and sustaining a stakeholder network that drives project excellence through impassioned leadership, common vision and shared values. <p>Hence it is proposed under RA that a training for MPI officers be provided. The ADB's 9-day Facilitators' Training Workshop is built around the skills and competencies needed for participatory planning and decision making in the context of a multi-stakeholder program or project. Although basic facilitation skills will be reviewed, the workshop will focus more sharply on those facilitation competencies relevant to the application of results-focused project design and management.</p>	
H. Expected Outputs	I. Expected Outcomes
(i) Ten project officers of MPI are trained on Project Performance	(i) Increased understanding of MfDR application and institutionalization within

Management systems	<p>the organizations</p> <p>(ii) Increased efficiency in project monitoring by the MPI staff</p>
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SECTION 2 – Detailed Project Information
A. ADB / RETA Project Management
<p>P. Abeykoon will manage the intervention as follows:</p> <ol style="list-style-type: none"> 1. Liaise with Ministry and ADB training officials 2. Liaise with officials of ADB country office staff where the training is held 3. Making all logistics and travel arrangements for the participants
B. Schedule
20 th – 30 th July 2009
C. Detailed Budget
<p>Travel costs (air-fare)</p> <p>Accommodation</p> <p>Meals and other requirements</p>
D. Remarks
<p>Training of MPI officers on PPMS was conducted in July 2009 in Laos by Andreaof ADB.</p> <p>Nine officers from MPI participated at the program.</p>

Initiative 4: Development and Publication of Manual of Guidelines in institutionalizing MfDR in organizations

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
<p>Managing for Development Results – Enhancement of MPI capability in institutionalizing MfDR Government wide.</p> <p>The Purpose of the program is to facilitate the implementation of institutionalization of MfDR in organizations.</p>	
B. Name of Ministry	
Ministry of Plan Implementation (MPI)	
C. Ministry Lead Person	D. RETA Lead Person
S Sivagnasothy, DG - FABM	P Abeykoon
E. Total Budget: US \$ 12,000	Date/ Period: June – September 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RAs of MPI.	
G. Description of Intervention	
<p>The government of Sri Lanka implements institutionalization of MfDR government-wide through MPI. MPI has been implementing MfDR for the past two years. It was denitrified by MPI that a approach followed by MPI need to be documented as a manual with guidelines, procedures and definitions etc. to enable effective and wider implementation of MfDR</p>	
H. Expected Outputs	I. Expected Outcomes
<ul style="list-style-type: none"> (i) Manual on MfDR Institutionalization and implementation is developed. (ii) Manual developed is publicized 	<ul style="list-style-type: none"> (i) Increased understanding of MfDR application and institutionalization within the organizations (ii) Increased effectiveness in implementation of MfDR (iii) Wider implementation of MfDR by MPI

SECTION 2 – Detailed Project Information

A. ADB / RETA Project Management
<p>P. Abeykoon will manage the intervention as follows:</p> <ul style="list-style-type: none"> a. Liaise with Ministry and the consultants who will be engaged in developing the manual.
B. Schedule
June – September 2009
C. Detailed Budget
<p>Consultancy fees Publicizing charges Printing cost Costs relating to selection of consultants</p>
D. Remarks
The development of manual with guidelines is currently in progress. This will be completed by 28 th February 2010.

Initiative 5: Study on Outcome monitoring system for MoH

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
<p>Managing for Development Results – Management Information System (MIS)</p> <p>The Purpose of the program is to undertake and recommend a feasible and practicable outcome monitoring system for MoH.</p>	
B. Name of Ministry	
Ministry of Highways (MoH)	
C. Ministry Lead Person	D. RETA Lead Person
Mr. D D Matararchachi MR. Bandara	P Abeykoon
E. Total Budget: US \$ 15,000	Date/ Period: May - August 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RAs of MoH.	
G. Description of Intervention	
<p>At present, the ministry has a difficulty in obtaining outcome monitoring data on a continuous basis. The usage data, type, purpose and intensity of usage are being measured on a specific need basis as there is no mechanism in place in capturing and analyzing data. As such it is proposed that a study to be undertaken to identify and recommend a suitable and practicable mechanism for collecting and analyzing data, so that the ministry will be able to implement a most suitable mechanism for the same.</p>	
H. Expected Outputs	I. Expected Outcomes
<ul style="list-style-type: none"> (i) Consultants appointed (ii) Study report with recommendations 	<ul style="list-style-type: none"> (i) Suitable system is identified and implemented (ii) Outcome data / information is obtained and publicized (iii) Increased use of information for planning (operational and strategic)

SECTION 2 – Detailed Project Information
A. ADB / RETA Project Management
P. Abeykoon will manage the intervention as follows:

<p>a. Liaise with Ministry / Institution officials and software developers</p> <p>Ministry will provide the outline of the modules to be included and its specifications.</p>
B. Schedule
May – August 2009
C. Detailed Budget
<p>Consultancy fees; and</p> <p>Cost involved in selection of consultants</p>
<p>D. Remarks</p> <p>The initiative has not been undertaken by MoHRD.</p>

Initiative 6: Development of e-Project Tracking System

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
<p>Managing for Development Results – e-Project Tracking System</p> <p>The Purpose of the program is to develop tailor-made project tracking information systems for MoH.</p>	
B. Name of Ministry	
Ministry of Highways (MoH).	
C. Ministry Lead Person	D. RETA Lead Person
D Matararchachi, MoH H M K G G Bandara	P Abeykoon
E. Total Budget: US \$ 19,000	Date/ Period: May - August 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RAs of MoH.	
G. Description of Intervention	
<p>The Project Tracking System is envisioned as an on-line (web accessible), interactive Project Tracking System for large-scale highway, tunnel and bridge projects (including maintenance), both donor funded and local, to replace the existing project tracking system.</p> <p>The system needs to include the following high level functionality:</p> <p>Tracking and document management for all project phases:</p> <ul style="list-style-type: none"> • Identification • Project Proposal/Funding • Feasibility study • Final Approval • Design • Procurement • Implementation • Monitoring/Reporting • Maintenance <p>Detailed tracking of the project implementation by phase and sub-phase, including:</p> <ul style="list-style-type: none"> • Land Acquisition and Resettlement • Support for Income Generation and • Civil Works 	

- Structures
- Sub-base
- Base
- Surfacing
- Shifting of Utilities

Key areas to track include:

- Key project documents
- Planned/projected timelines
- Construction progress (% complete per the work program)
- Changes in scope
- Detailed budget/actual cost both within MoH and with contractors
- Quality per the feasibility study specifications for smoothness, etc. (mandatory to report this for donor funded projects)

H. Expected Outputs	I. Expected Outcomes
<p>1. (Analysis Phase)</p> <p>System specification with visual prototype and implementation plan for development of the Project Tracking System developed in accordance with this Terms of Reference</p> <p>Implementation plan for the development of the Project Tracking System</p> <p>2. (Development Phase)</p> <p>Project Tracking System developed and tested in accord with the specifications</p> <p>3. Staff is trained on the new system</p>	<p>A Project Tracking System that³:</p> <ul style="list-style-type: none"> (i) meets user requirements (ii) is developed in accordance with the system specification (iii) works on the network and workstation environment of MoHRD <p>x% of users utilizing system by xxx</p> <p>Quantifiable efficiency and effectiveness gains (to be detailed by the Analyst per this Terms of Reference) with respect to:</p> <ul style="list-style-type: none"> ▪ Planning ▪ Project tracking ▪ Maintenance and reporting ▪ Monitoring and evaluation ▪ Financial controls

SECTION 2 – Detailed Project Information

A. ADB / RETA Project Management

P. Abeykoon will manage the intervention as follows:

- a. Liaise with Ministry / Institution officials and software developers.

³ These outcomes are shared by the Analyst and Project Manager. If the Analyst is also the programmer there is a tighter coupling of these outcomes to the outputs for the Analysis Phase.

Ministry will provide the outline of the modules to be included and its specifications.
B. Schedule
May – August 2009
C. Detailed Budget
Software development cost; Staff training cost; and Contractor selection costs
D. Remarks
The development of e-project tracking system is currently in progress. This will be completed by 28th February 2010. Actual cost is US \$ 18,000.

Initiative 7: Development of Management Information System

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
Managing for Development Results – Management Information System (MIS)	
The Purpose of the program is to develop tailor-made information systems for MOAAS.	
B. Name of Ministry	
Ministry of Agriculture and Agrarian Services (MOAAS).	
C. Ministry Lead Person	D. RETA Lead Person
R. Ratnayake (Mrs), MOAA	P Abeykoon
E. Total Budget: US \$ 19,000	Date/ Period: May - August 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RAs of MOAAS.	
G. Description of Intervention	
<p>This will provide the data for the managers for decision making. Web-based system to on-site data entry and retrieval and will provide the basic management information required to further the implementation of a results orientation.</p> <p>(1) Document required work processes (e.g. data entry, quality assurance, flagging missing entries, reporting).</p> <p>(2) Produce a system specification that includes high level work processes, conceptual and detailed data models and requirements for security and data entry. As well, specify needed infrastructure for database architecture (e.g. SQL), connectivity, servers, workstations and training/support.</p> <p>(3) Based on the above, develop a decision template for MOAAS to assess the feasibility of developing the system and then develop and implement the system.</p>	
H. Expected Outputs	I. Expected Outcomes
(i). Documentation of work processes	(i) Enhanced information flow within the

(ii) Review of transaction based processes (iv) Data model (v) System Specification (vi) MIS system developed and implemented (vii) Staff is trained on the new system	ministry / institution and among the stakeholders (inter / intra) (ii) Increased use of information for planning (operational and strategic) (iii) An efficient, effective and usable system that solves the problems of accuracy and timeliness of monitoring and reporting.
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SECTION 2 – Detailed Project Information
A. ADB / RETA Project Management
P. Abeykoon will manage the intervention as follows: a. Liaise with Ministry / Institution officials and software developers Ministry will provide the outline of the modules to be included and its specifications.
B. Schedule
May – August 2009
C. Detailed Budget
Software development cost; Staff training cost; and Contractor selection cost.
D. Remarks
The Ministry did not undertake this initiative. The funds allocated for this initiative will be used for training of staff of pilots on MfDR. Please refer initiative 11, presented below.

Initiative 8: Development of Log-frames for MOAAS and ARF for NWSDB

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
<p>Managing for Development Results – Development of log frames for MOAAS and ARF for NWSDB</p> <p>The Purpose of the program is to develop the log-frames for the Ministry of Agriculture and Agrarian Services (MOAAS) cascading the ministerial level results to the departmental level and agency results framework for the National Water Supply and Drainage Board specifying the results that need to be achieved and its periodical targets.</p>	
B. Name of Ministry	
Ministry of Agriculture and Agrarian Services and National Water Supply and Drainage Board	
C. Ministry Lead Person	D. RETA Lead Person
R. Ratnayake (Mrs), MOAA Gorge Fernando, NWSDB	Bernard Woods P Abeykoon
E. Total Budget: (US \$ 3,000 each) US \$ 6,000	Date/ Period: May - August 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RAs of MOAAS and NWSDB.	
G. Description of Intervention	
<p>MOAAS – The Ministerial results will have to be achieved at the ground level by the respective departments and institutions such as Department of Agriculture, Department of Export Agriculture and Department of Agrarian Development etc. The log –frame will highlight the link between the departmental level results and that of the ministerial level. This will also provide the results focus to the departments and facilitate the cascading of results of the Ministry.</p> <p>NWADB - This will provide the results focus to the institution and direction as to the level of performance delivery it needs to achieve on annual basis.</p>	
H. Expected Outputs	I. Expected Outcomes
<ul style="list-style-type: none"> (i) Log-frame for MOAASM is developed and (ii) Increased awareness of results on results to be achieved. (iii) ARF for NWSDB is prepared 	<ul style="list-style-type: none"> (i) Improved results focus by the staff of MOAAS and NWSDB (ii) Increased delivery of performance by MOAAS and NWSDB
SECTION 2 – Detailed Project Information	
A. ADB / RETA Project Management	
<p>P. Abeykoon will manage the intervention as follows:</p> <ul style="list-style-type: none"> 1 Liaise with Ministry / Institution officials and the international consultants 	

<p>2 Provide all logistic facilities to conduct workshops etc. to develop the log-frames and ARFs</p> <p>Ministry and NWSDB will arrange the top level and middle level of officers to participate the workshops.</p>
B. Schedule
May – August 2009
C. Detailed Budget
<p>Hall hire, Tea and meals, Workshop materials, and Other logistics. (Six workshops for each of the organization is planned)</p>
D. Remarks
This has been completed by the RETA consultants.

Initiative 9: Development of e-Management Information System for NWSDB

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
<p>Managing for Development Results – Management Information System (MIS)</p> <p>The Purpose of the program is to develop tailor-made e-management information systems for NWSDB, enabling them to compile all data from various regions and divisions in the country without delay and to dissemination of information in a more effective manner.</p>	
B. Name of Ministry	
National Water Supply and Drainage Board (NWSDB)	
C. Ministry Lead Person	D. RETA Lead Person
Gorge Fernando, NWSDB	P Abeykoon
E. Total Budget: US\$ 10,000	Date/ Period: May - August 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RAs of NWSDB.	
G. Description of Intervention	
<p>(1) Document required work processes (e.g. data entry, quality assurance, flagging missing entries, reporting).</p> <p>(2) Review at a high level (only) the transaction based processes used to generate information for the manual templates.</p> <p>(3) Create a data model based on the supplied templates and further analysis.</p> <p>(4) Produce a system specification that includes high level work processes, conceptual and detailed data models and requirements for security and data entry. As well, specify needed infrastructure for database architecture (e.g. SQL), connectivity, servers, workstations and training/support.</p> <p>(5) Based on the above, develop a decision template for NWSDB to assess the feasibility of developing the system based on available budget and then contract with an analyst/programmer for development of the system.</p>	
H. Expected Outputs	I. Expected Outcomes
<p>(i). Documentation of work processes</p> <p>(ii) Review of transaction based processes</p>	<p>(i) Enhanced information flow within the</p>

<ul style="list-style-type: none"> (iv) Data model (v) System Specification (vi) E-MIS system developed and implemented (vii) Staff is trained on the new system 	<ul style="list-style-type: none"> ministry / institution and among the stakeholders (inter / intra) (ii) Increased use of information for planning (operational and strategic) (iii) An efficient, effective and usable system that solves the problems of accuracy and timeliness of monitoring and reporting.
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SECTION 2 – Detailed Project Information
A. ADB / RETA Project Management
<p>P. Abeykoon will manage the intervention as follows:</p> <ul style="list-style-type: none"> (ii) Liaise with Ministry / Institution officials and software developers <p>Ministries / Institution will provide the outline of the modules to be included and its specifications.</p>
B. Schedule
May – August 2009
C. Detailed Budget
<p>Software development cost; Staff training cost; and Contractor selection cost</p>
D. Remarks
<p>The development of MIS is currently in progress. This will be completed by 28th February 2010. Actual cost is US \$ 10,000.</p>

Initiative 10: Training on customer orientation for NWSDB officers who interact with customers / water users on daily basis.

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
<p>Managing for Development Results – Enhancement of skills and competencies of NWSDB staff</p> <p>The Purpose of the program is to improve the customer focus and customer relationship by the NWSDB officers who directly deal with the customers. This will also enhance the results focus by the officials.</p>	
B. Name of Ministry	
National Water Supply and Drainage Board	
C. NWSDB Lead Person	D. RETA Lead Person
C George – DGM (CP)	P Abeykoon
E. Total Budget: US \$ 10,000	Date/ Period: June – September 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RA of NWSDB.	
G. Description of Intervention	
<p>The NWSDB is one of the institutions which deals directly with customers, the water users. The officers who deal with the customers should have a better understanding and focus on customer needs and expectations and also the performance that the NWSDB should deliver. The proposed training session aims at providing the insight to staff in this regard.</p>	
H. Expected Outputs	I. Expected Outcomes
<p>(i). Training on customer orientation is provided for the identities No. of NWSDB officers.</p> <p>(ii) Training materials developed and provided</p>	<p>(i) Increased understanding on customer needs, requirements and performance standards by NWSDB staff</p> <p>(ii) Improved customer relationship by the NWSDB staff</p> <p>(iii) Improved performance delivery standards maintained</p>

SECTION 2 – Detailed Project Information
A. ADB / RETA Project Management
<p>P. Abeykoon will manage the intervention as follows:</p> <ul style="list-style-type: none"> a. Liaise with NWSDB officials, trainers (consultants) and training facility providers.
B. Schedule
June – September 2009
C. Detailed Budget
<p>Training Materials; Hall charges; Food; Transport; and Other ancillary expenses</p>
D. Remarks
The sessions are now being held and will be completed by 28th February 2010.

Initiative 11: Training of officers of Pilots on MfDR

SECTION 1 – General Information	
A. Name of Intervention and Purpose	
Managing for Development Results – Training of Trainers (ToT)	
The Purpose of the program is to (i) create a cadre of MfDR capacity builders in each country, and (ii) build the capacity of a core group of staff in each pilot organization, including MfDR Resource Persons.	
B. Name of Ministry	
Ministry of Plan Implementation, Ministry of Highways, Ministry of Agriculture, NWSDB, other ministries and Academia	
C. Ministry Lead Person	D. Resource Person
S Sivagnasothy, DG - FABM	P C K Abeykoon Dr. Uditha Liyanage
E. Total Budget: US \$ 20,000	Date/ Period: August 2009
F. Linkage to RA	
Identified as a capacity building initiative under the RA of MPI and other Initiatives.	
G. Description of Intervention	
<p>There will be two sessions on the following:</p> <ul style="list-style-type: none"> Session 1 – A 5-7 day training session focusing on increasing the knowledge and understanding of MfDR, adult education techniques and methods, and specific training strategies for MfDR training 	
H. Expected Outputs	I. Expected Outcomes
<p>(i) 20 x 2 trainers with improved knowledge, understanding and skills in the application of MfDR concepts, approaches, and techniques, through training and technical assistance</p> <p>(ii) MfDR introductory concepts and principles incorporated in the internal training courses of the pilot organizations</p> <p>(iii) 40 staff in pilot organizations with improved knowledge, understanding and skills in the application of introductory MfDR concepts</p>	<p>(i) 40 trained officers carrying out training and technical assistance in MfDR on an ongoing basis</p> <p>(ii) Application of the MfDR concepts and principles back in the office focusing on (a) development of results chains/logframes of the divisions/sections of the trainees, and (b) strengthened MIS for improved internal performance monitoring.</p>
SECTION 2 – Detailed Project Information	
A. ADB / RETA Project Management	
P. Abeykoon, Dr. U Liyanage and V Sivgnanasothy of MPI will manage the intervention as follows:	

1. Deliver ToT course using already developed (by RETA) training materials
2. Conduct review sessions
3. Review practice sessions and give feedback'
4. Liaise with pilot ministries to bring trainers and resource persons into the ToT
5. Arrange and coordinate all logistics
6. Provide support during the workshops

Ministries will supply trainers and trainees.

B. Schedule

In January, 2010, both sessions will be held in Kandy

Note: both sessions need to span a weekend if possible

C. Detailed Budget

Training Materials;
Hall charges;
Food and lodging of participants;
Transport; and
Other ancillary expenses

D. Remarks

The sessions have now been revised to February and will be concluded by end February 2010.

Appendix 3: Report on the Asia Regional Forum

13th-14th October 2009

The forum had four specific objectives:

1. To review and discuss methods, approaches and experience of assessing organizational readiness for the implementation of MfDR, including the capacity of government officials to manage MfDR organizational change processes in Sri Lanka;
2. To review and discuss the continuation of activities and progress made in mainstreaming MfDR in selected pilot organizations in Bangladesh and Nepal;
3. To learn and share experience of countries which have successfully implemented results-based budgeting (RBB) as a model to strengthen implementation of MfDR; and
4. To examine new approaches to the implementation of MfDR, particularly at the level of the organization, and to assess the extent of success in overall results delivery by the organization.

The forum was opened by ADB SARD DG Kunio Senga. The address was given by Hon. P Dayaratne, Minister of Plan Implementation, Sri Lanka.

The Forum program was designed to bring together government officials, donor partners and subject matter experts to towards an improved view of mainstreaming MfDR as an essential component of larger public sector reforms.

The Forum worked towards the objectives through sessions and discussions:

Day 1. Overall Objective: To identify a way forward for the implementation of RBB.

The sessions on the first day focused upon Results Based Budgeting (RBB), with the emphasis upon the technical and practical issues of implementing RBB in public sector organizations. The discussions incorporated subject input, case presentations from Australia, Fiji, Malaysia and the Philippines, and discussion of approaches to RBB which would assist in the implementation processes of MfDR.

The sessions led by subject matter experts provided an insight into the role that RBB can play in the implementation of a results focus, both as a financial tool and as a driver of personal and organization change. Case examples from the experience of Australia, Fiji, Malaysia and the Philippines were used to discuss practice, problems and opportunities for RBB.

Day 2. Overall Objective: To identify ways forward for the implementation and support of results management in the organizations of government.

Day 2 discussed the MfDR capacity development needs of government organizations through an analysis of technical and managerial capacity gaps at organizational level and at whole-of-government level.

Sessions led by Sri Lankan organizations⁴ participating in RETA 6306 presented the work completed under RETA 6306, highlighting changes to the operating practices of the organizations as a result of participation in the RETA. Sessions led by Nepali and Bangladeshi⁵ organizations presented the ongoing work of the management of the organizations which followed the end of RETA support.

Day 2 included group discussion on the key inputs of the Forum, the problems and opportunities raised by implementing MfDR and the donor support required by government agencies in their efforts to become more results oriented. Summarizing, the discussions and recommendations of the discussion groups were:

Approach and Tools	<ul style="list-style-type: none">• The introduction of MfDR should itself be results based – a logic model for institutionalizing is required• Pilots are a useful route<ul style="list-style-type: none">◦ organization based (vertical) and program based (horizontal)• Common framework for all new projects/ programs<ul style="list-style-type: none">◦ projects / programs are approved only within the framework• Monitoring of indicators and indicators linked to organization and personal performance assessment<ul style="list-style-type: none">◦ KPIs linked to outputs and outcomes• Models for implementation, decision making and behavior are required• Information systems redesigned to support decision making• Information systems coordinated
Management	<ul style="list-style-type: none">• Senior management support and understanding<ul style="list-style-type: none">◦ Education at the senior level is essential• Political support and understanding is vital<ul style="list-style-type: none">◦ Education and involvement

⁴ Ministry of Plan Implementation, National Water Supply and Drainage Board, Department of Highways, Ministry of Agriculture and Agrarian Affairs

⁵ Ministry of Physical Planning and Works, Nepal and the Local Government Engineering Department, Bangladesh

Oversight/Whole of Government	<ul style="list-style-type: none"> • Championing oversight/apex organization with powers: <ul style="list-style-type: none"> ○ Develops models and processes ○ Ensures linkages between organization and sector/country outcomes and impacts ○ Coordinates between government agencies ○ Develops and manages the implementation and institutionalizing process ○ Reviews organization performance ○ Manages country based COP ○ Provides expertise ○ Enhances understanding <ul style="list-style-type: none"> ▪ Communicates the reasons why MfDR is important – provides reasons for organizations and people to change <ul style="list-style-type: none"> • Essential for mainstreaming ○ Develops and manages information feedback loops to improve performance and planning • Use of the budget process to drive the changes <ul style="list-style-type: none"> ○ Finance requests are linked to performance • Legal and administrative support for MfDR • Change to the systems of recruitment, promotion, reward and censure – to align with results (Essential for mainstreaming) • Wide ranging discussion and communication process to improve knowledge • Development of country specific indicators • Cascading results management system to the organizations of regional and local government
Donor Support Required/Enhanced	<ul style="list-style-type: none"> • Strategic planning at the organization level • Capacity development in Management and Results Management <ul style="list-style-type: none"> ○ Politicians ○ Senior management ○ Management • System audit • System change • Process change • Support for extension of pilot work • Support for communication and education processes • Support to the development of a COP in each

	country and regionally <ul style="list-style-type: none"> • Provide external exposure to governments operating with a results focus
Messages to Donors.	<ul style="list-style-type: none"> • Essential to continue support for change • Support has to be consistent and longer term <ul style="list-style-type: none"> ○ Operating within a regional, cascading plan ○ Consistent approaches ○ Consistent staffing ○ Work with and strengthen country systems • Better coordination and harmonizing in support for implementation • Development of standard indicators • Develop a long term plan for cascading • Implementation of MfDR worked into all projects and programs – e.g. in the loan covenant

The Forum was closed by Kunio Senga, DG, SARD. Responding to the recommendations of the working groups and to the content of the forum in general, in his closing address Mr. Senga presented an overview of possible support for MfDR involving a three level cascading system:

	Central/Lead Agency	Line Agency
1. Awareness/ Initial support to MfDR Adaptation/Lessons learned/Dissemination of Best practices	RETA incl. existing Asia Pacific CoP activities	Oversight. Line ministries
2. Concept/System development (MIS) Institutionalization of MfDR Communication strategy/coordination	RETA Country specific TA	Country specific TA
3. Implementation/ Mainstreaming <ul style="list-style-type: none"> • Performance indicators • Monitoring and Reporting • Organization structure/procedures 		Program/Project-specific loan/grants

Conclusion

The forum provided an excellent opportunity for the organizations involved in the process of mainstreaming MfDR to discuss key decisions and challenges. In particular, the conclusions and recommendations of the discussion groups will provide both government organizations and donors with the information and analysis necessary to build appropriate support and mainstreaming activities.