



# Toolkit for the preparation, implementation, monitoring, reporting and evaluation of PAR and sector strategies

## Guidance for SIGMA partners

### ANNEX 6: Part II

## Annotated structure of contents for reports monitoring implementation of specific planning documents

**January 2020**

## **Introduction**

This annotated structure of contents represents a non-exhaustive list of components for a typical report monitoring implementation in relation to a specific planning document. Not all monitoring reports have to follow the same layout and structure. Each monitoring report is unique and should be adapted to what is realistically possible in each country and each policy area. However, this plan provides the basis for a discussion between the experts responsible for preparation of the monitoring report concerning the outline of the monitoring report, what information will be included under each chapter and how the information needed will be gathered.

## **Title page** (typically not more than one page)

- Title of the monitoring report clearly stating which planning document the report was prepared for and what period of time the report covers.
- Title of the institution that prepared the monitoring report.
- Month and year when the report was published.

Note: The title page and the rest of the report should incorporate the visual identity of the institution that prepared the report or the visual identity of the reform, if such an identity was adopted. If there is no specific visual identity, then the graphic identity of the government should be used.

## **Foreword / Introduction** (typically not more than one page)

- Usually the foreword / introduction is a statement from the minister in charge of public administration reform and describes the political-level context of the reform as well as providing key political statements and priorities in relation to the reform.

## **Table of contents** (typically not more than one page)

- A table of contents is prepared if the report is more than 10 pages.
- Each entry in the table of contents of the monitoring report should be hyperlinked to make it easier for readers to navigate within the report.

## **Executive summary** (typically not more than two pages)

Note: Please take into consideration the end users of the report by making the report easily readable. Charts and graphs (and other visual materials) can save space and cut down on the overall volume of the report.

- The implementation rate of reform actions should be presented:
  - as a percentage of the total number of reform actions which were planned to be implemented during the reporting period;
  - as an absolute number of the total number of reform actions which were planned to be implemented during the reporting period.

Note: If the planning document includes reform actions stipulating a “continuous” deadline, these should not be included in the calculation.

- The implementation rate of results (measures; if foreseen by the planning document) should be presented:
  - as a percentage of the total number of results (measures) envisaged in the planning document;
  - as an absolute number of the total number of results (measures) envisaged in the planning document.

Note: If the planning document does not foresee results (or measures) then this part is not calculated and presented.

- Information on the implementation rate of reform actions for each specific policy objective in the planning document must clearly present the progress achieved for each objective.

- Information on the implementation rate of reform actions for each responsible institution involved in the implementation of the reform.
- Information on financing the implementation of the reform for the reporting period should be presented:
  - as the amount of planned national budget and planned donor funding in local currency;
  - as the amount of spent (invested) national budget funds and donor funding in local currency.
- A limited number of the most important key success stories (implemented reforms) achieved during the reporting period. These should be presented with relevant outcome-level indicators to provide evidence of progress achieved at policy level.

### **Aggregate overview** (typically not more than seven pages)

Note: Please take into consideration the end users of the report by making the report easily readable. Charts and graphs (and other visual materials) can save space and cut down on the overall volume of the report.

- A couple of paragraphs on the overall reform progress achieved during the reporting period should be presented to give a bigger picture of the context of the reform. The impact-level indicators should be included. The aggregate data on the implementation rate of actions and results/measures should be presented here also.
- A short explanation of the preparation process of the monitoring report should be provided, including a presentation of the timeline of the preparation process.
- Information on civil society involvement during the preparation of the monitoring report. Focus on identifying whether civil society organisations had provided inputs or comments to the report, and whether the report uses any information from materials prepared by civil society organisations.
- Present key success stories of the reform and refer to relevant performance indicators.
- Present key challenges of the implementation process and refer to the relevant performance indicators.
- Information on financing of reform implementation during the reporting period for each specific policy objective should be provided using comparative graphs (also showing the volume of national and donor funding per policy objective) and explaining the reasons behind overspending or underspending.
- Briefly present information on procedures related to the management and co-ordination mechanism structures during the reporting period and include the most important decisions made to improve implementation.
- Provide information on implementation of recommendations identified in the previous monitoring report. If possible, provide statistics on how many recommendations were approved by the management and co-ordination structures and how many of them were actually implemented.
- Provide information on all outcome-level indicators (as a list), stating baseline, planned and current values of indicators for the reporting period. Provide a short explanation (not more than two sentences) when there is a major overachievement or underachievement of target values.

**Specific policy objective** (typically not more than three pages for each specific objective)

Note: Please take into consideration the end users of the report by making the report easily readable. Charts and graphs (and other visual materials) can save space and cut down on the overall volume of the report.

- Provide a short, contextual explanation on the purpose and background of a specific policy objective as an introduction to additional data presented.
- Present an implementation rate of actions under a specific policy objective:
  - as a percentage of the total number of reform actions planned to be implemented during the reporting period under a specific policy objective;
  - as an absolute number of the total number of reform actions planned to be implemented during the reporting period under a specific policy objective.
- The implementation rate of results under a specific policy objective is presented:
  - as a percentage of the total number of results (measures) envisaged by the planning document under a specific policy objective;
  - as an absolute number of the total number of results (measures) envisaged by the planning document under a specific policy objective.
- Present the financial data on expenditure (investments made) during the implementation of the specific policy objective:
  - as the amount of planned national budget and planned donor funding in local currency;
  - as the amount of national budget funds spent (invested) and donor funding in local currency.
- Describe the main achievements in implementation of the particular policy by explaining trends of identified performance indicators and include data on baseline, planned target and current values.
- Describe the main implementation challenges of the particular policy objective using set performance indicators and include data on baseline, planned target and current values.

Note: Present information on main achievements and implementation challenges by using all outcome-level indicators identified in the planning document.

- Present recommendations for next steps (including corrective actions, if needed) for each specific objective based on the identified challenges. Recommendations should clearly indicate the institution responsible for its implementation and set out clear deadlines for implementation. These recommendations will be presented later to the relevant management and co-ordination structures that will have to take decisions on whether or not to implement them.

**Risk management** (typically not more than two pages)

Note: This section is only necessary if the planning document includes a specific section on risk management.

Note: Please take into consideration the end users of the report by making the report easily readable. Charts and graphs (and other visual materials) can save space and cut down on the overall volume of the report.

- Briefly present information on whether or not each of the identified risks has materialised or not.
- Briefly present information on mitigation steps taken for each of the identified risks.

- Briefly present steps to mitigate identified risks in the future.

Note: If the responsible institutions had identified any new risks, they should also be presented along with the envisaged mitigation steps. The newly identified risks should be clearly categorised as such to separate them from previously envisaged ones.

### **Communication activities** (typically not more than one page)

Note: Please take into consideration the end users of the report by making the report easily readable. Charts and graphs (and other visual materials) can save space and cut down on the overall volume of the report.

- Present information on internal communications for internal target audiences to explain how (through which communication channels and means) target audiences were informed of the reform, its objectives, the expected and achieved results and of the roles involved institutions and responsible public servants should play.
- Present information on external communication for external target audiences to explain how (through which communication channels and means) target audiences were informed of the reform, its objectives, and expected and achieved results.

Note: In those cases where a reform has elaborated a specific communications plan, the monitoring report should provide information on its implementation and identify its success against the set objectives and performance indicators.

### **End page** (typically not more than one page)

- The closing page is used as the last page of the monitoring report to make a clear separation between the main document and the annexes.

### **Annex on implementation of reform actions** (typically as long as the action plan itself)

- Present information on the implementation status and final result of implementation for each reform action envisaged by the relevant planning document for the reporting period.
- Typically the annex uses the same template as the action plan with an additional column where the information on implementation of each action is inserted.
- Typically the annex should be attached to the report and published as a separate file.

### **Annex on recommendations**

- The institution in charge of preparation of the monitoring report may decide to add an annex with a list of all recommended actions to address the implementation challenges identified. This annex would allow the members of the monitoring and co-ordination structures (both administrative and political level) to have an overview of which decisions are suggested and it would also allow the authors of the next monitoring report to follow up on whether these had been implemented or not.

### **Annex**

- The institution in charge of the preparation of the monitoring report may provide further information they consider relevant to the reader in a separate annex. The

importance of the information must be carefully considered when deciding whether to add it.