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

**Guidance for SIGMA partners**

**ANNEX 3**

**Template for the presentation of key reform actions**

**October 2018**

## Introduction

The purpose of this Annex is to provide a template for presenting the key actions of a PAR or sector strategy along with a worked example. The action plan is usually prepared in theform of atable reflecting the core policy elements of the PAR or sector strategy (i.e. the different levels of objectives and their respective indicators) and including all the information needed for efficient implementation**,** monitoring and reporting, clearly linked to the objectives. The main elements are as follows:

* a **brief description** of the action;
* a **deadline** for implementation (multiple or phased and defined by year, quarter or month, depending on the degree to which close monitoring and accountability are required);
* financial and human **resources** requiredfor implementation and sources of **funding**;
* **entities/units** **responsible** for implementation, as well as other contributing institutions;
* **output- or process-level** **indicators** for each action, where these are defined.

The template has been designed to inform decision makers and external readers about the main characteristics of the defined key interventions. However, the **level of detail** can be **adapted** to meet country-specific needs and any predefined requirements, such as listing all contributing institutions for the implementation of a particular action.

It is important to note that the template presented here assumes that not all details of a reform action need to be shown. Hence, not all the activities contributing to the implementation of a set action are listed in the example. However, greater detail may be needed for costing or for the comprehensive monitoring of implementation.

Whilst not a vital component of the action plan itself, it is also important to develop a strategic overview presenting a rationale for the proposed chronology/prioritisation of actions to take place. This should outline why a specific course of action makes sense, what it implies in terms of trade-offs and risks, and the implications for the proposed course of action.

## Template for the presentation of key reform actions

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Objectives and actions** | **Deadline** | **Lead institution** | **Budget [currency]** | **Funding sources** | **Output/process indicators** |
| **I.** | **General Objective 1: [title]** |
| **I.1.** | **Specific Objective 1: [title]** |
| 1. | [**Action title** and brief list of key elements] |  |  |  |  |  |
| 2. | [**Action title** and brief list of key elements] |  |  |  |  |  |
| **I.2.** | **Specific Objective 2: [title]** |
| 1. | [**Action title** and brief list of key elements] |  |  |  |  |  |
| 2. | [**Action title** and brief list of key elements] |  |  |  |  |  |
|  |  ***Total budget for General Objective 1:*** |  |  |  |  |  |
|  | *Of which capital:* |  |  |  |  |  |
|  | *Of which recurrent:* |  |  |  |  |  |
|  |  ***Total budget for the Action Plan:*** |  |  |  |  |  |
|  | *Of which capital:* |  |  |  |  |  |
|  | *Of which recurrent:* |  |  |  |  |  |

## PAR-related example of the presentation of key reform actions

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Objectives and actions** | **Deadline** | **Lead institution** | **Budget [EUR]** | **Funding sources** | **Output/process indicators** |
| **I.** | **General Objective 1: Improve the civil service system** |
| **I.1.** | **Specific Objective 1: Consolidate the management of top civil servants**  |
| 1. | **Establish an Assessment Centre (AC) for the selection, recruitment, and deployment of top-level civil servants, based on international practice.** The action includes: development of a concept paper, selection of option, establishment and running of the AC. | Q4 2019 | Ministry of Public Administration, Civil Service Department | 400 000(to cover establishment and first year of AC budget) | National Budget, EU | * Government Decree on the Establishment of the AC adopted by end of 2019
* Annual Budget 2020 includes budget for AC
* 100% (300 in total) of top senior management positions covered by the AC
 |
| 2. | **Develop a new Leadership Development Programme (LDP) for top managers and train top managers.** The action includes: development and adoption of the new LDP and provision of training to top civil servants. | Q4 2022 | Ministry of Public Administration, Civil Service Department | 150 000 | EU, GIZ | * Ministerial Decree on LDP adopted by Q2 2020
* 40% of top civil servants have completed LDP by end of Q4 2022
 |
|  |  ***Total budget for General Objective 1:*** |  |  | ***550 000*** |  |  |
|  | *Of which capital:* |  |  | *100 000* |  |  |
|  | *Of which recurrent:* |  |  | *450 000* |  |  |
|  |  ***Total budget for the Action Plan:*** |  |  |  |  |  |
|  | *Of which capital:* |  |  |  |  |  |
|  | *Of which recurrent:* |  |  |  |  |  |