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Training on Results-Based Management (RBM), Planning and developing ToC for Programme and Projects – Jordan Country Office

I. INTRODUCTION

The UNDP CO Jordan is committed to improve its performance and achieving development results and therefore is making efforts to improve effectiveness, accountability, transparency and efficiency of its programme management and delivery.

The need is acknowledged to develop staff's knowledge and skills in the proper use of the results-based management system and to apply appropriate project and programme management methods and tools for effective design, management and measurement of projects and programmes' effectiveness. RBM capacity gaps within the Organization have also been put forward in the recent Mid-term Review of the Country Programme document, and are a priority for the Office as it moves towards delivering on the current Programme Cycle and formulating the new programme document for the next cycle.

The main challenge with the RBM to date has been inability to develop the level of competencies required for continuous application as well as to support and further training at the national and sectoral level. An in-depth training would enhance, within the select group, soundness in the principles of RBM and confidence in application as well as delivery of instruction and enhance the quality of regional RBM capacity. This training would also enhance this potential regional pool of expertise and ensure sustainability of the initiative.

To prepare staff to effectively use the RBM system, they must be introduced to and understand the basic concepts of Results Based Management. In this regard, the CO has highlighted the need to outsource a specialist team to facilitate the transfer of such knowledge and techniques through facilitation of an appropriate, practical and tailored training process.

II. OBJECTIVES

The main objective of this training is to enhance the staff capacity in the area of results-based management targeting the areas of Planning, Monitoring and Evaluation of projects Results; and linking the projects' outcomes to the programme portfolio of the CO. Another main objective of this training would focus on the aspect of formulation the results chain for the upcoming CPD in line to the changing implementation environment. To ensure sustainability and retention of knowledge, the training design should include extensive use of practical exercises, quizzes, group work and group work – at least 40% of proposed content.

The key learning objectives of this training process are:

- Improve understanding of results-based management and its importance for measuring, managing and achieving results.
- Improve understanding of the concepts and approaches involved in results-based management, including the results cycle and the core components of planning, monitoring and evaluating.
- Strengthen skills in analyzing development problems, and formulating results-oriented strategies.
- Strengthen skills in constructing results frameworks, and formulating SMART¹ results and indicators.
- Improve knowledge and awareness of the importance of the Monitoring and Evaluation function and process.
- Strengthen skills in applying good M&E practices and use of M&E systems.
- Identify concrete measures that could be put into place to improve effective RBM in the respective projects of the CO.

The structure of the course and specific topics addressed during the training are as follows:

A. Culture for obtaining results

- Results-based Management (RBM)
- Theory of Change

B. Planning for results

- Problem Analysis
- Definition of indicators
- Formulation of SMART Results Framework

C. Monitoring for results

- Key elements for the monitoring of results
- Development of monitoring frameworks and practices
- Results-oriented reporting
- Applying knowledge and learning to modify results chain as needed

III. DURATION

The training will have a duration of 5 days and will be carried out in Amman.

IV. FACILITATION

The training will be facilitated over 5 full working days by an individual or a team of trainers.

VI. REQUIREMENTS

Technical proposal – including methodology, draft agenda and timeline, list of learning material to be provided to all participants, topics to be covered and presentations, exercises and activities to be included.

¹ SMART: Specific, Measurable, Achievable, Relevant, and Time-bound.

Financial proposal – deliverable based proposal.

V!!. DELIVERABLES

1. Agenda and debriefing presentation to management on training outline.
2. Delivery of training content, handover of learning materials, evaluation of the training and remittance of certificates