Module 5: Case study of RRA implementation in Madagascar

Objective
Show participants that the Rapid Results Approach (RRA): (i) is a Results-Based Management (RBM) tool; (ii) is an innovative approach for delivering results on leadership practice; and (iii) requires support from an RRA coach who masters the process.

Pedagogical Objectives
- Establish logical relationship between referential frames and the results chain;
- Identify problems and entry points for leaders and mobilize stakeholders;
- Provide explanations on the importance of complying with the process;
- Share the problems and lessons learned from the experiences.

Module Structure
The module structure is as follows:
1. Background information on AfCoP in Madagascar
2. Organization and establishment
3. Monitoring mechanism
4. Lessons learned from the experiences
1.1. Background information on AfCoP in Madagascar

Give more information to participants on the approach adopted by RBM practitioners in Madagascar for: (i) establishment of the National CoP; and (ii) adherence to Afrik4R initiative.

(i) Establishment of the National CoP: Show that adherence to the AfCoP depends on everyone’s will to: (i) build their RBM capacity; (ii) exchange experiences on RBM; and (iii) adhere to a large African network. Furthermore, mention should be made of the strategic choice to locate the National CoP in the Presidency of the Republic so as to influence political authorities.

(ii) Adherence to Afrik4R: Provide information on the strategy adopted to succeed: (i) selection of Ministries to be assessed, (ii) commitment of all Ministries, (iii) official press release: verbal statement by the Cabinet Meeting.

In short, the background information summarizes CoP experiences, with special emphasis on its development strategy. It should be noted that the Madagascar CoP is a legal association.

1.2. Organization and establishment

Adherence to Afrik4R initiative made the National CoP establish an organization that would guarantee its success. Furthermore, a mechanism was put in place to manage it.

(i) Organization: The 30 Ministries of the Government were divided into 3 components, taking into account their areas of activity: (i) governance component; (ii) economy component; and (iii) social component.

a. Each component has its leader and a coach to organize activities for the component and compile data.

b. Each Ministry has 2 coaches (a substantive and an alternate).

c. The coach of the component reports to the leader, who shares information to the member Ministries of the said component.

d. The national coach coordinates the activities of the entire network by mail.

(ii) Tools:

a. Filling a scorecard with special emphasis on the referential frame, the National Integrated Monitoring-Evaluation System (SNISE) indicators, the budget allocated for Rapid Results Initiatives (RRI), as well as the source of financing.

b. Preparation of the strategic framework note for each pathway to ensure commitment by all stakeholders.

c. Collection sheet to be filled each week.

d. The national coach also keeps the scorecard and updates the dynamic monitoring card with the coaches of each component.

These tools ensure commitment by all stakeholders, accountability and stimulation of implementation teams, and above all, support RRIs with quantitative and qualitative data from the highest authorities.
1.3. Monitoring Mechanism

To ensure effectiveness and efficiency of the established organization, it is necessary to set up a monitoring mechanism. Monitoring is undertaken at two (2) levels:

(i) Strategic Level:

This level involves assessing leaders’ commitment in comparison to resources (as mentioned in the strategic framework note) and, especially, their responsiveness to and anticipation of the RRI situation. The leaders either discuss among themselves or conduct reflection with RRI teams. Generally, the issues under discussion mainly concern budget procedures and other matters.

(ii) Operational Level:

This level focuses on RRI implementation. In this regard, two (2) tools are used: (a) the weekly collection sheet, managed by the coach of each Ministry; and (b) the dynamic monitoring card, managed by the national coach. The component coach and the national coach take turns in compiling and analyzing data. In principle, the issues centre around the technique used, as well as organizational and practical (adaptive) considerations.

An assessment standard has been established to categorize the status of RRIs: (i) blocked, (ii) behind schedule, (iii) on time, and (iv) in advance.

1.4. Lessons learned from these experiences

The success of an RRI depends on:

(i) Leveraging through mobilization of all stakeholders. This will provide the coach with information on their expectations so as to identify entry points for them and support them in formulating their challenges.

(ii) Structuring interventions by formalizing commitments to the tools proposed by the RRI, namely the strategic framework note, the work plan and the operating plan. Appoint officials by name and clarify the expected results.

(iii) Coordination of the network: information sharing (status, outcome, etc.) and other exchanges make the RRI team dynamic. It creates and sustains competitiveness between the RRI team, between the Ministries, and between the components.

All in all, the RRA is leadership practice, and its success depends on compliance with the approach. It is not enough to obtain results, but especially to inculcate the culture of performance and accountability. It is a continuous learning process in which stakeholders build their capacities, live separate experiences, and deliver results.