Exit Strategy for Regional Technical Offices (RTO)

RTO

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List of Acronyms

CD	Capacity Development
CoP	Community of Practice
DGLAC	Directorate General of Local Administrations and Councils
LBP	Lebanese Pound
MERP	Municipal Empowerment and Resilience Project
MoIM	Ministry of Interior and Municipalities
RTO	Regional Technical Offices
SOM	Standard Operating Manual

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Introduction

As part of the gradual handover of the Regional Technical Offices (RTOs) to their respective municipality or union, an Exit Strategy is hereby proposed to ensure that core capabilities and structures are in place for the RTOs to fulfil their mandate in an autonomous and self-sustaining fashion within the administration of the local authority to which they belong. With the Standard Operating Manual (SOM) and the Capacity Development (CD) Strategy, the present Exit Strategy constitutes the last piece of the RTO sustainability toolkit.

The Exit Strategy is not limited to the phase during which the development partner supporting the RTO gradually withdraws following the achievement of a programmatic objective. It rather consists of a comprehensive transition framework that describes the entire process of creating and maintaining fully functional RTOs, from end-to-end. As such, this is a document that outlines what local authorities and their partners should aim to achieve during an agreed timeframe, and what support local authorities will need, in order to establish and sustain successful RTOs. This framework is detailed in the "Exit Strategy & Transition/Handover Framework for RTOs", which is annexed to this document.

The framework, like the other components of the RTO sustainability toolkit, took stock of three baselines that assessed the capacities of the RTOs: (1) MERP's RTO Assessment, which was finalised in December 2020; (2) available documentation on the role and challenges of the RTOs; and (3) interviews with RTO members, municipal officials, and RTO partners and counterparts, conducted between August and December 2021.

These baselines pointed to several implementation gaps preventing the RTOs from fulfilling their mandate sustainably. These can be summarised into six overarching needs:

1. The need to plan better the creation of RTOs to ensure that they meet local needs

2. The need to ensure full ownership and buy-in of the RTO by the local authority officials to ensure commitment

3. The need to share standardised information and knowledge about the RTO model to increase awareness

4. The need to build capacities for the RTO to carry out its tasks

5. The need to ensure the visibility of the RTO model and shed light on the experiences of local authorities in different regions to promote its replicability

6. The need to connect RTOs with each other and with development partners to boost its attractivity to both local authorities and external donors
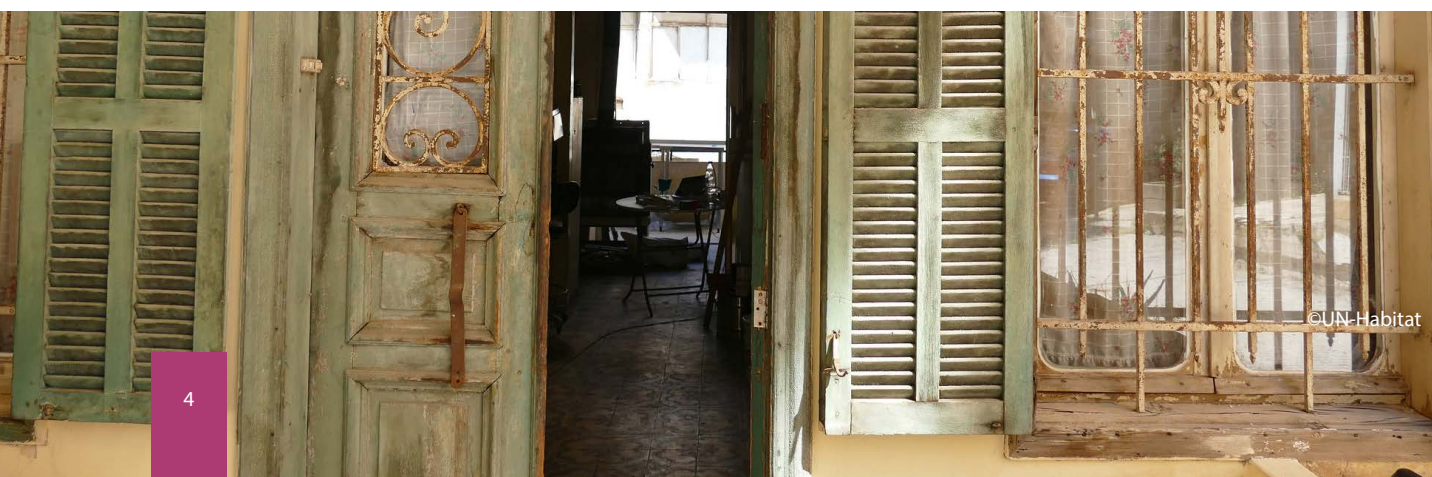
Milestones

These needs were addressed in the **transition framework**, as reflected in the transition milestones. Milestones are significant stages in the development of RTOs; they are used in the transition framework to mark specific achievements in the transition timeline. The transition foresees seven milestones:

1. A **planning phase**, aiming to (1) establish the need for an RTO based on evidence; (2) estimate, plan, and mobilise the necessary resources accurately; and (3) to ensure that local authority officials have full ownership of the process and demonstrate strong buy-in to engage in it.

2. An **inception phase**, aiming to ensure the effective onboarding and induction of the RTO into the local authority structure.

3. A **capacity development plan**, aiming to build core competencies for the RTO to become an agent of sustainability in local governance.

4. An **awareness-raising campaign**, aiming to promote the replication of the RTO model in the Lebanese local governance landscape.

5. **Networking and fundraising** activities, aiming to increase partnerships with and between local authorities to develop the work of RTOs.

6. **Continuous competence development**, aiming to sharpen specialised technical skills within the RTOs

7. A **handover and exit phase**, aiming to ensure a smooth exit of the development partner following an agreed-upon handover schedule.

Strategy Ownership

The **owners of the Exit Strategy** are primarily the local authorities and the development partners. Local authorities are the main owners because they are the prime beneficiaries of the RTOs and, as such, should be fully committed to implementing the RTO sustainability toolkit. Development partners are the co-owners of the Exit Strategy because they are promoting the replication of the RTO and are working to institutionalise them through this toolkit. Both parties are expected to co-pilot and oversee the handover process. It is therefore important that these stakeholders endorse the Exit Strategy detailed in the Annex.

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Activities

Each milestone consists of several activities leading to its achievement. **Activities** are outputs that are required to institutionalise the RTOs in the local authorities and enable the transition. The transition framework foresees 27 activities distributed as follows:

MILESTONE	OVERVIEW OF ACTIVITIES
Planning phase	7 activities – meetings and consultations with local authority officials to discuss the opportunities, added value, and challenges of creating RTOs, in addition to probing commitment; needs assessments to determine the size and composition of the prospective RTO; determining the most suitable procedure for establishing the RTO; official creation of the RTO, possibly through a formal agreement with a development partner.
Inception phase	5 activities – ensuring an adequate workspace for the RTO; recruitment and selection process; onboarding and induction using the present RTO sustainability toolkit; baseline capacity assessment to determine the priority competencies to be developed.
Capacity development plan	6 activities – delivering a training package that builds a core skill-set for RTOs, consisting of the following topics: (1) municipal laws and regulations, (2) proposal development, (3) revenue optimisation, (4) integrity, accountability, and participatory governance, (5) performance management, and (6) strategic planning.
Awareness-raising campaign	2 activities – launching a visibility campaign to increase the awareness of local authority officials, civil society, and development partners about the added value of RTOs; building social media management skills for RTO staff members to promote their work.
Networking and fundraising	3 activities – connecting RTOs with each other to form an active network and thematic communities of practice (CoP); developing privileged donor relations; developing relations with local community actors.
Specialised competence development	1 generic activity (consists of as many activities as needed) – delivering advanced technical training for RTOs based on established competency gaps and guided by the Capacity Development Strategy and Matrix.
Handover and exit phase	3 activities – ensuring a smooth handover by having both parties (the local authority and the development partner) aligned on the steps and objectives to sustain the RTO beyond the partnership agreement. Implementing staff retention measures.

Each activity is preceded by a **rationale**, consisting of a problem statement that describes the needs to be addressed (loopholes in existing practices and in the current status of the RTOs). For each need, specific **outputs** are proposed to address the needs identified and make progress on the transition. The following elements are further associated with each output:

- A description of the **outcomes** of each output, showing what results should be expected from the activity.

- **Indicators to measure the progress or achievement of each activity,** and to monitor whether it was started, nearing an advanced stage, or completed.

- Possible **risks** that might impede the implementation of the activity, and possible ways to mitigate these risks.

- The **responsible party** for each activity. Most of the time the responsible party is the local authority, often with the support of a development partner.

- An **indicative timeline** situating the activity on the handover calendar, which is divided by quarters and spanning three years. The objective of the timeline is to provide a logical sequence showing how the activities are envisaged by consecutive order. The timing of the implementation of the activities will depend on the local context and the capabilities of both the local authority and the development partner.

- An **indicative financial description** detailing the anticipated investment to implement each activity. The costs usually consist of (1) logistics (catering, equipment, venue, rehabilitation works); (2) external expertise (consultants); and (3) in-house expertise (staff working for the local authority/RTO and/or the development partner). The expenses are broken down into two types of units and unit prices.

Financial Planning

The size of the resources needed for a successful transition will require both the local authority and the development to budget appropriately in order to ensure the continuity of the transition process. As such, the financial arrangements should be part of the transition planning. They should be included in the original Agreement of Cooperation (AoC) between the local authority and the development (Activity 7) and later reviewed during the handover discussions (Activity 25).

Increasing the Chances of Retaining the RTO Staff

One major issue that is expected to arise during the handover discussions between the local authority and the development partner is how to ensure staff retention, or rather how to reduce at a minimum the risk of highly competent RTO members leaving. This issue poses itself even more acutely as the pay gap between the RTO members and the local authority staff (including their supervisors) is increasing with the hyperinflation. Lebanon has been mired in an unprecedented financial crisis that has been coupled with a hyperinflation. At the time of finalising the Exit Strategy (January 2022), the devaluation rate of the Lebanese Pound (LBP) had reached 95%. It is therefore challenging to completely avoid the risk of RTO members jumping ship in pursuit of better opportunities. **This risk should be constantly managed**, using the proposed mitigation guidelines.

The strategy that local authorities should embrace to avoid a talent crunch is to make themselves attractive to RTO members – and other municipal employees – so that they won't want to leave. Six measures can help accomplish that: (1) adding monetary incentives for staying, (2) providing better career opportunities, (3) focusing on a higher purpose, and (4) prioritising team culture and interpersonal connections.[1] It is crucial to apply these measures to both the RTO employees and the other local authority employees without distinction. Otherwise, this will likely aggravate the tensions between the RTO and the local authority staff and drive them both outside the institution.

1. Adding monetary incentives ("incentivising loyalty")

Fair compensation and social benefits are ineluctably part of any retention strategy, but they do not have to be limited to salary increase. If updating the salary scale or increasing the compensation package are off the table because of budget constraints or bureaucratic complications,[2] the local authority could consider offering employees one-time

1 This section is partly based on the latest trends in staff retention and management, outlined in the following articles of the Harvard Business Review:
Breitling, F., Dhar, J., Ebeling, R., & Lovich, D. (2021, November 15). "6 Strategies to Boost Retention Through the Great Resignation". Available at:
https://hbr.org/2021/11/6-strategies-to-boost-retention-through-the-great-resignation.
Rogers, M. (2020, January 20). "A Better Way to Develop and Retain Top Talent. Available at:
https://hbr.org/2020/01/a-better-way-to-develop-and-retain-top-talent.
2 Revising the salary scale requires the approval of MoIM/DGLAC, the Council of State, and sometimes the Civil Service Council. This operation could take months and even years (see SOM).

bonuses, helping them pay some daily expenses (transportation, lunch cards, etc.), or providing them with work-from-home stipends.[3]

In the context of the persisting financial crisis, these schemes may be challenging to implement for the time being. However, there are other ways that local authorities can take care of their employees, such as providing mental health resources, acknowledging the personal sacrifices everyone is making during the crisis, helping parents with small children by providing or subsidising day care, and giving more paid time off.

2. Providing opportunities to grow

Employee engagement is high when the nature of the role makes good use of the employees' skills. Showing appreciation and expressing it will increase the likelihood of employees staying. RTO members and municipal employees want to hear that their skills are valued and that they can grow and advance where they are. One way that supervisors can foster this is to set up one-on-one meetings with their direct reports and ask questions that will help the supervisors understand what areas the employees most want to grow in. Then, supervisors should look for on-the-job learning opportunities (based on the Capacity Development Strategy) to help employees develop by identifying what experiences best cater to their personal needs. Growth opportunities are based on three pillars: (1) rewards and recognition (good supervisory relations, sense of purpose and self-worth); (2) capacity development; and (3) effective performance management. The following guidelines are proposed in this regard:

- **Gaining insights on employees**. Empathy and understanding are fundamental principles to start with. Supervisors should start by asking more questions to understand what their employees need, to give them better learning opportunities. Regular one-on-one meetings with each team member can be used to check in on their current projects but also to ask employees what skills they're most comfortable with and which they would like to develop (e.g.: What parts of your job are most interesting and

rewarding? What areas are you finding most challenging right now? Are there other projects, committees, or additional responsibilities you would like to be a part of? Is there anything else you're curious about that you haven't been able to explore yet?).

- **Creating more on-the-job opportunities**. Once the skills that the team members want to learn are identified, supervisors should look for opportunities to help people develop them, based on the CD Strategy and using a variety of learning formats other than classroom-style training, as detailed in the CD narrative.

- **Adapting learning experiences to the personal needs of the employee**. Factors such as the employee's tenure, experience level, and adaptability are all variables that should inform that decision. Smaller opportunities to try and to start with are participation in projects where the employee can rely on more experienced peers for support.

- **Providing regular feedback**. Feedback is the most valuable aspect of this process, and it starts with setting clear expectations. While the team is carrying out on-the-job opportunities, supervisors should work with employees to set goals to strive toward. Supervisors should provide regular feedback on what the team is doing well and where there are opportunities for improvement. In addition, supervisors can ensure that employees actively apply what they've learnt by putting together a plan for improvement — whether that means creating clearer deadlines, helping them better manage their time, or thinking through difficult problems when they arise. Tracking personal metrics is also a helpful way for employees to measure performance and growth on their own time. Tools for this are provided under the Performance Management section of the Standard Operating Manual (SOM).

3. Setting and focusing on a higher purpose in times of crisis

Purpose is the reason that the public sector – and particularly the local authority – exists. It's the

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3 A remote work stipend is a fixed amount of money paid to an employee in addition to their basic salary, in order to cover the extra costs incurred by working from home. This stipend can be paid once as a lump sum or regularly – monthly, quarterly, or annually.

reason people join a local governance institution and choose to stay. The purpose of public institutions is to serve citizens, improve their living conditions, and safeguard their dignity, all along the 12 principles of good governance.4 These are:

1. The Fair Conduct of Elections, Representation and Participation – making decisions that represent the people and reflect their will, and enabling the people's participation in decision-making.

2. Responsiveness – responding to the needs of citizens, not to political agendas.

3. Efficiency and Effectiveness – doing things right (efficiency) and doing the right thing (effectiveness). Leveraging the power of technology and using all available tools to reach the desired objective with the least effort and resources.

4. Openness and Transparency – ensuring access to information and open government.

5. Rule of Law – abiding by the laws and the rules of government without any preferential treatment.

6. Ethical conduct – staying loyal to a moral compass and not abusing a public office for personal gains.

7. Competence and Capacity – ensuring that decisions and their implementation are based on know-how, professional knowledge, and technical proficiency.

8. Innovation and Openness to Change – thinking of the future and encouraging new ways of doing things differently.

9. Sustainability and Long-term Orientation – thinking long-term and continuously living by a strategic vision that guides all decisions and actions.

10. Sound Financial Management – accurate and clear financial records.

11. Human rights, Cultural Diversity and Social Cohesion – respect for human rights, gender equality, and social diversity.

12. Accountability – being ready to take responsibility for one's decisions and actions and being subjected to public scrutiny.

In times of crisis, like the one that Lebanon is going through since 2019, a genuine belief in what a public institution is trying to achieve is even more crucial than in "normal" and "stable" times. The municipal leadership (the mayor or the head of the municipal union, with the support of the council members) should prove to employees, in words and in action, that there's more to working at a local authority than filling a job to execute routine tasks.

4. Prioritising team culture and interpersonal connections

Supervisors and team members should make time and create occasions to connect and build relationships with each other. Not only will this consolidate their loyalty and sense of belonging to the local authority, but that social connection also has a significantly positive impact on productivity. Employees place a higher priority on positive relationships with co-workers than on many other job attributes. Practically, this means: (1) a strong onboarding process that clarifies responsibilities and accountabilities; (2) a fulfilling work environment (building a team spirit, work-life balance, organisational culture); and, again, (3) a successful performance management system (see SOM and previous section: "Providing opportunities to grow").

Building a team culture can also be achieved by embracing flexibility. The future of work, especially in times of crisis, is about providing flexible work environments in terms of place, time, job description, and career paths. Supervisors can even encourage employees to form teams that think about how they can create the future of their own work.

Concluding Remarks

One final issue that has remained unresolved until now is the way of addressing the challenges pertaining to the contractual status of RTO staff. Article 21 of the 2017 Public Budget prohibited any form of recruitment of civil servants and contractors in all public sector institutions, except in virtue of a decree issued by the Council of Ministers.

However, in view of the inactivity of oversight mechanisms and the inability to enforce the laws in the context of a crisis, many public institutions – including local authorities – have continued to hire staff and consultants. One way to mitigate this is to hire external consultants for the RTO through service contracts and hosting them as in-house experts. These contracts can be long-term, or even short-term, involving regular contract extension or renewal. The most viable option to hire RTO staff members in that case would be by following Scenario 4 (see SOM).

On the other hand, local authorities could envisage negotiating exceptions with the concerned central government administrations to hire RTO staff. This would require discussions with the district commissioner (qaimaqam), the governor, and DGLAC to explore ways to circumvent rules that were primarily designed for central government authorities. As such, it would be meaningful for local authorities and DGLAC to advocate for the abolition of this rule in the local governance sector.

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			EXIT STRATEGY & TRANSITION/HANDOVER FRAMEWORK FOR RTOs		
Mile-stone No.	**"Transition Milestones (milestones are tools used in the transition plan and its review to mark specific points along a project timeline)"**	**Activity No.**	**"Rationale: Current status of systems within the organisation and on-going capacity development activities/ focus areas during the transition period; followed by the needs"**	**"Transition Activities: Activities/outputs required to improve systems and enable transition"**	**Outcomes of Activity**
Planning Phase					
1	The need for an RTO is established based on evidence and the necessary resources are accurately estimated, planned, and mobilised. Elected municipal officials have full ownership of the process of creating an RTO and demonstrate strong buy-in to engage in it.	1	Not all elected municipal officials (mayors, union presidents, municipal/union councillors) are aware of the added value that RTOs bring. They often agree to set up an RTO without knowing the full extent of the RTO's role, the commitment and responsibilities of the local authority toward the RTO, and what the process of setting up an RTO entails. Prior to setting up an RTO, elected municipal officials should be fully aware of what this process entails from end-to-end, what benefits the RTOs will yield, and what they need to commit to in order to make the RTO successful.	Organise a series of awareness-raising sessions (workshops, conferences, individual visits/meetings) with elected municipal officials that shed light on the above-mentioned topics. The sessions will be delivered by: (1) charismatic municipal officials who have supervised an RTO, (2) charismatic RTO members who are willing to share their experience, and (3) representatives of development partners.	Several awareness sessions are held as per the recommended concept and format, creating more awareness about the RTOs.
		2	Same as above.	Organise a series of follow-up meetings with elected municipal officials who expressed interest in setting up an RTO to present in detail the role, added value, and requirements of RTOs.	Follow-up meetings are held as per the recommended concept and format, to ensure full understanding and alignment regarding the creation of the RTO.
		3	RTOs are often established on an ad hoc basis and/or in consultation with development partners either upon the request of the head of the local authority or upon the suggestion of the development partner. A comprehensive needs assessment is rarely conducted as a baseline. Setting up an RTO should be a well-planned process, anchored in evidence, that pinpoints the specific needs that the RTO would fill.	Carry out a comprehensive baseline assessment of institutional needs that covers the following areas: financial capacity, staffing levels/needs, competency gaps and needed technical expertise, SWOT analysis, public service effectiveness per sector (energy, SWM, health, etc.), transparency and Access to Information, citizen participation.	An institutional needs assessment is produced, providing comprehensive baseline evidence of the gaps, needs, and assets available to the local authority, allowing to identify which shortcomings would be remedied by the creation of an RTO.
		4	RTOs are often established in the absence of a long-term vision and without securing the necessary financial and physical resources for its functioning. Prior to setting up the RTO, it is essential to have an accurate knowledge of the financial situation of the local authority and its ability to sustain the RTO from the start or at a later stage, once external funding is no longer provided.	Map the resources available to the local authority (physical, material, and financial) and conduct an analysis of the local authority's budget and financial situation (structure and size of revenues and expenditures), based on the 3 previous years, in addition to a financial forecast.	A financial analysis is produced, showing the financial capacity of the local authority over time, and providing a forecast about the possibility of funding an RTO over several years. The financial analysis also includes co-funding needs and for how long.

"Measurement: Tools to measure the progress/ achievement of the activities -- (1) started (2) advanced (3) completed"	Risks & Risk Mitigation	Responsible Party	Year 1				Year 2			
			1	2	3	4	1	2	3	4
"**Started:** Logistics and event preparations are completed, speakers and target groups are mobilised. **Advanced:** Awareness sessions are carried out. **Completed:** Elected municipal officials are aware and convinced of the added value of RTOs and discuss the requirements for establishing new ones."	No substantial risks.	Local authorities hosting an RTO and development partners	░	░						
Started: Follow-up meetings are scheduled with elected municipal officials. Advanced: Follow-up discussions take place and provide additional information about the RTO model. Completed: Elected municipal officials discuss in detail the requirements for establishing new RTOs and report interest and willingness to do so.	**Risk:** Elected municipal officials report concerns about the sustainability of the RTOs and their ability to fund them without external assistance. **Mitigation:** Present the efforts made to produce the SOM, CD Strategy, and the Exit Strategy, and showcase how RTOs can be institutionalise and attract additional funds to the local authority, hence contributing to their sustainbility.	Local authorities hosting an RTO and development partners			░					
Started: Expertise is mobilised in-house or externally following a competitive process (ToRs prepared, consultancy posted, recruitment complete). Advanced: An institutional needs assessment framework and methodology are designed in line with good practices and in consultation with stakeholders. Completed: The needs assessment is carried out, report is produced and endorsed by the local authority.	**Risk:** Financial resources and/or technical expertise to conduct the assessment may lack at the level of the local authority. **Mitigation:** Development partners or RTO members from other regions may provide expertise or financial support to conduct the assessment (individual experts, in-house staff, funding for recruiting experts).	Local authority wishing to establish an RTO (possibly with the support of a development partner)			░					
Started: Expertise is mobilised in-house or externally following a competitive process (ToRs prepared, consultancy posted, recruitment complete). Advanced: A financial analysis framework and methodology are designed in line with good practices and in consultation with stakeholders. **Completed:** The exercise is carried out, report is produced and endorsed by the local authority.	**Risk:** Financial resources and/or technical expertise to conduct the financial analysis may lack at the level of the local authority. **Mitigation:** Development partners, municipal employees, or RTO members from other regions may provide expertise or financial support to conduct the financial analysis (individual experts, in-house staff, funding for recruiting experts).	Same as previous			░					

					Budget						
	Year 3										
1	2	3	4	Financial Description	Unit Cost (US$)	# of units	Sub-total	Unit Cost 2 (US$)	# of units 2	Sub-total	Total (US$)
				Logistics (catering/refreshments, presentation equipment, venue). 3 events suggested.	150	3	450			-	450
				Logistics (refreshments, presentation equipment). 5 meetings (indicative).	30	5	150			-	150
				Expertise (up to 10 expert days) and logistics.	500	10	5,000	15	10	150	5,150
				Expertise (up to 5 expert days) and logistics.	500	5	2,500	15	5	75	2,575

Mile-stone No.	"Transition Milestones (milestones are tools used in the transition plan and its review to mark specific points along a project timeline)"	Activity No.	"Rationale: Current status of systems within the organisation and on-going capacity development activities/ focus areas during the transition period; followed by the needs"	"Transition Activities: Activities/outputs required to improve systems and enable transition"	Outcomes of Activity
**EXIT STRATEGY & TRANSITION/HANDOVER FRAMEWORK FOR RTOs**
**Planning Phase**
1		5	The size and composition of the RTOs are often established based on ad hoc resources available to development partners and to the local authority. These are not always readily available in the long-term. Sometimes, the RTO is staffed depending on ongoing projects rather than a long-term vision. Prior to setting up the RTO, it is essential to have an accurate estimate of how many people we need, what their role will be, and what their qualifications should be.	Based on the results of the institutional needs assessment and the financial analysis, identify the expertise needed within the RTO and how many people should the RTO team consist of in the long-term. The activity can be a brainstorming session, a focus group discussion, a workshop etc. with a summary report assessing the expected resources to sustain the RTO.	A concise report is produced, summarising (1) the recommended size of the RTO to be established (how many staff members), (2) what the expertise/role of each staff member should be, (3) what their qualifications should be, and (4) what financial and physical resources will be needed to hire them and retain them over the years.
		6	RTOs are often established as temporary, semi-formal structures that are not part of the official organogram and statutes/bylaws of the local authority. This leads to the fact that, even if they are hosted on the premises of the local authority, RTO staff members are often viewed as "outsiders". The conflict potential with the municipal employees can be high. Informal RTOs are easy to dissolve, which undermines the prospect of sustainability.	Based on the previous outputs, amend the organogram and statutes/ bylaws of the local authority to reflect the additional roles in the RTO, their salary scale, their job description/ToR, reporting lines etc.	Amended organogram and statutes/bylaws are adopted by the local authority and endorsed by the oversight authorities (MoIM/DGLAC, Civil Service Board, Council of State).
		7	RTOs are often established in virtue of an Agreement of Cooperation (AoC) with a development partner but are not enough back up by internal consensus among elected municipal officials. The creation of an RTO should be an official act that is endorsed by the local authority council.	A formal letter of commitment officialising the ownership of the process is adopted by the local authority council.	A local authority council decision is taken, detailing the commitment of the local authority to each step of the process of creating and sustaining an RTO from end-to-end.

"Measurement: Tools to measure the progress/ achievement of the activities -- (1) started (2) advanced (3) completed"	Risks & Risk Mitigation	Responsible Party	Year 1				Year 2			
			1	2	3	4	1	2	3	4
Started: Expertise is mobilised in-house or externally following a competitive process (ToRs prepared, consultancy posted, recruitment complete). **Advanced:** The report methodology is designed in line with good practices and in consultation with stakeholders. **Completed:** The report is produced and endorsed by the local authority.	**Risk:** Financial resources and/or technical expertise to facilitate the brainstormig exercise and elaborate the qualifications of each RTO staff member may lack at the level of the local authority. **Mitigation:** Development partners, municipal employees, or RTO members from other regions may provide expertise or financial support in this regard (individual experts, in-house staff, funding for recruiting experts).	Same as previous			▓					
Started: Expertise is mobilised in-house or externally following a competitive process (ToRs prepared, consultancy posted, recruitment complete). **Advanced:** The organogram and bylaws are amended in line with good practices and in consultation with stakeholders. **Completed:** The organogram and bylaws are adopted by the local authority and endorsed by the oversight bodies after regular follow-up.	**Risk:** Financial resources and/or technical/legal expertise to amend the documents may lack at the level of the local authority. **Mitigation:** Development partners or RTO members from other regions may provide expertise or financial support to do so (legal experts, in-house staff, funding for recruiting experts). **Risk:** Oversight authorities (MoIM/ DGLAC, Civil Service Board, Council of State) may take long to complete the legal review (up to 18 months, if not longer) because of bureaucratic bottlenecks, understaffing, and inefficiencies in the public sector. **Mitigation:** Active follow-up should be deployed to speed up the validation process.	Local authority wishing to establish an RTO and oversight authorities (dependencies)			▓	▓	▓	▓	▓	▓
Started: A detailed template is prepared, elaborating each step of the process of setting up an RTO, along with the responsibility and commitment of the local authority. **Advanced:** The letter of commitment is discussed with the local authority council and staff. **Completed:** The letter of commitment is adopted by the local authority council.	**Risk:** The local authority council and staff members report concerns about the sustainability of the RTOs and their ability to fund them without external assistance. **Mitigation:** The mayor/head presents the efforts made to produce the SOM, CD Strategy, and the Exit Strategy, and showcase how RTOs can be institutionalise and attract additional funds to the local authority, hence contributing to their sustainbility.	Local authority wishing to establish an RTO			▓					

Budget											
Year 3											
1	2	3	4	Financial Description	Unit Cost (US$)	# of units	Sub-total	Unit Cost 2 (US$)	# of units 2	Sub-total	Total (US$)
				Expertise (up to 5 expert days) and logistics.	500	5	2,500	15	5	75	2,575
				Expertise (in-house or external). Up to 5 expert days if external.	500	5	2,500	15	5	75	2,575
				No financial resources needed.	-		-			-	-

	EXIT STRATEGY & TRANSITION/HANDOVER FRAMEWORK FOR RTOs				
Mile-stone No.	"Transition Milestones (milestones are tools used in the transition plan and its review to mark specific points along a project timeline)"	Activity No.	"Rationale: Current status of systems within the organisation and on-going capacity development activities/ focus areas during the transition period; followed by the needs"	"Transition Activities: Activities/outputs required to improve systems and enable transition"	Outcomes of Activity
Inception and Induction/Onboarding Phase					
2	The RTO is created and its staff members are successfully recruited and onboarded. RTOs and municipal officials are aligned on the role and contribution of each.	8	The local authority sometimes lacks an adequate work space for its employees and for the RTO. Amenities, equipment, supplies, and stationery are often missing or are damaged. It is essential to secure these to ensure the productivity of the municipal staff.	Prepare and procure a list of needed amenities, equipment, and supplies as per the recommendations of Output 5. This activity should be implemented in parallel with Activity/ Output 8.	The needed amenities, equipment, and supplies are procured following a competitive, fair, and transparent process.
		9	RTO staff are recruited following an announcement/job posting circulated by the local authority and a development partner. The latter often takes the lead in the shortlisting, interviewing, selection, and recruitment process, after receiving the green light/validation of the mayor/ union president. There has to be an appropriate balance between a locally owned recruitment process and an objective quality assurance by external/third parties. These could be RTO members from other regions and/or representatives of development partners.	Local authority and partners to publish and disseminate job postings about the RTO roles, detailing qualifications, JD/ToR, etc. A mixed evaluation committee is formed, comprising qualified representatives of the local authority and experienced third parties from other local authorities and/or other RTOs and/or development partners.	Job announcements are advertised and RTO members are hired following a competitive, fair, and transparent process.
		10	RTO staff are either not properly onboarded, or attend ad hoc induction sessions. If delivered, the induction is not standardised, leading to loss of institutional memory and lack of role understanding. It is essential to have a unified and standardised onboarding process using the Standard Operating Manual (SOM), the Capacity Development (CD) Strategy, and the Exit Strategy intended for RTOs. These provide the RTO staff with an understanding of the mission and requirements of the role. They constitute a foundational onboarding material that ensures that all RTO staff use similar work tools and follow similar procedures.	Develop and deliver induction sessions for incumbent and newly hired RTO staff members. Municipal employees and elected officials may attend part of the induction to be aware of the process. See CD Activities 1.1 and 1.2 of the CD Matrix.	Induction sessions are delivered and all intended target groups have a sound understanding of the induction materials.

"Measurement: Tools to measure the progress/ achievement of the activities -- (1) started (2) advanced (3) completed"	Risks & Risk Mitigation	Responsible Party	Year 1				Year 2			
			1	2	3	4	1	2	3	4
Started: A list is prepared based on the recommendations of Output 5. The co-funding arrangement is laid out as per the recommendations of Output 4. **Advanced:** A competitive, fair, and transparent procurement process is launched. An agreement with co-funding partners is reached based on the Planning Phase. **Completed:** All necessary material/ physical resources are in place as per due process.	No substantial risks if Outputs 4-5 of the Planning Phase are duly implemented. Otherwise a shortage of physical resources may occur (risk). This can be mitigated by co-funding from development partners.	Local authority (possibly with the support of a development partner)			▓					
Started: Vacancy notices are drafted and published. **Advanced:** Vacancy notices are disseminated and applications are received. Applicants are shortlisted and interviewed by a qualified and diverse committee (ensure at least 30% women in the committee). **Completed:** Applicants are successfully interviewed and top candidates are hired to be part of the RTO team.	**Risk:** Not many candidates apply. Mitigation: Deploy additional efforts to share and disseminate the job announcements on as many outlets and platforms as possible. **Risk:** Few female candidates apply. Mitigation: Use gender-sensitive language and highlight that women are encouraged to apply, showcasing flexible working hours and gender-specific benefits. **Risk:** The evaluation committee is not qualified or not diverse. Mitigation: Partners and observers should ensure that the committee members have a varied and complementary skill-mix, and that women (and possibly other minority groups) are represented (30-50%).	Local authority wishing to establish an RTO (possibly with the support of said partners				▓				
Started: Induction sessions are scheduled and delivered. **Advanced:** All intended target groups attend the sessions and report an understanding of the induction materials. **Completed:** A post-session evaluation test confirms the understanding of the induction materials.	No substantial risks.	Local authority (possibly with the support of a development partner)				▓	▓			

					Budget						
	Year 3										
1	**2**	**3**	**4**	**Financial Description**	**Unit Cost (US$)**	**# of units**	**Sub-total**	**Unit Cost 2 (US$)**	**# of units 2**	**Sub-total**	**Total (US$)**
				Salaries, amenities, equipment, and supplies (work stations with desks and chairs, desktops/laptops, printer, toner, scanner, phone, etc.). See SOM. Indicative lump sum provided based on previous RTO budgets: - A complete workspace rehabilitation for the RTO could cost up to USD 45,000 - One-time furniture and equipment costs vary between USD 2,000-4,000 - Office supplies per month cost between USD 250-350 Salaries for staff depend on the number and positions (we considered 3 positions at USD 1,200 per month). Actual expenses will vary depending on needs and resource availability. We considered a low estimate of USD 25,000 here.	25,000	1	25,000	1,200	3	3,600	28,600
				No financial resources needed.	-		-			-	-
				Expertise and logistics (catering, presentation equipment, venue). Expertise may be delivered in-house (development partner) or external (up to 2 expert days per RTO).	500	2	1,000	50	2	100	1,100

EXIT STRATEGY & TRANSITION/HANDOVER FRAMEWORK FOR RTOs					
Mile-stone No.	"Transition Milestones (milestones are tools used in the transition plan and its review to mark specific points along a project timeline)"	Activity No.	"Rationale: Current status of systems within the organisation and on-going capacity development activities/ focus areas during the transition period; followed by the needs"	"Transition Activities: Activities/outputs required to improve systems and enable transition"	Outcomes of Activity
Inception and Induction/Onboarding Phase					
2		11	RTO staff often receive training on an ad hoc basis, depending on the agenda of the development partners and specific project needs. These do not always address long-term competency gaps that are needed to sustain the RTO. It is essential to dedicate an internal session to assess competency gaps and discuss a comprehensive and tailored CD Plan in the long-term.	Conduct a capacity assessment of RTO staff (and possibly of other municipal staff, where relevant) and hold an internal session to discuss the results and decide the CD Plan contents in the long-term.	The assessment and resulting session determine what CD activities are needed in the long-term.
		12	RTO staff are not always consulted and informed about how they can contribute to the empowerment and resilience of local authorities. As such, they sometimes do not know what steps/activities are planned next, what is expected of them, and what their contribution could be. Beyond the professional duties outlined in the job ToRs, it is essential to fill them in about their contribution to awareness-raising, fundraising, and networking (as explained further in this document below).	Organise an information session with the RTO, municipal staff, and other municipal officials to discuss the contribution of the RTO in the mentioned fields, and what is expected of them in this regard.	The information session loops in the mentioned target groups and puts everybody on the same page regarding the contribution of the RTO to awareness-raising, fundraising, and networking.
Capacity Development Plan (Short-to-Medium Term)					
3	Based on the CD Strategy and Matrix, the CD Plan contributes to strengthening and institutionalising the RTO, filling competency gaps, and making the local authority more sustainable. The CD Plan prioritises (1) municipal laws and regulations, (2) proposal development and proposal writing, (3) evidence-based strategic planning, (4) revenue optimisation, and (5) transparency and inclusion. An additional fundamental competency is to manage one's performance and that of fellow RTO members as part of a learning environment.	13	Many RTO staff are not familiar with the legal and regulatory framework for municipal governance and the wider governance environment in which the RTOs operate. They should have a solid knowledge and understanding of the governance environment they operate in.	Carry out CD Activities 1.3 and 2.1 of the CD Matrix.	RTO staff have a solid understanding of municipal laws and regulations.
		14	The RTO staff should become drivers of the financial sustainability of local authorities through securing grants, service contracts, and optimising municipal/UoM revenues. If RTOs are expected to contribute to the sustainability of local authorities and to raise funds with the support of development partners, Project Proposal Development is a core skill-set to master, including concept design, proposal writing, reporting, risk management, budgeting, MEL, and Gender & Diversity Mainstreaming.	Carry out CD Activities 14.7 and 16.1-16.7 of the CD Matrix.	Relevant RTO staff design and manage projects autonomously and effectively.

"Measurement: Tools to measure the progress/ achievement of the activities -- (1) started (2) advanced (3) completed"	Risks & Risk Mitigation	Responsible Party	Year 1				Year 2			
			1	2	3	4	1	2	3	4
"**Started**: Expertise is secured to design the capacity assessment and facilitate the discussion. **Advanced**: A long-term CD Plan is produced and discussed. **Completed:** Long-term CD Plan is endorsed and is ready for implementation."	"Risk: Financial resources and/or technical expertise to conduct the capacity assessment and facilitate the discussion exercise may lack at the level of the local authority. Mitigation: Development partners, municipal employees, or RTO members from other regions may provide expertise or financial support in this regard (individual experts, in-house staff, funding for recruiting experts)."	Local authority (possibly with the support of partners)					▓			
"**Started:** Session is scheduled and delivered to target groups. **Advanced:** All attend the session and report an understanding of the RTO's contribution. **Completed:** A post-session evaluation test confirms the intended outcomes."	No substantial risks.	Local authority					▓			
"**Started:** Expertise is mobilised, activity is scheduled and delivered to target groups. **Advanced:** All attend the activity and report an understanding of the municipal governance framework. **Completed:** A post-activity evaluation test confirms the intended outcomes."	"**Risk:** Financial resources and/or technical expertise to deliver the activity may lack at the level of the local authority. **Mitigation:** Development partners, municipal employees (possibly also from other regions), MoIM/DGLAC, and/or central government experts (judges etc.) may provide available expertise or financial support in this regard (individual experts, in-house staff, funding for recruiting experts)."	Local authority (possibly with the support of partners)						▓		
"**Started:** Expertise is mobilised, activity is scheduled and delivered to target groups. **Advanced:** All attend the activity and report a solid understanding of the municipal governance framework. **Completed:** A post-activity evaluation test confirms the intended outcomes."	Same as above.	Same as above.						▓		

Budget											
Year 3											
1	2	3	4	Financial Description	Unit Cost (US$)	# of units	Sub-total	Unit Cost 2 (US$)	# of units 2	Sub-total	Total (US$)
				Expertise (up to 3 expert days) and logistics.	500	3	1,500	15	3	45	1,545
				No financial resources needed.			-			-	-
				"Expertise and logistics, considering the highest cost as per the CD Matrix. Cost unit 1 is training hours and Cost Unit 2 is logistics per day."	65	24	1,560	250	2	500	2,060
				"Expertise and logistics, considering the highest cost as per the CD Matrix. Cost unit 1 is training hours and Cost Unit 2 is logistics per day."	65	36	2,340	250	2	500	2,840

EXIT STRATEGY & TRANSITION/HANDOVER FRAMEWORK FOR RTOs					
Mile-stone No.	"Transition Milestones (milestones are tools used in the transition plan and its review to mark specific points along a project timeline)"	Activity No.	"Rationale: Current status of systems within the organisation and on-going capacity development activities/ focus areas during the transition period; followed by the needs"	"Transition Activities: Activities/outputs required to improve systems and enable transition"	Outcomes of Activity
Inception and Induction/Onboarding Phase					
3		15	Same as above. RTO staff working in financial management should contribute to the financial sustainability and revenue optimisation of local authorities.	Carry out CD Activities 3.1-3.5 of the CD Matrix.	Relevant RTO staff become drivers of the financial sustainability of the local authority.
		16	Very few local authorities are implementing the Access to Information (ATI) Law. This is a missed opportunity, considering that RTO staff can become agents of public integrity, accountability, and inclusion. The ATI Law should be oprationalised by appointing RTO members as Information Officers, as per the law. RTO members can also promote the activation of participatory mechanisms stipulated in the Municipal Law.	Carry out CD Activities 2.3 and 2.5 of the CD Matrix.	Relevant RTO staff become agents of accountability and promote the introduction of participatory mechanism at the local level.
		17	There are no performance management requirements in the Lebanese public sector. This negatively impacts staff productivity, motivation, and sense of purpose. RTO staff and their supervisors should familiarise themselves with the different performance management systems, tools, and methods outlined in the SOM (on-the-spot feedback, monthly/quarterly HR check-ins, IDPs, Individual objectives, OKRs, annual performance reviews, feedforward role plays). They should learn how to give and receive feedback, and shape an environment that emphasises self-improvement and collaboration.	Carry out CD Activity 14.2 of the CD Matrix.	RTO staff and their supervisors start implementing the various performance management tools and methods presented in the SOM.
		18	Evidence-based strategic planning is largely absent from the work of local authorities and is often conducted by external consultants and development partners. RTO staff should, at the very least, be able to (1) draft and/or review a development strategy at the local/municipal or regional/UoM level, and (2) lead a participatory needs assessment at the local community level to capture the needs of local and marginaliseed groups.	Carry out CD Activities 6.2-6.3 of the CD Matrix. Activities 6.1 and 6.4-6.5 are optional.	Relevant RTO staff become leading agents of evidence-based strategic planning.

"Measurement: Tools to measure the progress/ achievement of the activities -- (1) started (2) advanced (3) completed"	Risks & Risk Mitigation	Responsible Party	Year 1				Year 2			
			1	2	3	4	1	2	3	4
"**Started:** Expertise is mobilised, activity is scheduled and delivered to target groups. **Advanced:** All attend the activity and report increased knowledge of the ways to optimise municipal revenues. Completed: A post-activity evaluation test confirms the intended outcomes. Medium-to-long term: RTOs devise tools and methods to optimise municipal revenues within the existing municipal framework."	Same as above.	Same as above.								
"**Started:** Expertise is mobilised, activity is scheduled and delivered to target groups. **Advanced:** All attend the activity and report a solid understanding of the tools, methods, and mechanisms to activate accountability and inclusion in the local authority. **Completed:** A post-activity evaluation test confirms the intended outcomes. Medium-to-long term: Information Officers are appointed to implement the ATI Law. RTOs help introduce participatory, tools, methods, and mechanisms within the existing municipal framework."	Same as above.	Same as above.								
"**Started:** Expertise is mobilised, activity is scheduled and delivered to target groups. **Advanced:** All attend the activity and report a solid understanding of the various performance management tools and methods presented in the SOM. **Completed:** A post-activity evaluation test confirms the intended outcomes. Medium-to-long term: A performance management system is in place."	Same as above.	Same as above.								
"**Started:** Expertise is mobilised, activity is scheduled and delivered to target groups. **Advanced:** All attend the activity and report increased skills in evidence-based strategic planning. **Completed:** A post-activity evaluation test confirms the intended outcomes. Medium-to-long term: RTO staff start using the acquired knowledge and carry out planning duties that support (1) municipal decision-making, (2) project proposal development, and (3) fundraising efforts."	Same as above.	Same as above.								

Budget											
Year 3											
1	2	3	4	Financial Description	Unit Cost (US$)	# of units	Sub-total	Unit Cost 2 (US$)	# of units 2	Sub-total	Total (US$)
				"Expertise and logistics, considering the highest cost as per the CD Matrix. Cost unit 1 is training hours and Cost Unit 2 is logistics per day."	65	92	5,980	250	10	2,500	8,480
				"Expertise and logistics, considering the highest cost as per the CD Matrix. Cost unit 1 is training hours and Cost Unit 2 is logistics per day."	65	32	2,080	250	2	500	2,580
				"Expertise and logistics, considering the highest cost as per the CD Matrix. Cost unit 1 is training hours and Cost Unit 2 is logistics per day."	75	16	1,200	250	2	500	1,700
				"Expertise and logistics, considering the highest cost as per the CD Matrix. Cost unit 1 is training hours and Cost Unit 2 is logistics per day. Add 3,990 USD for the optional courses (3,640 USD for expertise and 350 USD for logistics)."	65	40	2,600	250	5	1,250	3,850

Mile-stone No.	"Transition Milestones (milestones are tools used in the transition plan and its review to mark specific points along a project timeline)"	Activity No.	"Rationale: Current status of systems within the organisation and on-going capacity development activities/ focus areas during the transition period; followed by the needs"	"Transition Activities: Activities/outputs required to improve systems and enable transition"	Outcomes of Activity
EXIT STRATEGY & TRANSITION/HANDOVER FRAMEWORK FOR RTOs					
Visibility & Awareness-Raising Campaign About the Added Value of RTOs					
4	An awareness campaign about the added value of RTOs further promotes this model among national and local actors as well as development partners. This contributes to the replicability of the model and also its sustainability, because the campaign results in more support and ownership of the RTO model.	19	Not many elected municipal officials, development partners, civil society organisations, and citizens are aware of the RTO model and the added value it brings to them. A campaign should promote the role and functions of the RTO and show how it benefits both local authorities and their communities. In addition to the abovementioned target groups, MoIM/DGLAC should play a major role in the campaign - as campaign catalyst and convener.	Local authorities hosting an RTO, MoIM/DGLAC, and development partners to promote the RTO model through an awareness campaign (media and social media campaign, in-person awareness events, dissemination of brochures, leaflets, and success stories).	More stakeholders are aware of the RTO model and more municipal officials express interest and willingness to establish an RTO.
		20	Same rationale as above. Increased awareness and visibility is not only external to RTOs but should be also driven by RTOs. It is therefore essential to boost social media outreach and engagement of the local authority, attract the attention of citizens, CSOs, and development partners about the RTO. Equipping relevant RTO members with social media management skills will make a difference in terms of shedding light on the RTO's achievements, and attracting donor funding.	Appoint a social media focal point (FP) in the RTO and carry out CD Activity 13.1 of the CD Matrix.	RTO Social Media FPs trained and start actively promoting RTO projects, leading to greater visibility.
Networking & Fundraising					
5	RTO staff are networking actively with their peers from other regions and become go-to persons for fundraising/donor and community relations.	21	RTOs have so far worked in silos, with occasional get-togethers facilitated by development partners. RTOs and local authorities have rarely taken the initiative to reach out to each other to form a Community of Practice (CoP) and to discuss common challenges and untapped opportunities (concerning donors, local communities, civil society organisations, and municipal officials). A network/CoP for RTOs will maximise collaboration between them, as well as exchange of expertise and experience, particularly in fundraising and proposal development.	Organise regular networking meetings and events on a regular basis (pref. quarterly or bi-annual) to connect RTOs and municipal officials from different regions. The events could have a general agenda (promoting new connections) or could be sectoral COP meetings addressing specific thematic areas, as per the CD Strategy.	RTOs start collaborating. They share expertise and experiences pertaining to their work. CoP Working Groups discussing specific sectors meet regularly.
		22	RTOs have rarely developed direct relations with donors as fundraising agents. So far, their role mostly consisted in project implementation and coordination with development partners. RTOs should be increasingly acknowledged by donors and municipal officials as fundraising agents who support the mayor in this task.	Organise "Donor Conferences/Meetings" on a regular basis (pref. quarterly or bi-annual), introducing the existing RTOs and the RTO model to development partners, civil society organisations, and donor organisations.	CSOs, development partners, and donor organisations acknowledge RTOs as fundraising agents and increasingly turn to them to discuss project ideas and funding opportunities.

"Measurement: Tools to measure the progress/ achievement of the activities -- (1) started (2) advanced (3) completed"	Risks & Risk Mitigation	Responsible Party	Year 1				Year 2			
			1	2	3	4	1	2	3	4
"**Started:** Campaign designed and rolled out. **Advanced:** Online and offline activities are organised, materials are distributed. **Completed:** More stakeholders are aware of the RTO model; more municipal officials express interest and willingness to establish an RTO."	Same as above.	Same as above.						X	X	X
"**Started:** SM FPs appointed and CD delivered. **Advanced:** SM FPs acquire practical knowledge and skills in SMM. **Completed:** SM FPs use SM to promote RTO projects and boost their visibility."	Same as above.	Same as above.						X	X	X
"**Started:** A list is prepared, comprising the local authorities hosting an RTO, the RTO members, their capacity, contact details etc. The meeting calendar and agenda are defined. **Advanced:** Regular networking meetings take place. **Completed:** Documented exchanges show that RTOs share expertise and experiences pertaining to their work. CoP Working Groups about specific sectors meet regularly."	"**Risk:** Local authorities and RTOs do not document or follow-up on the meetings, letting the process fizzle out. The participants are unable to facilitate the meetings, citing the need for an impartial third party. **Mitigation:** RTO partners may follow-up on the process and contribute to organising and/or facilitating the meetings."	Same as above.			X			X		
"Started: A list is prepared, comprising the main donors and development partners, the local authorities hosting RTO, the RTO members, their capacity, contact details etc. The meeting calendar and agenda are defined. Advanced: Regular donor meetings take place. Completed: Documented exchanges show that the mentioned stakeholders are communicating between/outside of these meetings and discussing entry points for assistance and support."	Same as above.	Same as above.		X				X		

				Budget							
	Year 3										
1	2	3	4	Financial Description	Unit Cost (US$)	# of units	Sub-total	Unit Cost 2 (US$)	# of units 2	Sub-total	Total (US$)
				Resources needed may vary. Based on the Campaign Strategy devised by MERP, 30,000 USD is the maximum amount to be allocated.	30,000	1	30,000			-	30,000
				"Expertise and logistics, considering the highest cost as per the CD Matrix. Cost unit 1 is training hours and Cost Unit 2 is logistics per day."	15	36	540	250	4	1,000	1,540
				Logistics (catering/refreshments, presentation equipment, venue). Indicative cost for 4 events and external facilitation.	500	4	2,000	350	4	1,400	3,400
				Logistics (catering/refreshments, presentation equipment, venue). Indicative cost for 4 events and external facilitation.	1,000	4	4,000	500	4	2,000	6,000

EXIT STRATEGY & TRANSITION/HANDOVER FRAMEWORK FOR RTOs				
Mile-stone No.	"Transition Milestones (milestones are tools used in the transition plan and its review to mark specific points along a project timeline)"	Activity No.	"Rationale: Current status of systems within the organisation and on-going capacity development activities/ focus areas during the transition period; followed by the needs"	"Transition Activities: Activities/outputs required to improve systems and enable transition"	Outcomes of Activity
		23	Same rationale as Outputs 21 and 22. RTO should establish and nurture sound relationships with the local community, engage beneficiaries in their work/activities, and develop solid relations with stakeholders. For this a CD on Community Engagement and Stakeholder Management is a must.	Carry out CD Activity 14.6 of the CD Matrix.	RTOSs are able to engage with the local community and manage the diverse stakeholders that they interact with effectively.
Specialised Technical Skills (Continuous)					
6	RTOs are continuously learning advanced technical skills that are tailored to their strengths and that correspond to the needs of the local authority and the community.	24	Many specialised technical skills are lacking in the RTO and the local authority. Building on the recommendations of Output 11, the competency gaps should be filled by gradually implementing the CD Strategy, depending on time and resource availability.	Carry out the needed CD Activities listed in the CD Matrix depending on established competency gaps and technical needs.	RTO staff master the needed skills that enable the RTO to fulfil its mandate and perform its best.
Handover & Exit Phase					
7	RRTOs are handed over to, or fully integrated into, the local authority hosting them.	25	The handover/exit is currently organised in an ad hoc manner in coordination with the local authority. No standardised handover protocol is followed.	Hold a series of meetings between the development partner representatives on the one hand and the local authority officials and staff members (incl. the RTO) on the other to discuss the handover calendar and the details of each activity in the lead-up to the exit.	Both parties are fully informed of the definitive handover date and the gradual steps that will be implemented by each party until the end of the process.
		26	RTO staff members are tempted to look for better work opportunities outside of the local authority, sometimes to join civil society organisations or development agencies. Neither the local authority or the development partner have a staff retention strategy.	Implement the measures proposed in the Transition Framework narrative to retain RTO and municipal staff.	Increased likelihood of retaining the RTO staff.

"Measurement: Tools to measure the progress/ achievement of the activities -- (1) started (2) advanced (3) completed"	Risks & Risk Mitigation	Responsible Party	Year 1				Year 2			
			1	2	3	4	1	2	3	4
"**Started:** Expertise is mobilised, activity is scheduled and delivered to target groups. **Advanced:** All attend the activity and report increased community engagement and stakeholder management skills. **Completed:** A post-activity evaluation test confirms the intended outcomes. Medium-to-long term: RTOs are acknowledged as focal point for their communities and the diverse stakeholders they interact with."	Same as above.	Same as above.		X		X		X		X
"**Started:** Expertise is mobilised, activity is scheduled and delivered to target groups. **Advanced:** All attend the activity and report increased knowledge and skills in the concerned area. **Completed:** A post-activity evaluation test confirms the intended outcomes. Medium-to-long term: RTOs fulfil their mandate most effectively in the concerned area."	Same as above.	Same as above.					X	X	X	
"**Started:** A draft calendar is prepared by the development partner and shared with the local authority for review. **Advanced:** A series of meetings discusses the particulars of each step/ activity in the calendar. **Completed:** Both parties agree on who does what, and by when."	"**Risk:** Both parties may disagree on the handover calendar - the local authority might seek to delay the exit while the development partner might be tied to an implementation calendar. **Mitigation:** Both parties should share their concerns and discuss their capabilities openly. The prospects of continued cooperation through other means should be included in the agenda of the discussions. Also, the development partner should actively (continue to) support the local authority in their quest to develop new partnerships."	Local authority and development partner								
"**Started:** Actionable retention measures are discussed by the local authority and the development partner. **Advanced:** A series of meetings discusses resourceful ways to implement the staff retention measures. **Completed:** Staff retention measures are introduced and gradually implemented. Medium-to-long term: RTO and municipal staff are still working for the local authority."	"**Risk:** Local authority officials may be cynical or sceptical toward the applicability and effectiveness of staff retention measures. **Mitigation:** Encourage an honest and open conversation about the concerns expressed and agree on realistic implementation steps, such as tailored interventions or gradual fulfilment (""baby steps"" approach)."	Same as above.								

Year 3											
1	2	3	4	Financial Description	Unit Cost (US$)	# of units	Sub-total	Unit Cost 2 (US$)	# of units 2	Sub-total	Total (US$)
				Logistics (catering/refreshments, presentation equipment, venue). 3 events suggested.	65	16	1,040	250	2	500	1,540
				Variable cost depending on needs and context. Recommended range is 5,000 - 10,000 USD per RTO over 2 years.	5,000	2	10,000			-	10,000
				Logistics (refreshments, presentation equipment). 3 meetings (indicative).	33	3	100			-	100
				Expertise and logistics. Expertise in Human Resources and Change Management to review and co-create, with the local authority leadership, staff retention measures for RTO and municipal staff.	500	4	2,000	50	8	400	2,400

Mile-stone No.	"Transition Milestones (milestones are tools used in the transition plan and its review to mark specific points along a project timeline)"	Activity No.	"Rationale: Current status of systems within the organisation and on-going capacity development activities/ focus areas during the transition period; followed by the needs"	"Transition Activities: Activities/outputs required to improve systems and enable transition"	Outcomes of Activity
		27	Handover ceremonies are sometime - but not always - organised. When they do take place, they are not part of a comprehensive handover framework. Nor do all the concerned stakeholders participate. Post-handover prospects and opportunities are rarely discussed.	Organise a handover ceremony that convenes all stakeholders to reflect on the highlights of the RTO and the partnership. Ensure that the ceremony is inclusive and gives equal voice to the main actors. Discuss post-handover prospects and partnerships.	An inclusive handover ceremony is organised with the main stakeholders on stage. The issue of sustainability is discussed as well as the prospects for continued partnerships.
TOTAL BUDGET					

EXIT STRATEGY & TRANSITION/HANDOVER FRAMEWORK FOR RTOs

"Measurement: Tools to measure the progress/ achievement of the activities -- (1) started (2) advanced (3) completed"	Risks & Risk Mitigation	Responsible Party	Year 1				Year 2			
			1	2	3	4	1	2	3	4
"**Started:** An activity concept is drafted, identifying the objectives, agenda, and guest speakers - logistics are planned. **Advanced:** The handover ceremony is confirmed with all parties. Logistics are implemented. **Completed:** Handover ceremony organised."	No substantial risks.	Same as above.								
TOTAL BUDGET										

Budget											
Year 3											
1	2	3	4	Financial Description	Unit Cost (US$)	# of units	Sub-total	Unit Cost 2 (US$)	# of units 2	Sub-total	Total (US$)
				Expertise (moderation/facilitation) and logistics (catering, presentation equipment, venue). Expertise may be delivered in-house (by the development partner and/or the local authority) or externally (professional facilitators).	15	45	675	300	5	1,500	2,175
											78,665