East Timor Justice Sector Support Facility

Monitoring and Evaluation Framework

September 2008

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Acronyms

AATL	Associacao dos Avogados do Timor Lests (Lawyer Professional Association)
AusAID	Australian Agency for International Development
CJI	Core Justice Institution
CSO	Civil Society Organisation
ETJSSF	East Timor Justice Sector Support Facility
FMG	Facility Management Group
FOM	Facility Operations Manual
GoTL	Government of Timor Leste
M&E	Monitoring and Evaluation
MEF	Monitoring Evaluation Framework
MIS	Management Information System
MoF	Ministry of Finance
MoJ	Ministry of Justice
MQ	Monitoring Questions
NGO	Non-governmental Organisation
OPG	Office of the Prosecutor General
PMS	Performance Management System
SoS	Scope of Services

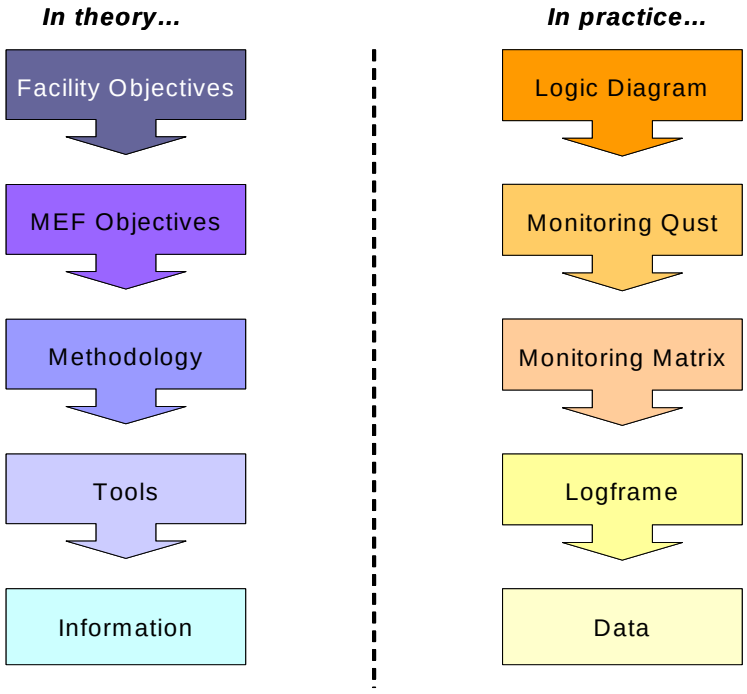
1. INTRODUCTION

This document sets out the the Monitoring and Evaluation Framework (MEF) for the AusAID-funded East Timor Justice Sector Support Facility (ETJSSF) in Timor Leste.

The MEF establishment process has been conducted by Laurent de Schoutheete and Ron Staples from the Effective Development Group, in collaboration with the ETJSSF Facility Manager (Craig Ewers) and in consultation with the Senior Justice Adviser (Gerald Gahima) and other Facility advisers mobilised to Dili. The Monitoring and Evaluation (M&E) team has developed the necessary understanding of ETJSSF thanks to two visits in East-Timor, respectively between 25 June and 03 July 2008 and between 25 August and 03 September 2008.

The MEF, covering the period 25 February 2008- 24 February 2013, describes the system the JSSF Facility team will put into place in the coming months to demonstrate Facility contribution to the overall goal and purpose as described in the Scope of Services of GRM's Head Contract with AusAID.

The M&E approach follows the sequential steps represented in the figure below:



The MEF provides the Results Framework, linking anticipated JSSF outcomes to the overall goal and objectives. Once a common understanding of the Facility is developed (step 1), the MEF objectives are clarified and formulated around monitoring questions (step 2). A methodology is then developed (Step 3), together with specific tools for data collection and analysis (Steps 4&5). The information collected (step 6) is finally structured in a standardised fashion to establish consistency in reporting on results to i) provide accountability on the implementation of outputs, ii) learn lessons regarding the achievement of outcomes and iii) improve the Facility management structure and process.

The ETJSSF is a complex intervention which consists of a series of concomitant activities, some of which are inter-related, others can be considered separately. The MEF faces the challenges of producing simple yet not simplistic messages. To this end, two steps can be distinguished: i) defining and analysing outcomes for each different activity and ii) considering commonalities

between lessons learned from these activities and 'lifting up' the messages to an integrated Facility level.

Based on these considerations, this report is structured as follow:

- Section 2 analyses the intervention **logic of the Facility** and presents a common understanding of its objectives;
- Section 3 describes the **activity outcome** monitoring process;
- Section 4 presents a methodology to monitor **Facility outcomes**; and
- Section 5 delineates the **roles and responsibilities** of the Facility team and counterparts to delivering the MEF;
- Section 6 suggests a **reporting** schedule.

A fully-fledged MEF is expected to be elaborated and submitted at the end of October 2008 in accordance with the approved outcomes of the Year One Annual Planning Process. Sufficient flexibility will be retained to ensure that this document reflects the ongoing needs and challenges of the Facility.

2. ANALYSIS OF ETJSSF LOGIC

Proposing an effective Facility MEF that focuses on outcomes (whilst also reporting on the efficiency and effectiveness of outputs) requires as a first step a holistic understanding of the Facility, i.e. the 'full and contextualised picture' of the ETJSSF.

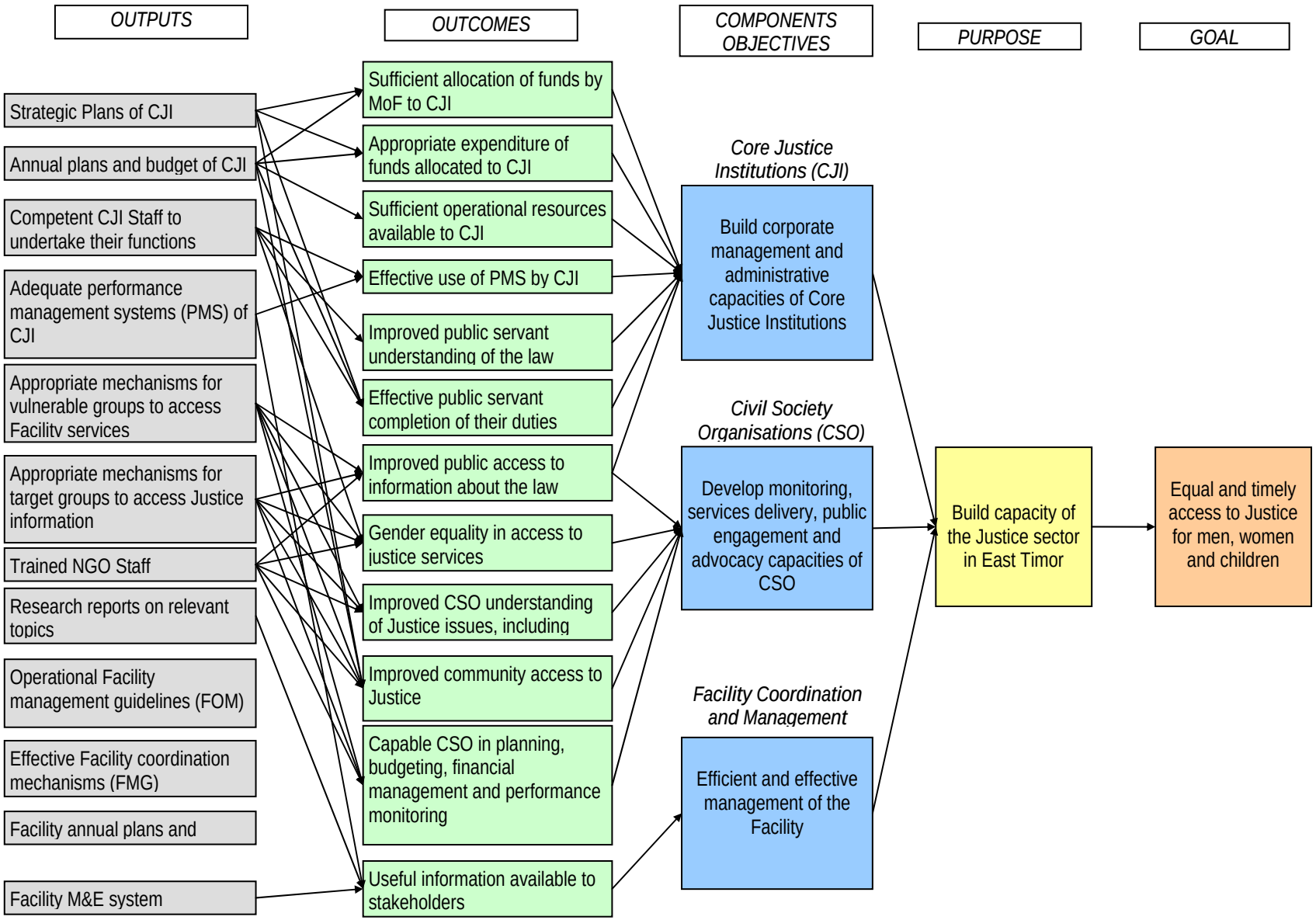
The following diagrams illustrate the links between the different level of ETJSSF objectives and impacts. While the first diagram represents the explicit objectives of the Facility defined during the design phase, the second diagram integrates implicit objectives resulting from six months of implementation and a better understanding of the context and partners' expectations on the ground. These implicit objectives are translated into expected outcomes and planned activities.

2.1 The ETJSSF Scope of Services (SoS) Diagram

The first diagram is a graphic representation of the explicit objectives formulated in the ETJSSF Scope of Services (SoS). It reconstructs the logical links between the five categories of objectives which correspond to the narrative of the SoS:

- The Facility **goal** is to contribute to stability and prosperity in East Timor by helping to provide equal and timely access to justice for all men, women and children.
- The Facility **purpose** is to build the capacity of the justice sector in East Timor.
- The three Facility **component objectives**, the achievement of which should together contribute to the goal and purpose, are:
    1. Build the capacity of core justice institutions to carry out corporate management and administrative responsibilities to serve the needs of East Timor's Justice System (*Corporate Management Support for Core Institutions*);
    2. Develop the capacity of identified civil society organisations to monitor the administration of justice, deliver services and engage with government and the public to advocate for equal access and just outcomes for all (*Civil Society Demand for Justice*);
    3. Manage effectively and efficiently the Facility throughout the duration of the program (*Facility Coordination and Management*).
- The **outcomes** refer to the component activities planned to be implemented under the Facility, which contribute to achieving the component objectives.
- **Outputs** represented are those stipulated in the SoS.

ETJSSF Scope of Services Diagram



2.2 The ETJSSF Logic Diagram

The second diagram presents the different levels of expected results of the Facility and illustrates the logical links between the Facility outcomes and the activities. Three categories of results at facility level are represented: impacts, intermediate outcomes and immediate outcomes. Additional levels of activity outcomes and outputs could have been represented however, for the sake of clarity, focus will be on the Facility level, representing activities by their name. Further descriptions of the activities' outcomes and outputs are presented in Section 3 and Annexes 1 &2.

The logic diagram is an evolving diagram which needs to be reviewed and updated on an annual basis - prior to the annual planning process - to reflect changes of activities and/or objectives, in response to the evolving situation in East Timor and in the Justice Sector.

While it is based on the SoS diagram, the logic diagram interprets some of the explicit objectives and introduces new elements in light of six months of implementation in-country. The different elements of the diagrams are:

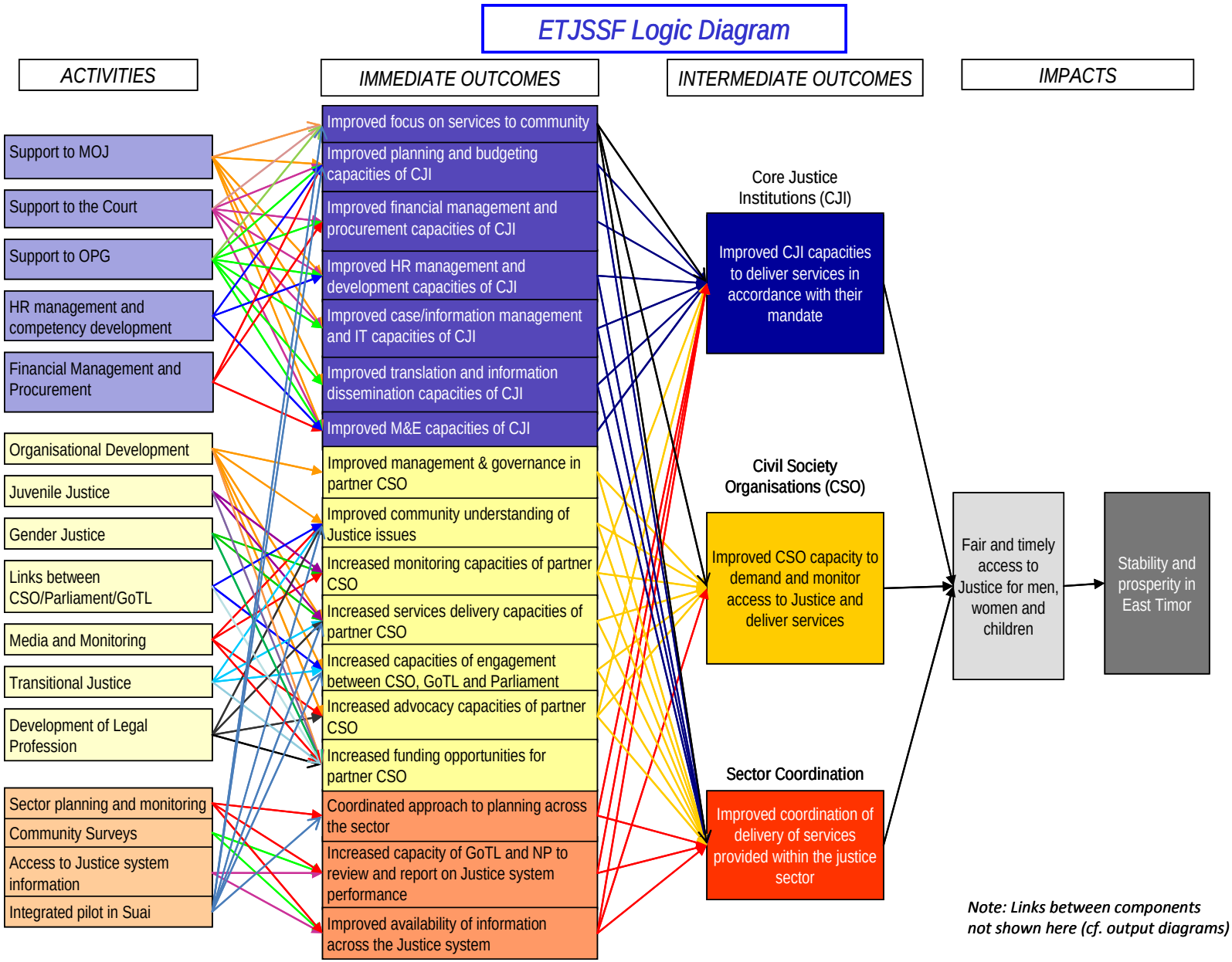
- The Facility **impacts** reflect the goal of the SoS diagram. Only one minor interpretation is introduced: "equal access" is understood in the *equity* sense – as opposed to *equality* - and translated to be "fair access".
- The Facility **intermediate outcomes** correspond to the purpose and component objectives levels of the SoS diagram. They have been reformulated to encompass specific objectives of the targeted counterpart institutions and have been re-phrased as 'Impact Statements'. The third component objective of the SoS Diagram – Facility Coordination Management – has been removed from the logic diagram. The efficient and effective management of the Facility is a criterion needed for successful implementation, but is not an objective of the Facility[1]. A third intermediate outcome has been added and reflects the crucial ETJSSF contribution to sector planning and coordination[2]. The revised Facility components are :
    1. Core Justice Institutions (CJI);
    2. Civil Society Organisations (CSO); and
    3. Sector Coordination.
- The Facility **immediate outcomes** have been defined based on the current understanding of the needs and constraints of partner institutions, after the first six months of implementation. They correspond to the outputs and outcomes of the SoS diagram but also reflect more widely intense and on-going dialogue with key counterpart institutions.

[1] The efficient and effective management of the Facility is nevertheless crucial and should be assessed independently from the on-going monitoring of the ETJSSF. It is therefore suggested to be undertaken by an independent team and understood as the prime focus of any Contractor Performance Assessment that will directly be contracted and supervised by AusAID.

[2] This third component had been proposed by the Facility Management contractor (GRM International) as a modification of the design at the proposal stage.

- **The Activities** represented have been defined in coordination with the Facility Manager and Senior Justice Adviser for the period 2008/09. They result from initial preparatory work to define the Facility areas of priority during the first 5-months of the Facility inception phase. These activities are further described in Section 3.

The resulting picture presents is a complex array of linkages between Facility activities, immediate outcomes and intermediate outcomes. This reflects the complexity of the reality on the ground and of the expected achievements of the ETJSSF. It is the backdrop against which Facility outcomes can be monitored and evaluated.


ETJSSF Logic Diagram
ACTIVITIES
IMMEDIATE OUTCOMES
INTERMEDIATE OUTCOMES
IMPACTS
Support to MOJ
Support to the Court
Support to OPG
HR management and competency development
Financial Management and Procurement
Organisational Development
Juvenile Justice
Gender Justice
Links between CSO/Parliament/GoTL
Media and Monitoring
Transitional Justice
Development of Legal Profession
Sector planning and monitoring
Community Surveys
Access to Justice system information
Integrated pilot in Suai
Improved focus on services to community
Improved planning and budgeting capacities of CJI
Improved financial management and procurement capacities of CJI
Improved HR management and development capacities of CJI
Improved case/information management and IT capacities of CJI
Improved translation and information dissemination capacities of CJI
Improved M&E capacities of CJI
Improved management & governance in partner CSO
Improved community understanding of Justice issues
Increased monitoring capacities of partner CSO
Increased services delivery capacities of partner CSO
Increased capacities of engagement between CSO, GoTL and Parliament
Increased advocacy capacities of partner CSO
Increased funding opportunities for partner CSO
Coordinated approach to planning across the sector
Increased capacity of GoTL and NP to review and report on Justice system performance
Improved availability of information across the Justice system
Core Justice Institutions (CJI)
Improved CJI capacities to deliver services in accordance with their mandate
Civil Society Organisations (CSO)
Improved CSO capacity to demand and monitor access to Justice and deliver services
Sector Coordination
Improved coordination of delivery of services provided within the justice sector
Fair and timely access to Justice for men, women and children
Stability and prosperity in East Timor
Note: Links between components not shown here (cf. output diagrams)

3. MONITORING ACTIVITIES OUTCOMES

Sixteen different ETJSSF activities have been defined for the period 2008 – 09. The following table present the activities per component with their respective advisors. For each activity, one lead adviser - or Activity Manager - has been defined (in bold):

ETJSSF activities in 2008 - 2009		
Component	**Activity**	**Advisors**
1. Core Justice Institutions (CJI)	Ministry of Justice	**Senior Adviser - MoJ**, Assistant to the Senior Adviser - MoJ, Finance and Budget Execution Adviser, Human Resources Management Adviser
	Courts	**Senior Adviser - Courts**, Program Officer, Finance and Budget Execution Adviser, Human Resources Management Adviser
	Office of the Prosecutor General	**Senior Adviser - OPG**, Senior Justice Adviser**,** Finance and Budget Execution Adviser, Human Resources Management Adviser, Program Officer and clerks
	Financial Management and procurement	**Finance and Budget Execution Adviser**, Senior Adviser – MoJ, Senior Adviser – Courts, Senior Adviser - OPG
	HR Management and Development	**Human Resources Management Adviser**, ETDA, Senior Adviser – MoJ, Senior Adviser – Courts, Senior Adviser - OPG
2. Civil Society Organisation (CSO)	Organisational Development	**Organisational Development Adviser - NGOs**
	Juvenile Justice	**Juvenile Justice Adviser**, Assistant to the Senior Adviser - MoJ, Civil Society Strengthening Specialist, Organisational Development Adviser - NGOs
	Gender Justice	**Civil Society Strengthening Specialist**, Organisational Development Adviser - NGOs
	Media & Monitoring	**Civil Society Strengthening Specialist**, Organisational

ETJSSF activities in 2008 - 2009		
Component	**Activity**	**Advisors**
	Development of legal profession	**Senior Adviser - MoJ,** Senior Adviser - OPG, Organisational Development Adviser - NGOs
	Links between GoTL/CSO/ Parliament	**Civil Society Strengthening Specialist**
	Transitional Justice	**Civil Society Strengthening Specialist, Gerald,** Senior Justice Adviser, Transitional Justice
3. Sector Coordination	Integrated District Pilot (Suai)	**Facility Manager**, Senior Justice Adviser, Civil Society Strengthening Specialist
	Community Survey	**Transitional Justice Adviser/Community Baseline Specialist**
	Access to Justice system Information	**Transitional Justice Adviser/Community Baseline Specialist**, Organisational Development Adviser - NGOs, DIHR
	Sector planning & monitoring	**Facility Manager**, Senior Justice Adviser, Civil Society Strengthening Specialist, DIHR

Three sets of documents are defined on an annual basis for each activity:

- An activity **Workplan** is defined by the appropriate advisor(s) with the support of the Facility Manager, the M&E Advisor and Senior Justice Advisor, and in consultation with the respective counterpart institutions. These workplans present for each activity a set of outcomes for which a series of outputs are defined; and for each output, tasks and inputs are suggested. They are to be endorsed by the Facility Management Group and presented in the Annual Plans.

- An activity **Logic Diagram** is drafted on the basis of the workplan. As for the Facility level, these diagrams represent graphically the causal links between the outputs, outcomes and impacts of an activity. The outcomes of an activity correspond to the respective immediate outcomes of the Facility linked by an arrow in the Facility Logic Diagram, while the impact of an activity corresponds to the respective intermediate outcome of the Facility. The activity Logic Diagrams are presented in Annex 1.

- An activity **Logframe** is defined and will serves as a prime tool to monitor activities progress against their planned achievement. It is therefore essential to have an accurate and well-designed logframe for each activity. The design of the logframes is

undertaken by the appropriate advisor(s) with the support of the Facility Manager, the M&E Advisor and Senior Justice Advisor, and - to the extent possible - in consultation with the respective counterpart institutions. The logframe template is attached in Annex 2.

These documents will be reviewed annually. Once the fully-fledged ETJSSF M&E framework is finalised, each adviser will be given a laminated copy of:

1. The ETJSSF Logic diagram;
2. His/her activity(ies) workplan;
3. His/her activity(ies) logic diagram;
4. His/her activity(ies) logframe;

Reporting on the activity achievements will be the responsibility of the advisers in consultation/coordination with counterparts and will essentially be done by populating their logframes on an ongoing basis. The Advisors will collect and collate information from the sources described in the *Means of Verification* column of their logframe, to report against the defined *Indicators*. When the information has not been collected or when an indicator cannot be measured in a satisfactory manner, a brief comment will be added to explain the underpinning reasons. The foreseen A*ssumptions*, i.e. the external factors that influence the achievement of the respective outputs/outcomes/impacts, will often help to define these reasons.

The Finance and Administration Manager will be responsible for gathering and compiling data coming from logframes and other activity information sources, in a way that when the M&E Advisor arrives in-country to prepare the annual M&E report, reports on activities' achievements are ready for use and the integration of their information is as efficient as possible to analyse Facility outcomes.

4. MONITORING FACILITY OUTCOMES

The proposed Facility outcomes against which progress needs to be demonstrated are the ETJSSF component objectives – or the Intermediate Outcomes of the Facility Logic Diagram represented by the dark blue, yellow and red boxes. Causal links that need to be verified are those between activities, immediate outcomes and intermediate outcomes represented by coloured arrows in the diagram. Causal links to and between the impacts cannot be controlled, but rather influenced or appreciated[3].

Monitoring the Facility outcomes requires an integrated analysis of the activities' achievement. It is suggested that this analysis be structured around key monitoring questions (MQ), which reflect the facility logic analysis. These questions are currently in draft form until they are reviewed and endorsed by Key Counterparts and FMG:

1. To what extent is the Facility improving **Core Justice Institution's** capacity to deliver services in accordance with their mandate?
2. To what extent is the Facility improving **Civil Society** capacity to demand and monitor access to Justice and deliver services?
3. To what extent is the Facility improving **coordination** of delivery of services provided within the **justice sector**?

These suggested questions focus on the extent of achievement or 'effectiveness' of each Facility component, excluding other important DAC Evaluation Criteria of relevance, efficiency, impact and sustainability. This decision is made recognising the (necessarily) limited available resources for M&E. However, conclusions on the other criteria can and should be drawn thanks to additional M&E exercises, such as the Contractor Performance Assessment (efficiency), Mid-Term Review (relevance and sustainability) and Completion Review (impact and sustainability).

Reporting on the Facility Outcomes will essentially involve answering the MQ. These answers will be articulated around a set of judgement criteria. Measuring the level of achievement of these criteria will be made possible by the consultation and analysis of various pre-defined sources of information. When a criterion has not been achieved in a satisfactory manner, a brief comment will explain the reasons for this non-achievement. Again, foreseen risks and assumptions will often help to define these reasons.

The following matrix suggests for the draft MQ 3 (Sector Coordination) a selection of respective judgement criteria, sources of information and risks & assumptions. Similar MQ matrices need to be drafted for the MQ 1 and 2. All MQ matrices will be reviewed and updated annually, in order to (re)calibrate the judgement criteria and sources of information in relation to the availability and accuracy of information as well as (re)defining risks and assumptions relevant to the Facility context.

[3] Assessment the ETJSSF impacts will only be possible at the end of the implementation period or at least after a few years of implementation.

Monitoring Question 3 – Sector Coordination		
To what extent is the Facility improving coordination of delivery of services provided within the justice sector?		
Judgement Criteria	**Information sources**	**Risks & Assumptions**
Actors within the Justice sector and Justice system understand the need for coordination and their role	• Minutes of meetings / seminars / roundtables, etc. • Media statements • Survey of Justice system actors • LF "Links between CSO/Parliament/GoTL " • LF "Sector Planning"	- Key stakeholders engage with the Facility - Continued security and political stability
Justice sector institutions are committed to a coordinated approach by deciding to embark on a national Justice policy process	• Record of decisions stemming from CoC • LF "Sector Planning"	- Key stakeholders engage with the Facility - Continued security and political stability
Justice policy process starts under the direction of Justice sector leaders	• GoTL document explaining policy process and the necessary supporting and decision-making structures • LF "Sector Planning"	- Justice sector leaders committed to a coordinated approach - Broad GoTL political support
Coordination between Justice system actors improved in pilot district through an integrated approach with facts-based dialogues with all stakeholders in the area	• LF "Courts" • LF "Gender" • LF "Media & Monitoring" • LF "OPG" • LF "MoJ" • LF "AATL" • LF "Juvenile Justice" • Reports on Dialogues	- Participation of Justice system actors - Adequate resources available - Facts on Justice system available for dialogues
Sector institutions use a consistent approach to institutional planning	• LF "Sector Planning"	- Commitment of sector institutions managers - Endorsement by GoTL central planning and finance agencies
Database provides information on organisations, contact details, roles & responsibilities and services within the Justice system	• Database • LF "Access to sector information"	- Agreement on hosting of the database - Adequate maintenance of the database - Commitment of partners to provide data

While each judgement criterion will need to be reported against, sources of information are included in the matrices on an indicative basis. They can be categorised into three groups:

- **Activity logframes** are the main source as they provide information directly related to ETJSSF activities' achievement on the ground. They are the "bread and butter" of the MEF.

- Additional sources of information directly related to the ETJSSF activities – **MEF tools** - need to be compiled. Example above include a "Database of Justice system actors" and "Reports on Justice system actor dialogue". A template of a Training Evaluation Sheet is presented in Annex 4.

- Finally, other **external sources** of information will need to collected and consulted. Examples above include "Record of decisions stemming from CoC" and "Media statements".

5. DELIVERING THE MEF

The following table summarises the nine different steps to implement the suggested MEF in Year 1 of the Facility. Items 2-9 will be repeated annually. The table shows the different tasks - some of which are ongoing, others are only addressed intermittently – and responsibilities for implementation. The table suggests a structure in which M&E data could be collected, synthesised, analysed and reported on (Deliverables).

MEF Implementation Steps				
#	**Tasks**	**Responsibilities**	**Schedule**	**Deliverables**
1	Finalising Annual Workplans	- Advisers - FM / SJA - M&E Adviser - Key Counterparts	September 08	Annual Workplans
Approval of Annual Workplans by FMG (Sep/Oct 08)				
2	Finalising Logframes, Monitoring Matrix & M&E tools	- Advisers - FM / SJA - M&E Adviser - Key Counterparts - APM	October 08	Logframes Monitoring Matrix M&E tools
4	Collecting the data (Logframes, Tools)	- Advisers - FAM	Ongoing	
5	Compiling the data	- FAM	Ongoing, intensive in July-August each year	
6	Analysing the data	- FM / SJA - M&E Adviser	September each year	
7	Reporting, including recommendations	- FM / SJA - M&E Adviser	End of September each year	Annual M&E report
8	Reviewing the MEF	- FM / SJA - M&E Adviser	End of September each year	Annual M&E report
9	Implementation of recommendations	- FM / SJA	October each year	Annual Plan

Key: **FM** – ETJSSF Facility Manager (Craig Ewers);
SJA – Senior Justice Adviser to AusAID (Gerald Gahima)
FAM – Finance and Administration Manager (Ghatot Kersoharjo)
Advisers – long term personnel specified in the Head Contract, and mobilised as at June/July 08: HRM Adviser (Lenita Florindo); Senior Adviser – Courts (Carlos Barbosa); Senior Adviser – Ministry of Justice (James Baker); Civil Society Strengthening Specialist (Milena Pires); NGO Organisational Development Adviser (Chris Sahin); Juvenile Justice Adviser (Cyndi Banks); Civil Society Baseline Survey (Jennifer Laakso)
APM – GRM Australia Project Manager (Sarah Black)

All ETJSSF advisers and most members of the Facility management team will be involved in the implementation of the MEF.

- The Lead Adviser (or **Activity Manager**) for each activity will be proficient in the analysis of data to ensure logframes are performing adequately as a management/reporting tool at all times, not just at prescribed six-monthly intervals. They will be responsible for ensuring that key counterparts are fully engaged with monitoring Activities using the MEF, ensuring that when reviews of the MEF are conducted at the annual planning stage, Key Counterparts have the capacity to be actively engaged in the review process.

- The **Advisers** have a crucial role in liaising with counterparts and collecting the information to populate their logframe, but also on refining and – if necessary – defining new appropriate tools to collect information from the suggested sources. Data should be collected on an on-going basis and progress periodically. It is suggested that each logframe be updated and sent to the Finance and Administration Adviser every six months to feed into the Facility existing Quarterly Reporting requirements.

- Most of the work in collecting and synthesising the M&E data will be carried out in-country by the Facility team. The **Finance and Administration Manager**, with the help of the Timorese office staff, will centralise all collected information in a database which closely corresponds to the MQ analytical grid. When necessary he/she will also consult relevant source of information and collect complementary data.

- The **M&E Adviser** together with the Facility Manager and Senior Justice Adviser will be responsible for briefing the ETJSSF team and key counterparts on the nature and function of the MEF, for analysing collected data, and for writing the Annual M&E reports.

- The MEF is first and foremost a Program Management tool. It will provide the Managing Contractor and FMG with the necessary information to make informed decisions about the direction of the ETJSSF. In this way the data collected and reported in the M&E reports should ultimately - but not uniquely - serve the purpose of informing the annual workplan process. The **Facility Manager** and Key Counterparts, together with the **Australian Project Manager** will therefore be the primary users of the MEF and as such be involved in its steering and revision, as necessary.

The M&E approach relies heavily on stakeholders' involvement. Key counterparts are expected to have a major role in defining, collecting, interpreting and disseminating the information. It is therefore crucial to ensure their appropriate support and ownership of the system. The definition and updating of the workplans and logframes relies on the counterparts' engagement with the appropriate advisors. The definition MQ matrix will also involve some key counterparts. Moreover, once the MEF is approved by the FMG, a presentation on the ETJSFF MEF will take place in Dili and key counterparts will be

invited to attend. The M&E adviser and the ETJSSF team will discuss the M&E system put in place, specifically:

1. The Facility logic with planned objectives, outputs and outcomes;
2. The usefulness and importance of the M&E system to improve ETJSSF achievements
3. The Facility outcome monitoring process, including the MQ matrix
4. The activity monitoring process, including logframe for each activity
5. The data collection process, including specific tools, timing and responsibilities.

During this meeting the need and demand for training for the Facility Team and key counterparts will be discussed. A training implementation plan will be agreed and training for example on performance measurement tools, or/and on ETJSSF M&E systems and processes (and how these link in to broader justice sector plans), will be scheduled as part of MEF activity implementation.

6. REPORTING SCHEDULE

Based on the requirements of the SoS, the Facility team will submit each year the following reports associated with performance monitoring:

- Three progress reports (2 quarterly and 1 six-monthly) that focus on the activities outputs;
- One annual M&E report that focuses on Facility outcomes.

Quarterly Progress Reports (Q1 & 3)

The facility team will submit two concise quarterly progress reports per year to report on the progress of the activities over the past three months. These reports will outline the resources provided (input) and the concrete achievement generated (outputs) for each activity. They will be drafted by the Facility Manager in collaboration with the Australian Program Manager and core Facility Adviser. Refer also to Section Two, the Communications Framework for further information on Quarterly Reporting.

Six-Monthly Progress Report (Q2)

ETJSSF will submit six-monthly progress reports that analyse progress of the Facility activities for the preceding six month period. These reports will provide a summary of outputs achieved against the plan, identify issues, delays and actions taken, and risk management strategies. The six-monthly reports will add to the Quarterly Reports format by presenting the activity logframes, populated by each advisor and presenting the extent to which the defined indicators have been met. These reports will de drafted by the Australian Facility Manager in collaboration with the Program Manager and core Facility Advisers.

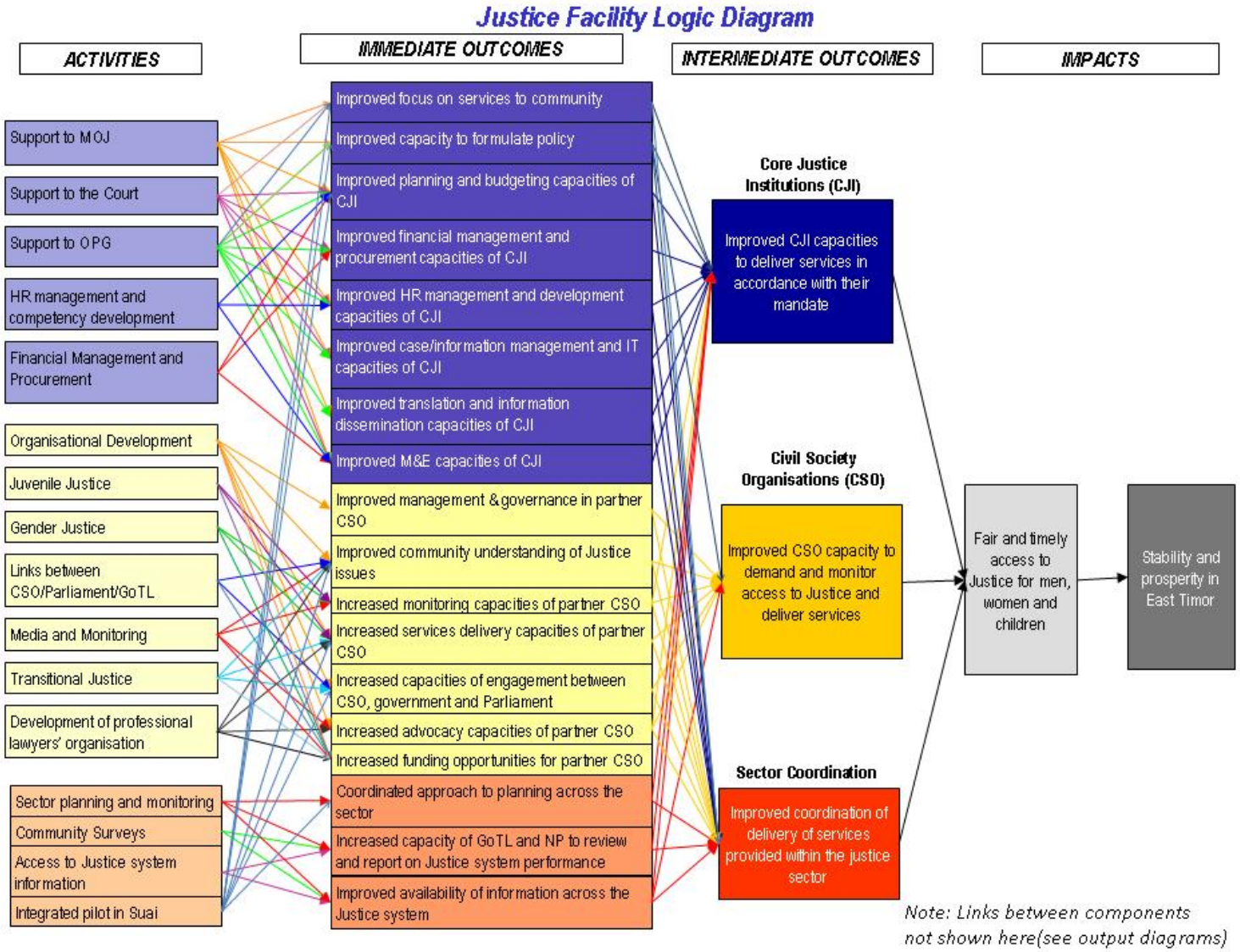
Annual M&E Report (Q4)

The collection and analysis of data will yield an Annual M&E report. These reports will inform the achievement of the Facility's immediate and intermediate outcomes by providing answers to the defined Monitoring questions. It will also outline considerations for potential improvement to the management of the Facility and, if necessary, propose amendments to the design of activities where outcomes are not being met. Finally it will review the MEF methodology and suggest changes wherever needed. Consequently, the M&E report should be produced ahead of (and not concomitant with) the Annual Planning process to provide relevant information to the program management team. The annual M&E reports will be drafted by the M&E Adviser and Facility Manager in collaboration with the Australian Program Manager and core Facility Advisers. They will present relevant qualitative and quantitative information in a simple and clear format, comprehensible for all stakeholders, specifically key counterparts and FMG. They will be submitted to the FMG for approval. The last Annual M&E report will be the final Activity Completion Report (ACR) which will summarise messages of the previous M&E reports, include evidence of achievement of outcomes at the end of the Facility and suggest recommendations for further engagement

Annexes

Annex 1

Activity Logic Diagrams


Justice Facility Logic Diagram
ACTIVITIES
IMMEDIATE OUTCOMES
INTERMEDIATE OUTCOMES
IMPACTS
Support to MOJ
Support to the Court
Support to OPG
HR management and competency development
Financial Management and Procurement
Organisational Development
Juvenile Justice
Gender Justice
Links between CSO/Parliament/GoTL
Media and Monitoring
Transitional Justice
Development of professional lawyers' organisation
Sector planning and monitoring
Community Surveys
Access to Justice system information
Integrated pilot in Suai
Improved focus on services to community
Improved capacity to formulate policy
Improved planning and budgeting capacities of CJI
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Improved case/information management and IT capacities of CJI
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Improved M&E capacities of CJI
Improved management &governance in partner CSO
Improved community understanding of Justice issues
Increased monitoring capacities of partner CSO
Increased services delivery capacities of partner CSO
Increased capacities of engagement between CSO, government and Parliament
Increased advocacy capacities of partner CSO
Increased funding opportunities for partner CSO
Coordinated approach to planning across the sector
Increased capacity of GoTL and NP to review and report on Justice system performance
Improved availability of information across the Justice system
Core Justice Institutions (CJI)
Improved CJI capacities to deliver services in accordance with their mandate
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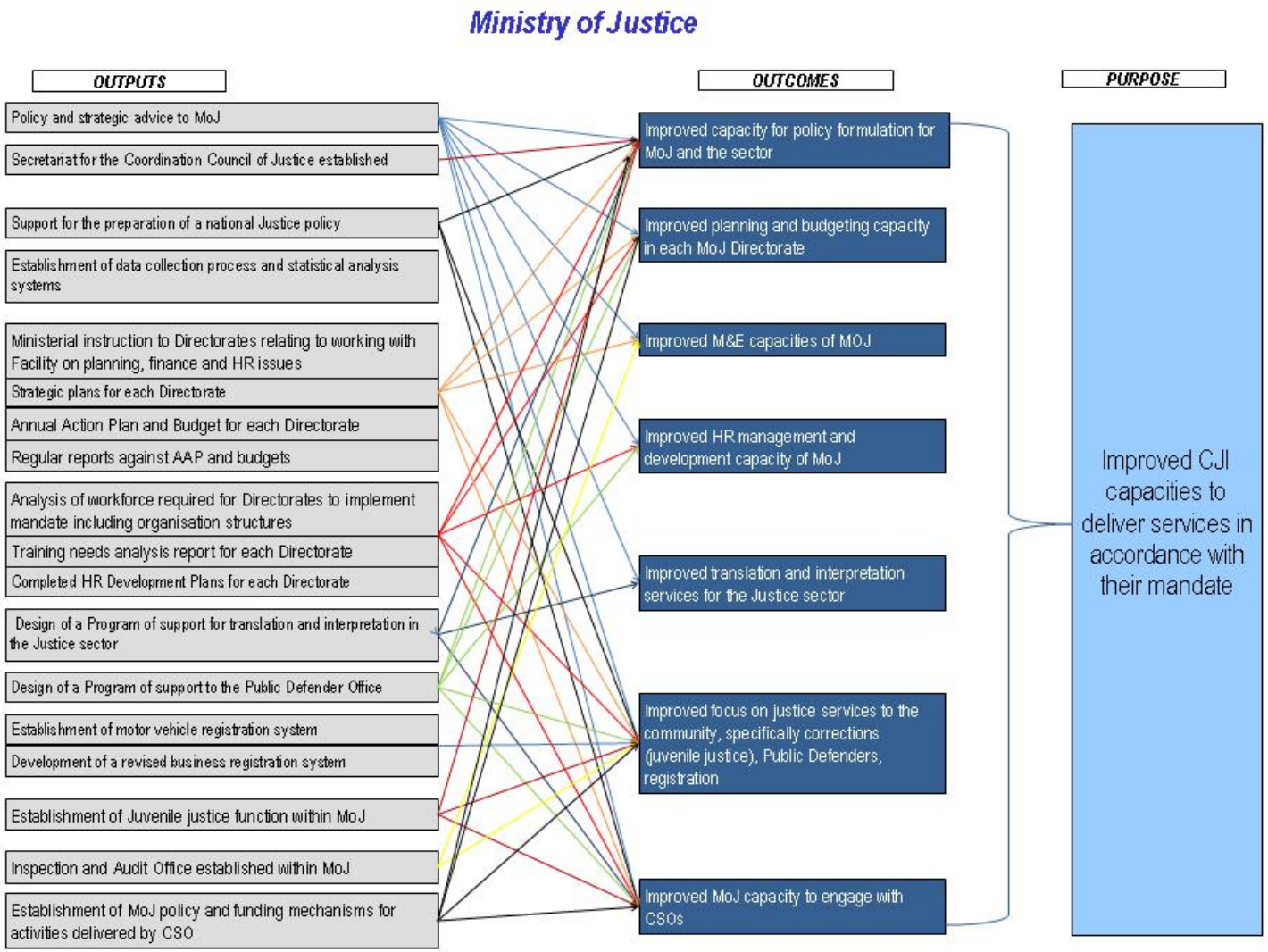
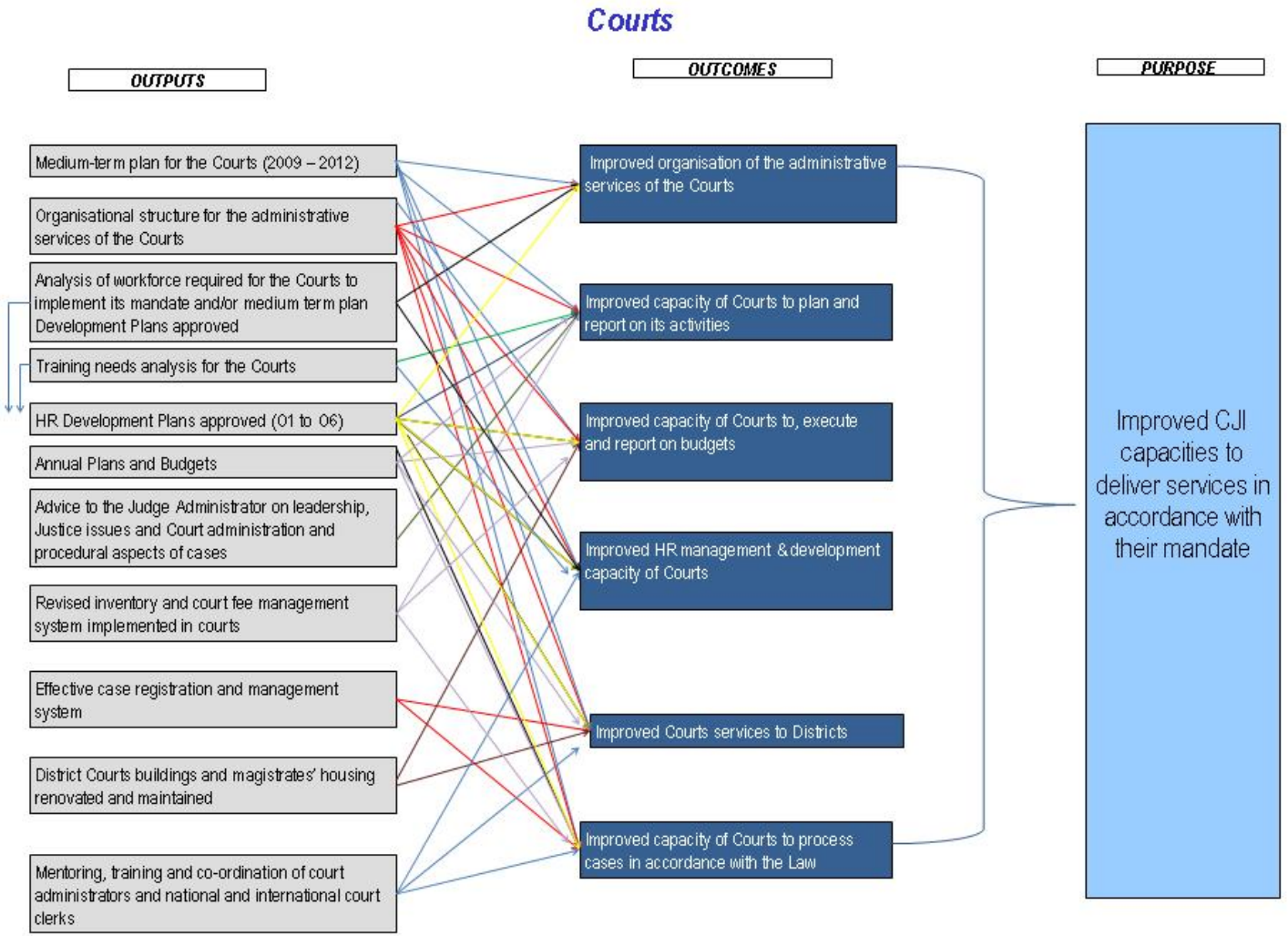
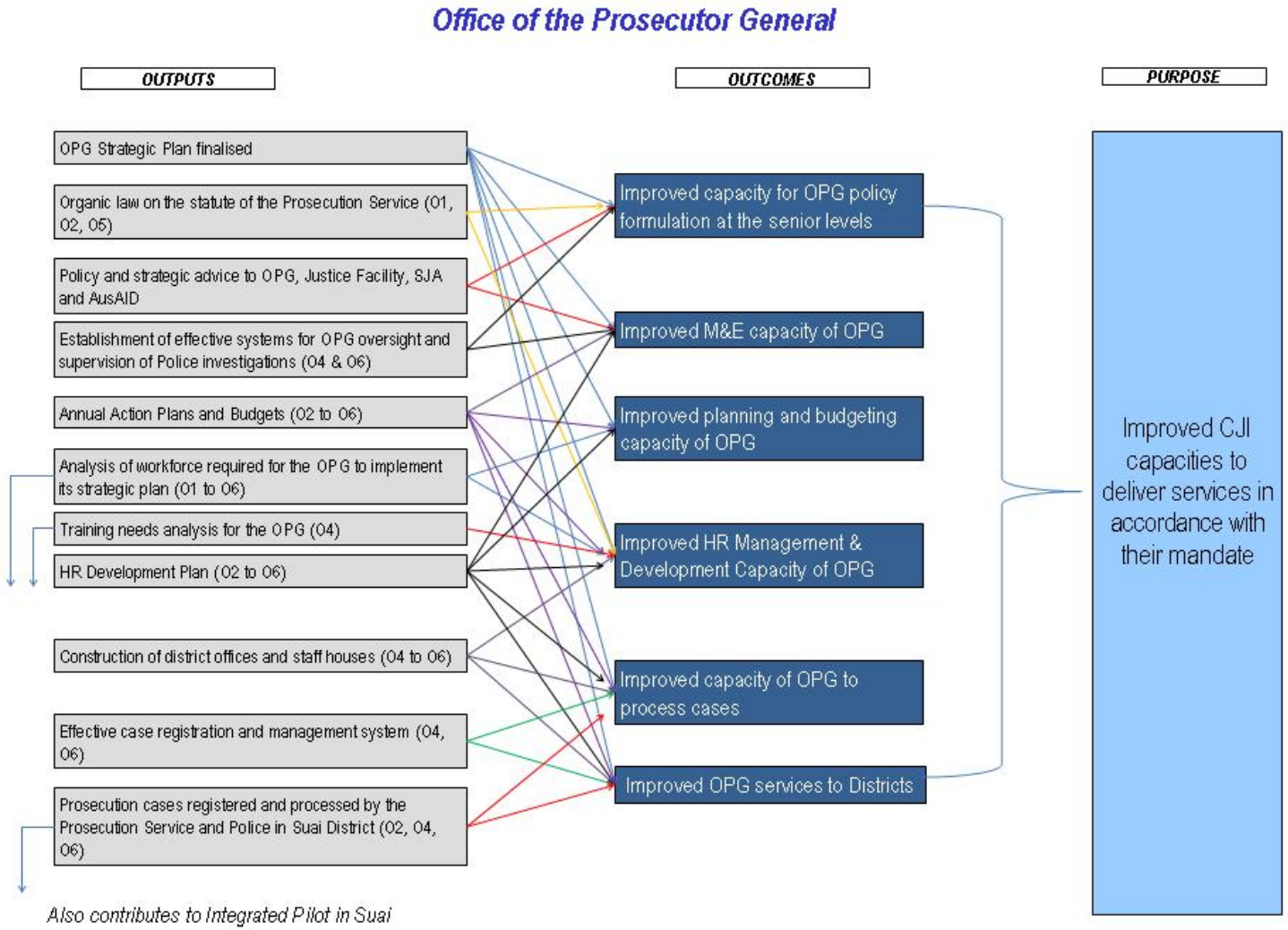
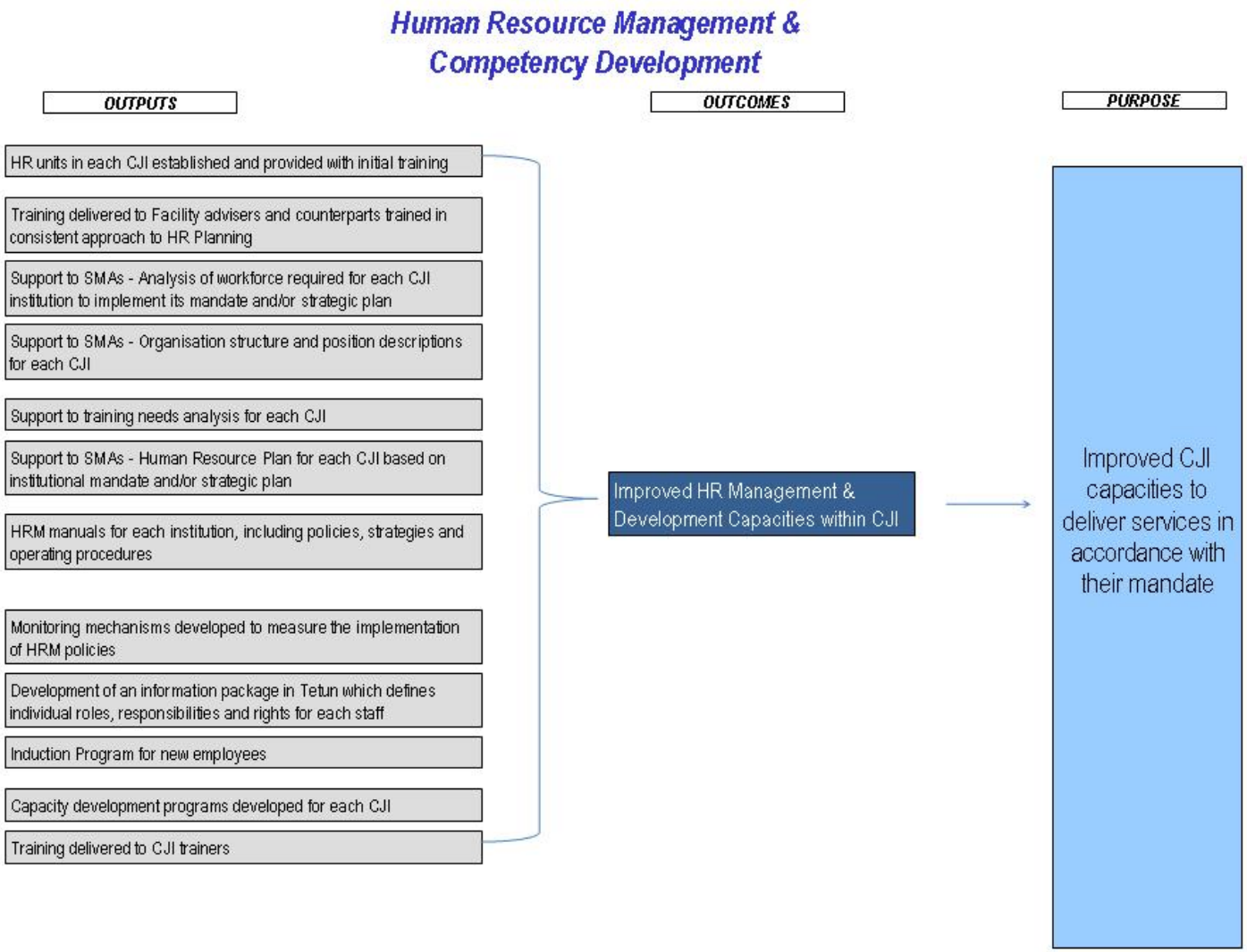
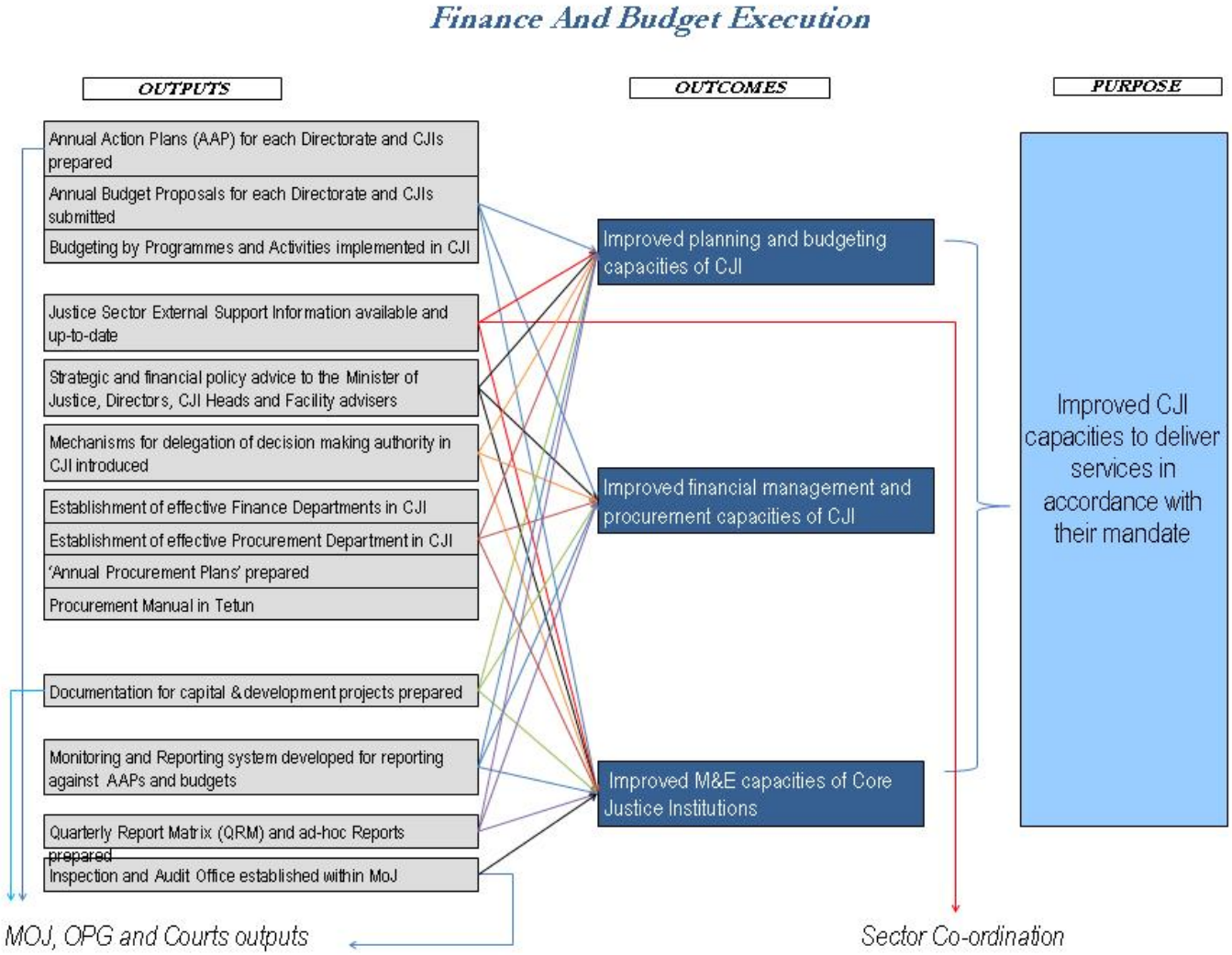
Improved CSO capacity to demand and monitor access to Justice and deliver services
Sector Coordination
Improved coordination of delivery of services provided within the justice sector
Fair and timely access to Justice for men, women and children
Stability and prosperity in East Timor
Note: Links between components not shown here(see output diagrams)

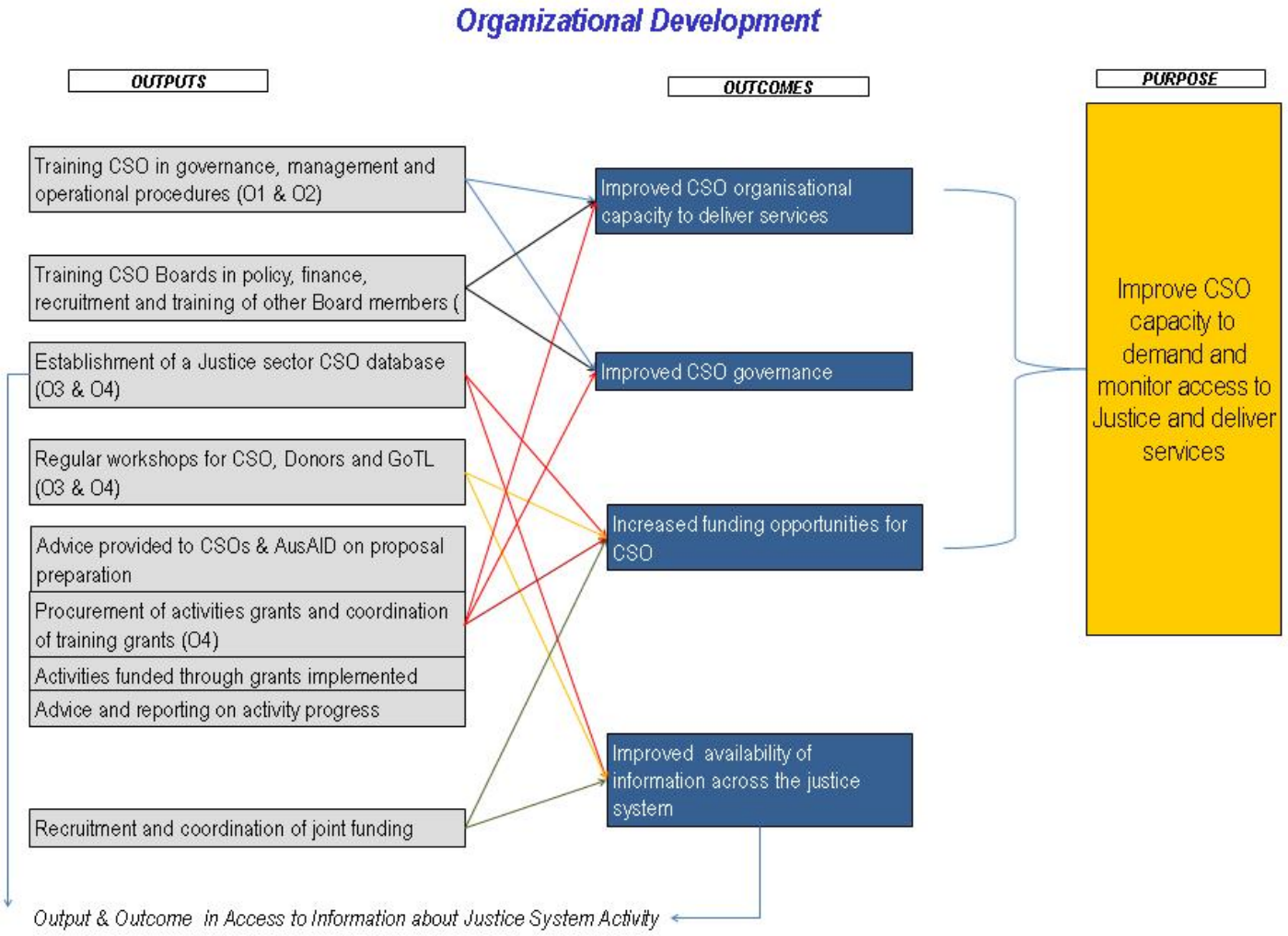

Ministry of Justice
OUTPUTS
OUTCOMES
PURPOSE
Policy and strategic advice to MoJ
Secretariat for the Coordination Council of Justice established
Support for the preparation of a national Justice policy
Establishment of data collection process and statistical analysis systems
Ministerial instruction to Directorates relating to working with Facility on planning, finance and HR issues
Strategic plans for each Directorate
Annual Action Plan and Budget for each Directorate
Regular reports against AAP and budgets
Analysis of workforce required for Directorates to implement mandate including organisation structures
Training needs analysis report for each Directorate
Completed HR Development Plans for each Directorate
Design of a Program of support for translation and interpretation in the Justice sector
Design of a Program of support to the Public Defender Office
Establishment of motor vehicle registration system
Development of a revised business registration system
Establishment of Juvenile justice function within MoJ
Inspection and Audit Office established within MoJ
Establishment of MoJ policy and funding mechanisms for activities delivered by CSO
Improved capacity for policy formulation for MoJ and the sector
Improved planning and budgeting capacity in each MoJ Directorate
Improved M&E capacities of MOJ
Improved HR management and development capacity of MoJ
Improved translation and interpretation services for the Justice sector
Improved focus on justice services to the community, specifically corrections (juvenile justice), Public Defenders, registration
Improved MoJ capacity to engage with CSOs
Improved CJI capacities to deliver services in accordance with their mandate

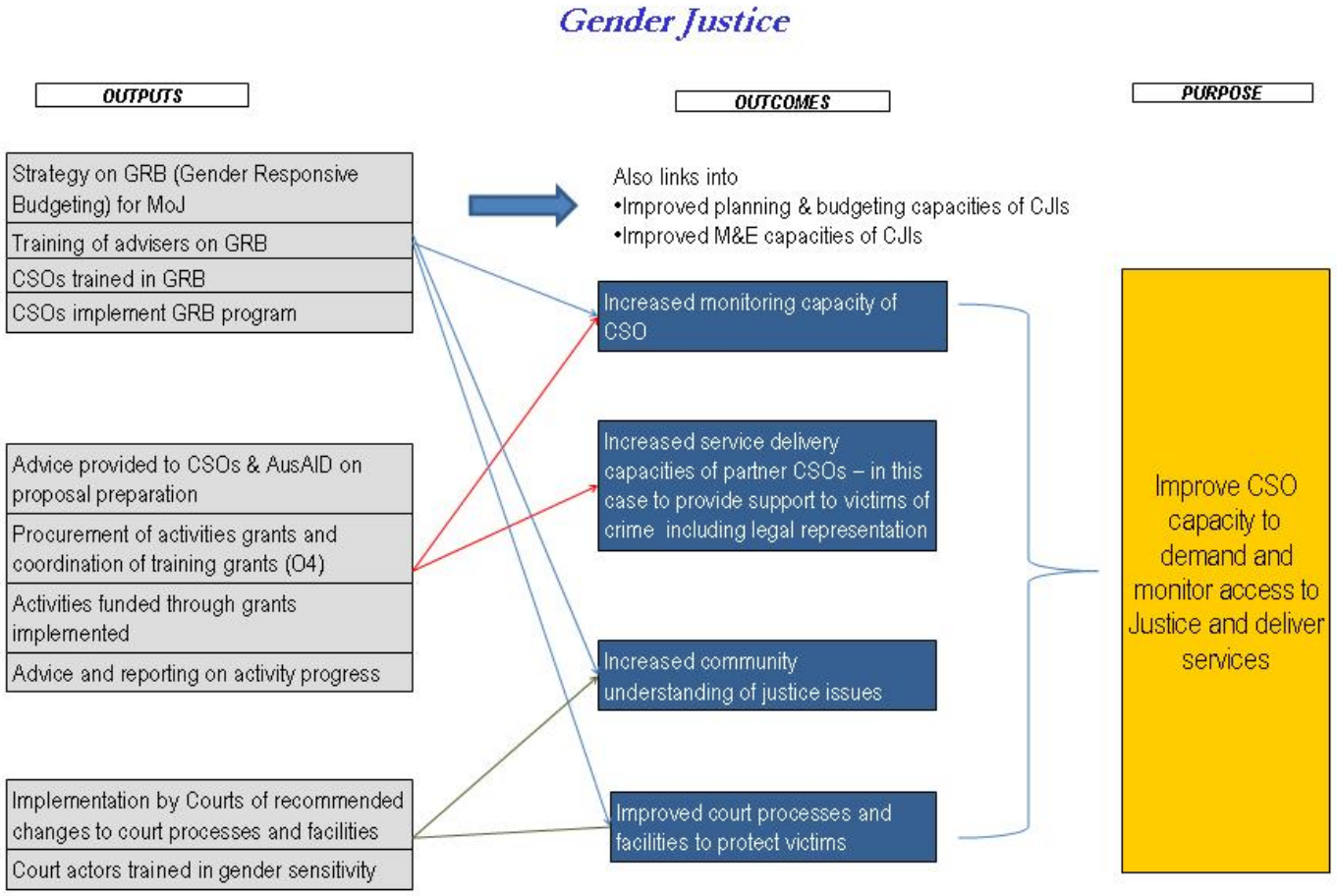

Courts
OUTPUTS
OUTCOMES
PURPOSE
Medium-term plan for the Courts (2009 – 2012)
Organisational structure for the administrative services of the Courts
Analysis of workforce required for the Courts to implement its mandate and/or medium term plan Development Plans approved
Training needs analysis for the Courts
HR Development Plans approved (01 to 06)
Annual Plans and Budgets
Advice to the Judge Administrator on leadership, Justice issues and Court administration and procedural aspects of cases
Revised inventory and court fee management system implemented in courts
Effective case registration and management system
District Courts buildings and magistrates' housing renovated and maintained
Mentoring, training and co-ordination of court administrators and national and international court clerks
Improved organisation of the administrative services of the Courts
Improved capacity of Courts to plan and report on its activities
Improved capacity of Courts to, execute and report on budgets
Improved HR management &development capacity of Courts
Improved Courts services to Districts
Improved capacity of Courts to process cases in accordance with the Law
Improved CJI capacities to deliver services in accordance with their mandate

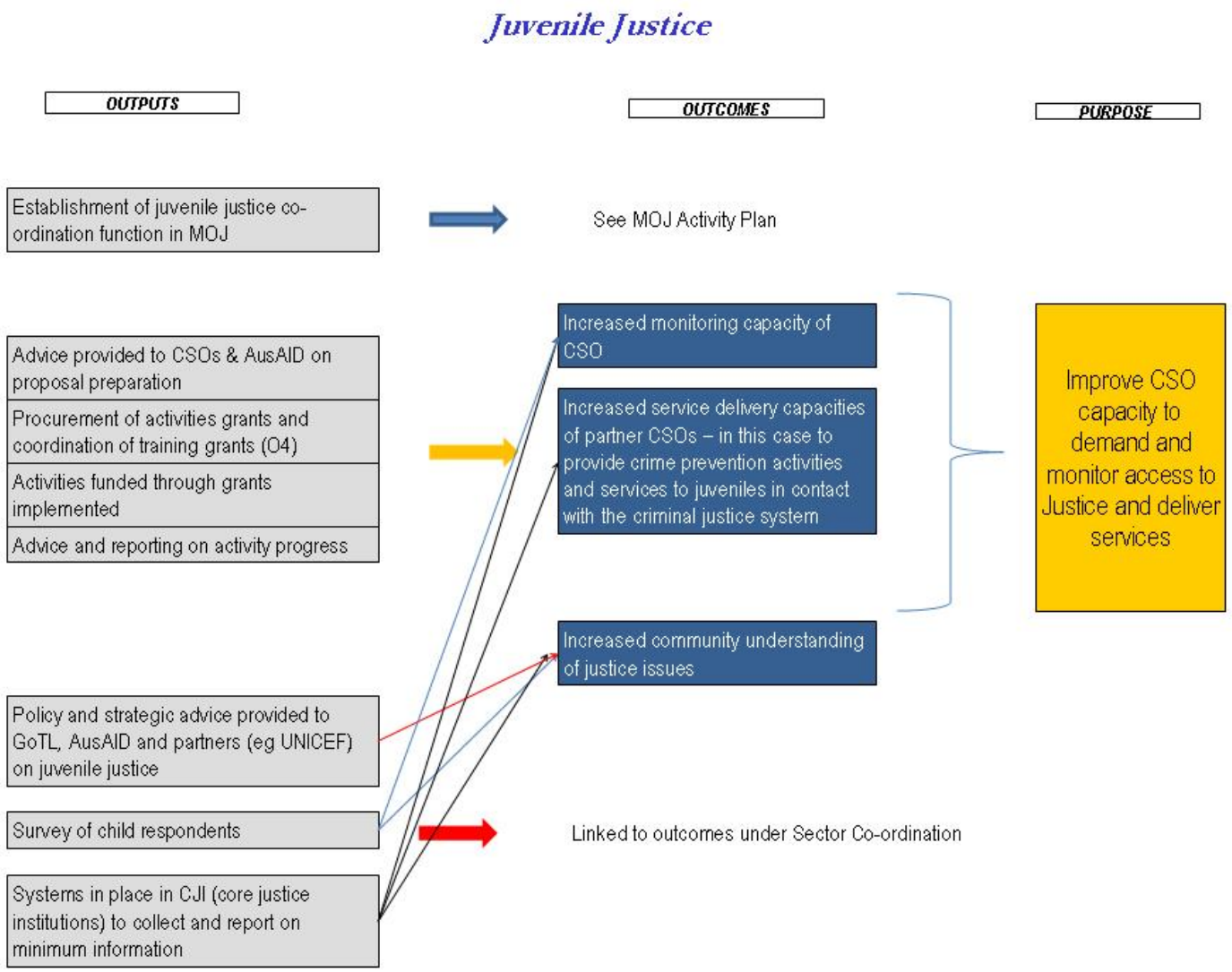

Office of the Prosecutor General
OUTPUTS
OUTCOMES
PURPOSE
OPG Strategic Plan finalised
Organic law on the statute of the Prosecution Service (01, 02, 05)
Policy and strategic advice to OPG, Justice Facility, SJA and AusAID
Establishment of effective systems for OPG oversight and supervision of Police investigations (04 & 06)
Annual Action Plans and Budgets (02 to 06)
Analysis of workforce required for the OPG to implement its strategic plan (01 to 06)
Training needs analysis for the OPG (04)
HR Development Plan (02 to 06)
Construction of district offices and staff houses (04 to 06)
Effective case registration and management system (04, 06)
Prosecution cases registered and processed by the Prosecution Service and Police in Suai District (02, 04, 06)
Improved capacity for OPG policy formulation at the senior levels
Improved M&E capacity of OPG
Improved planning and budgeting capacity of OPG
Improved HR Management & Development Capacity of OPG
Improved capacity of OPG to process cases
Improved OPG services to Districts
Improved CJI capacities to deliver services in accordance with their mandate
Also contributes to Integrated Pilot in Suai


Human Resource Management & Competency Development
OUTPUTS
OUTCOMES
PURPOSE
HR units in each CJI established and provided with initial training
Training delivered to Facility advisers and counterparts trained in consistent approach to HR Planning
Support to SMAs - Analysis of workforce required for each CJI institution to implement its mandate and/or strategic plan
Support to SMAs - Organisation structure and position descriptions for each CJI
Support to training needs analysis for each CJI
Support to SMAs - Human Resource Plan for each CJI based on institutional mandate and/or strategic plan
HRM manuals for each institution, including policies, strategies and operating procedures
Monitoring mechanisms developed to measure the implementation of HRM policies
Development of an information package in Tetun which defines individual roles, responsibilities and rights for each staff
Induction Program for new employees
Capacity development programs developed for each CJI
Training delivered to CJI trainers
Improved HR Management & Development Capacities within CJI
Improved CJI capacities to deliver services in accordance with their mandate

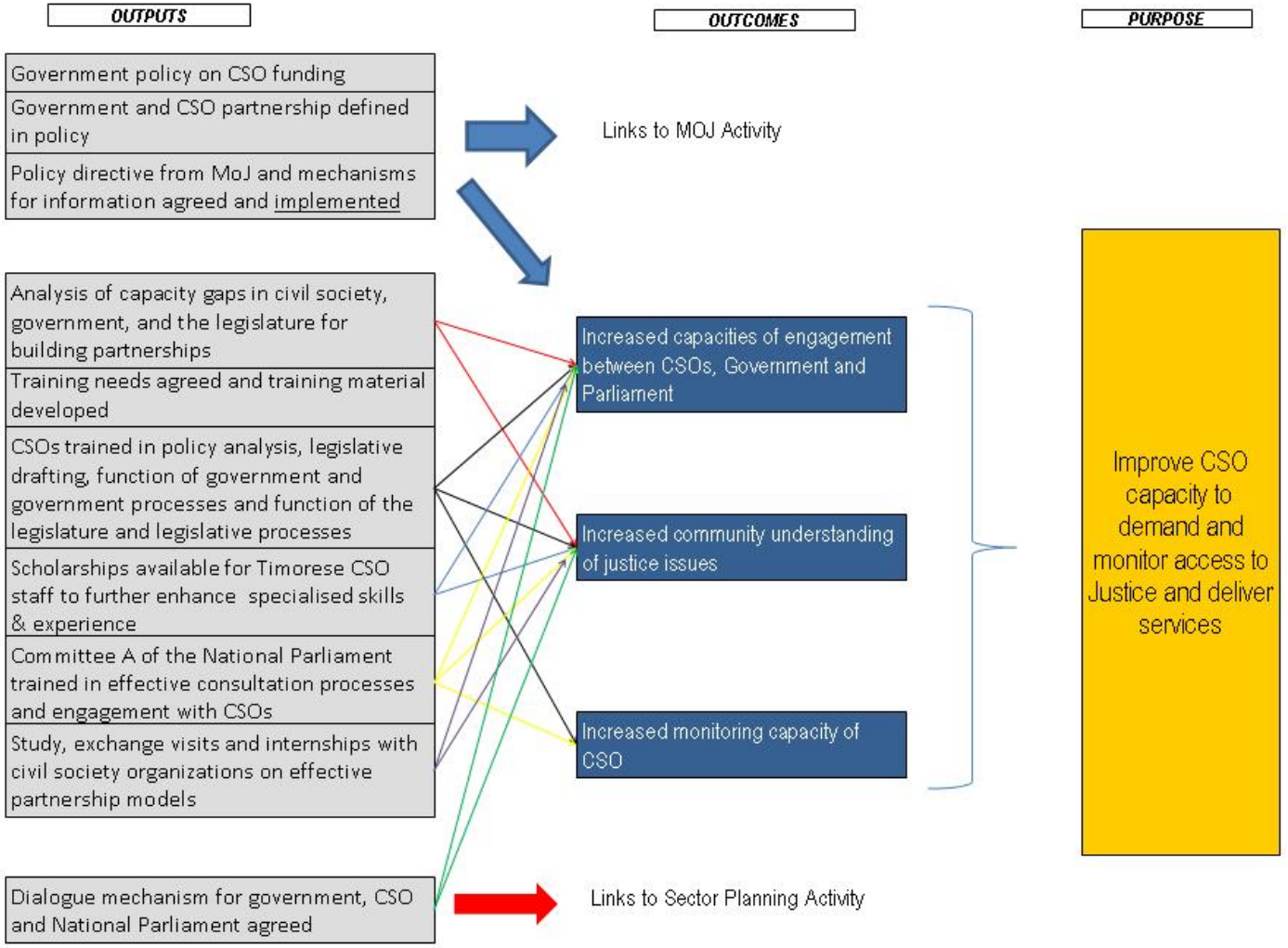

Finance And Budget Execution
OUTPUTS
OUTCOMES
PURPOSE
Annual Action Plans (AAP) for each Directorate and CJIs prepared
Annual Budget Proposals for each Directorate and CJIs submitted
Budgeting by Programmes and Activities implemented in CJI
Justice Sector External Support Information available and up-to-date
Strategic and financial policy advice to the Minister of Justice, Directors, CJI Heads and Facility advisers
Mechanisms for delegation of decision making authority in CJI introduced
Establishment of effective Finance Departments in CJI
Establishment of effective Procurement Department in CJI
'Annual Procurement Plans' prepared
Procurement Manual in Tetun
Documentation for capital & development projects prepared
Monitoring and Reporting system developed for reporting against AAPs and budgets
Quarterly Report Matrix (QRM) and ad-hoc Reports prepared
Inspection and Audit Office established within MoJ
Improved planning and budgeting capacities of CJI
Improved financial management and procurement capacities of CJI
Improved M&E capacities of Core Justice Institutions
Improved CJI capacities to deliver services in accordance with their mandate
MOJ, OPG and Courts outputs
Sector Co-ordination

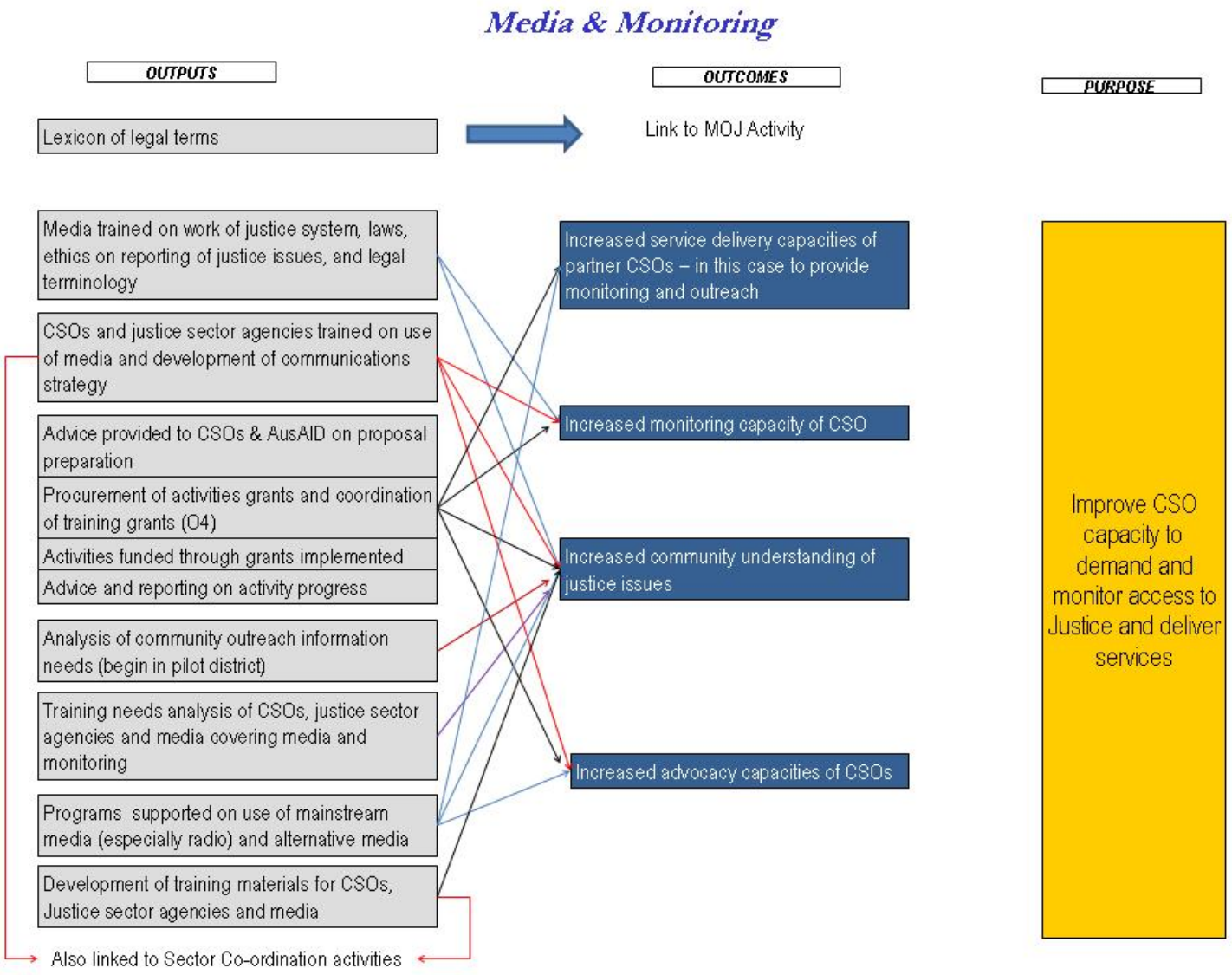

Organizational Development
OUTPUTS
OUTCOMES
PURPOSE
Training CSO in governance, management and operational procedures (O1 & O2)
Training CSO Boards in policy, finance, recruitment and training of other Board members (
Establishment of a Justice sector CSO database (O3 & O4)
Regular workshops for CSO, Donors and GoTL (O3 & O4)
Advice provided to CSOs & AusAID on proposal preparation
Procurement of activities grants and coordination of training grants (O4)
Activities funded through grants implemented
Advice and reporting on activity progress
Recruitment and coordination of joint funding
Improved CSO organisational capacity to deliver services
Improved CSO governance
Increased funding opportunities for CSO
Improved availability of information across the justice system
Improve CSO capacity to demand and monitor access to Justice and deliver services
Output & Outcome in Access to Information about Justice System Activity

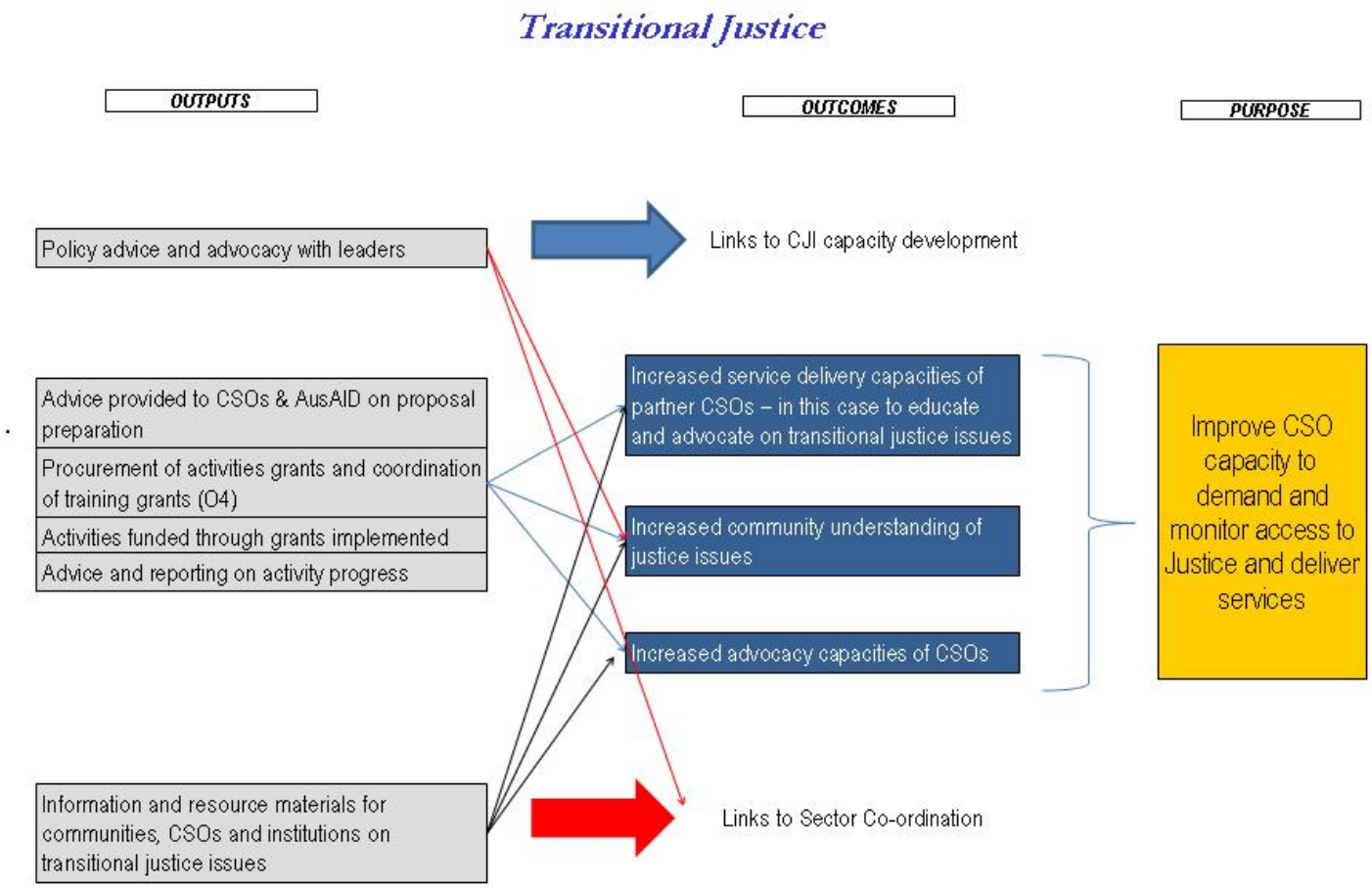

Gender Justice
OUTPUTS
OUTCOMES
PURPOSE
Strategy on GRB (Gender Responsive Budgeting) for MoJ
Training of advisers on GRB
CSOs trained in GRB
CSOs implement GRB program
Advice provided to CSOs & AusAID on proposal preparation
Procurement of activities grants and coordination of training grants (O4)
Activities funded through grants implemented
Advice and reporting on activity progress
Implementation by Courts of recommended changes to court processes and facilities
Court actors trained in gender sensitivity
Also links into
•Improved planning & budgeting capacities of CJIs
•Improved M&E capacities of CJIs
Increased monitoring capacity of CSO
Increased service delivery capacities of partner CSOs – in this case to provide support to victims of crime including legal representation
Increased community understanding of justice issues
Improved court processes and facilities to protect victims
Improve CSO capacity to demand and monitor access to Justice and deliver services


Juvenile Justice
OUTPUTS
OUTCOMES
PURPOSE
Establishment of juvenile justice co-ordination function in MOJ
See MOJ Activity Plan
Advice provided to CSOs & AusAID on proposal preparation
Procurement of activities grants and coordination of training grants (O4)
Activities funded through grants implemented
Advice and reporting on activity progress
Increased monitoring capacity of CSO
Increased service delivery capacities of partner CSOs – in this case to provide crime prevention activities and services to juveniles in contact with the criminal justice system
Increased community understanding of justice issues
Improve CSO capacity to demand and monitor access to Justice and deliver services
Policy and strategic advice provided to GoTL, AusAID and partners (eg UNICEF) on juvenile justice
Survey of child respondents
Systems in place in CJI (core justice institutions) to collect and report on minimum information
Linked to outcomes under Sector Co-ordination

Links between Government, Parliament and Community




Media & Monitoring
OUTPUTS
OUTCOMES
PURPOSE
Lexicon of legal terms
Link to MOJ Activity
Media trained on work of justice system, laws, ethics on reporting of justice issues, and legal terminology
CSOs and justice sector agencies trained on use of media and development of communications strategy
Advice provided to CSOs & AusAID on proposal preparation
Procurement of activities grants and coordination of training grants (O4)
Activities funded through grants implemented
Advice and reporting on activity progress
Analysis of community outreach information needs (begin in pilot district)
Training needs analysis of CSOs, justice sector agencies and media covering media and monitoring
Programs supported on use of mainstream media (especially radio) and alternative media
Development of training materials for CSOs, Justice sector agencies and media
Also linked to Sector Co-ordination activities
Increased service delivery capacities of partner CSOs – in this case to provide monitoring and outreach
Increased monitoring capacity of CSO
Increased community understanding of justice issues
Increased advocacy capacities of CSOs
Improve CSO capacity to demand and monitor access to Justice and deliver services


Transitional Justice
OUTPUTS
OUTCOMES
PURPOSE
Policy advice and advocacy with leaders
Links to CJI capacity development
Advice provided to CSOs & AusAID on proposal preparation
Procurement of activities grants and coordination of training grants (O4)
Activities funded through grants implemented
Advice and reporting on activity progress
Increased service delivery capacities of partner CSOs – in this case to educate and advocate on transitional justice issues
Increased community understanding of justice issues
Increased advocacy capacities of CSOs
Improve CSO capacity to demand and monitor access to Justice and deliver services
Information and resource materials for communities, CSOs and institutions on transitional justice issues
Links to Sector Co-ordination

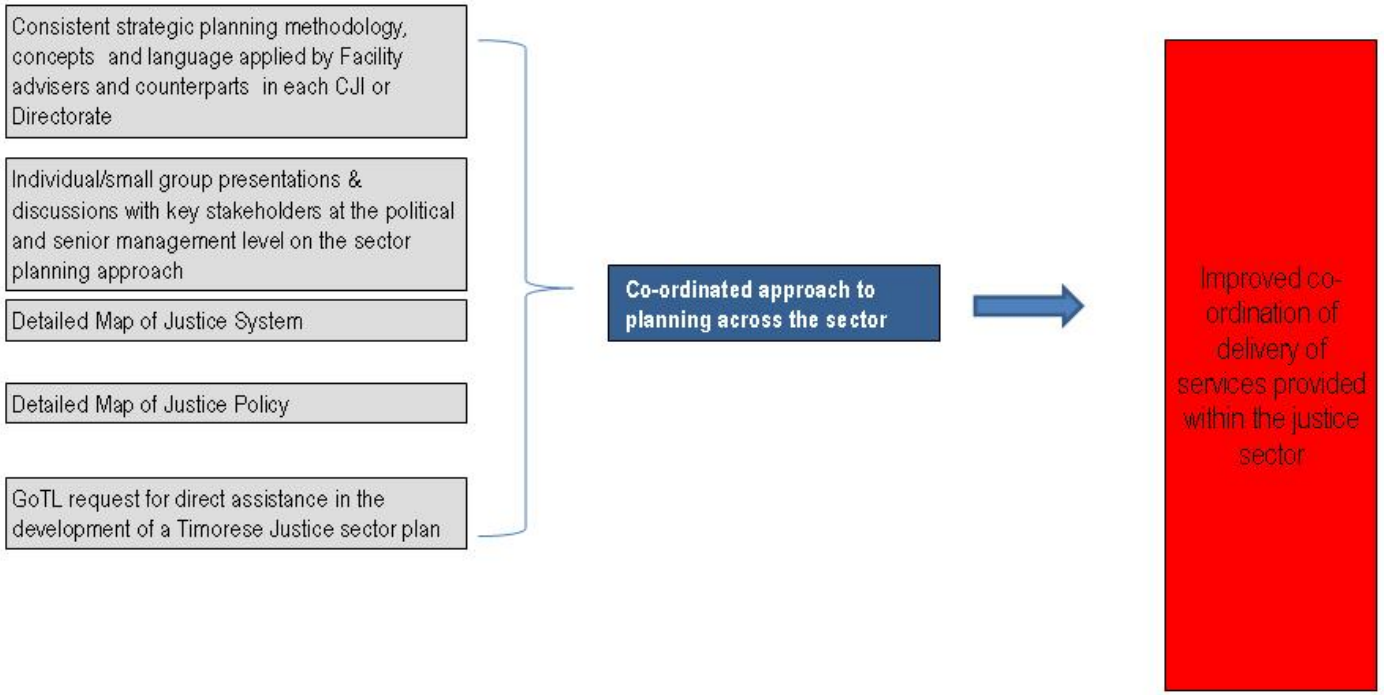
Development of legal profession

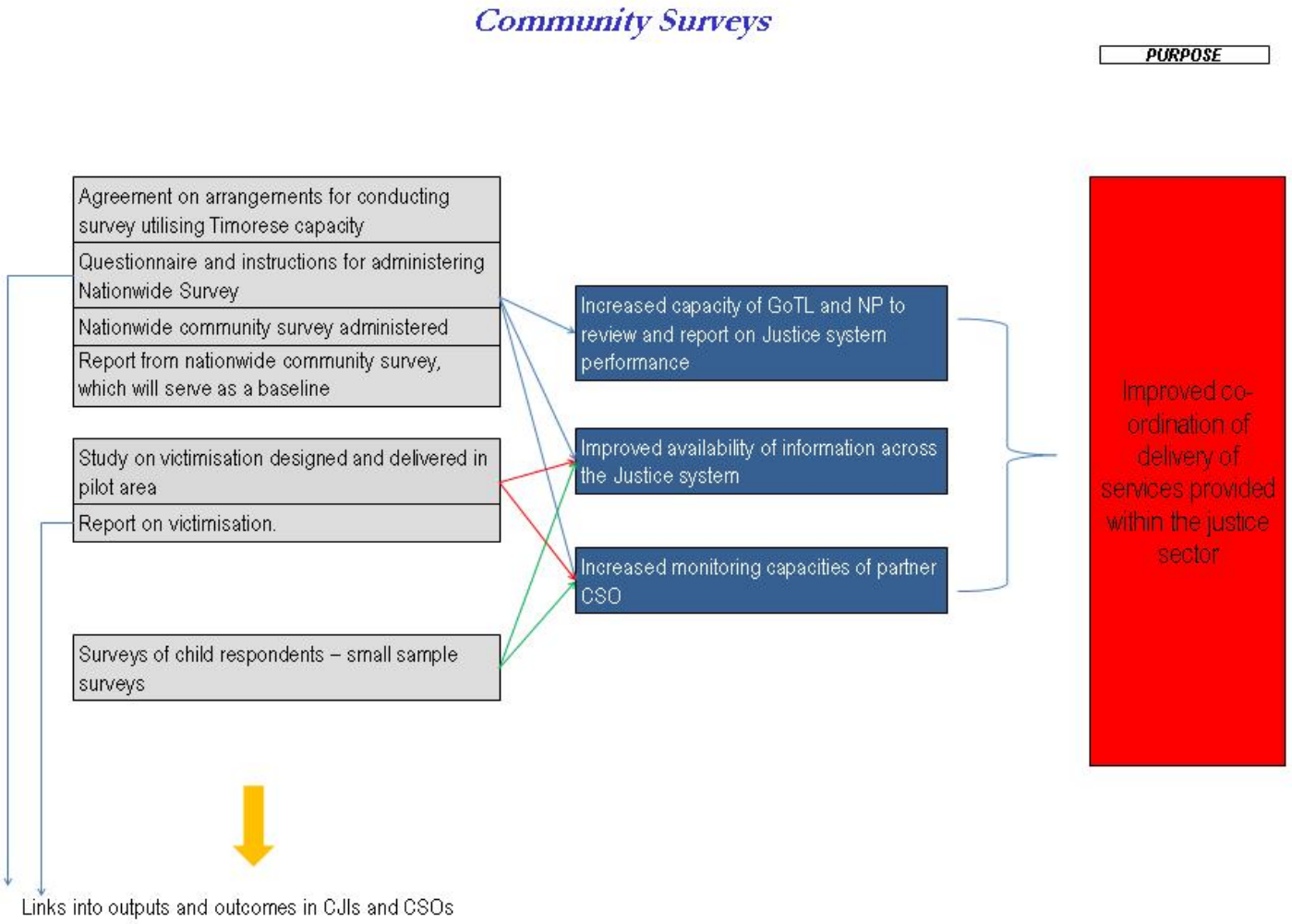
OUTPUTS	OUTCOMES	PURPOSE
Still being developed.		Improve CSO capacity to demand and monitor access to Justice and deliver services

Sector Planning

PURPOSE

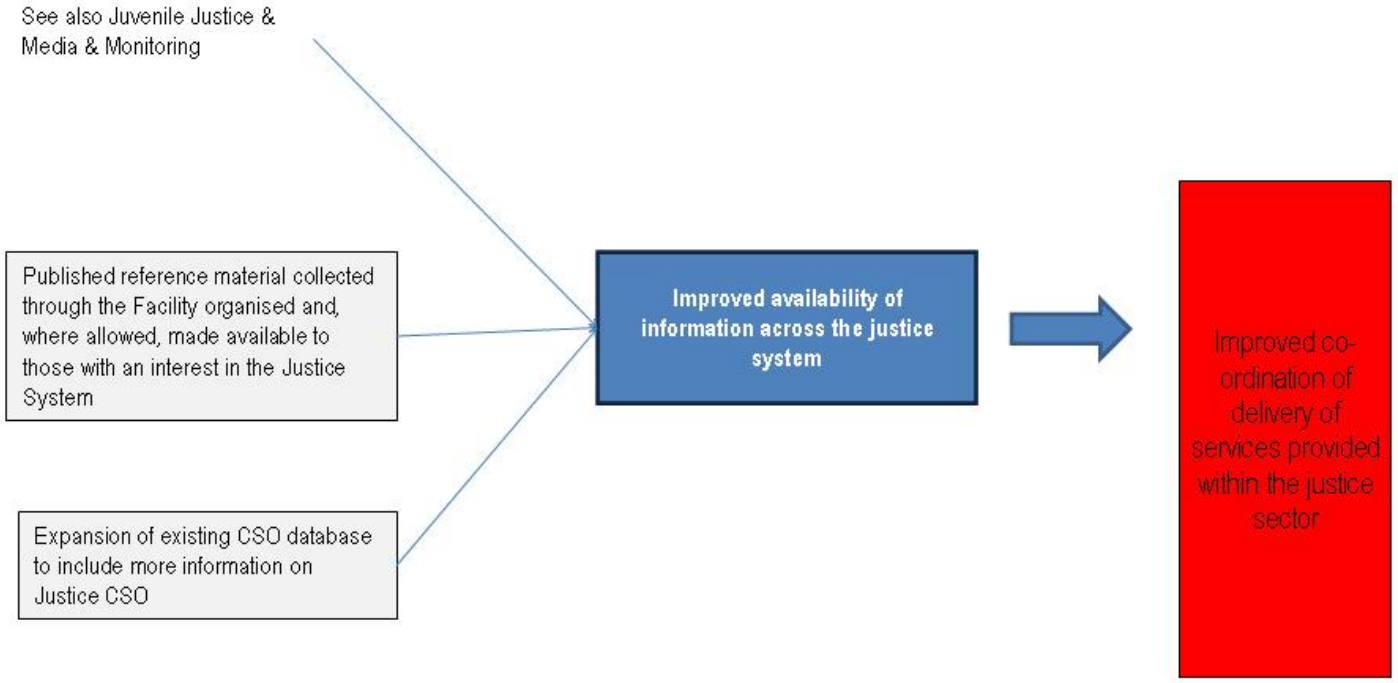
Also linked to outcomes in the Core Justice Institutions & CSOs including community understanding

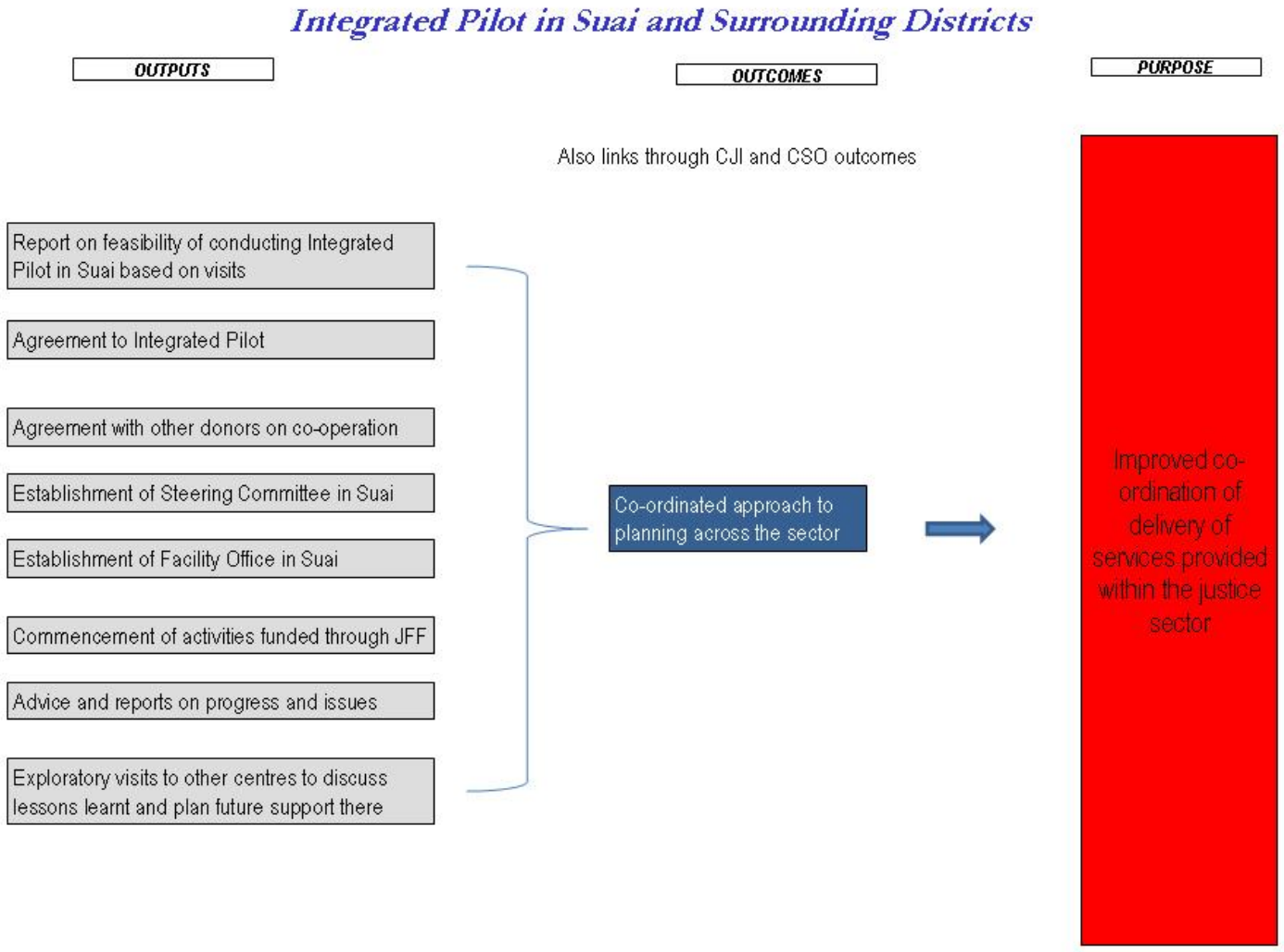


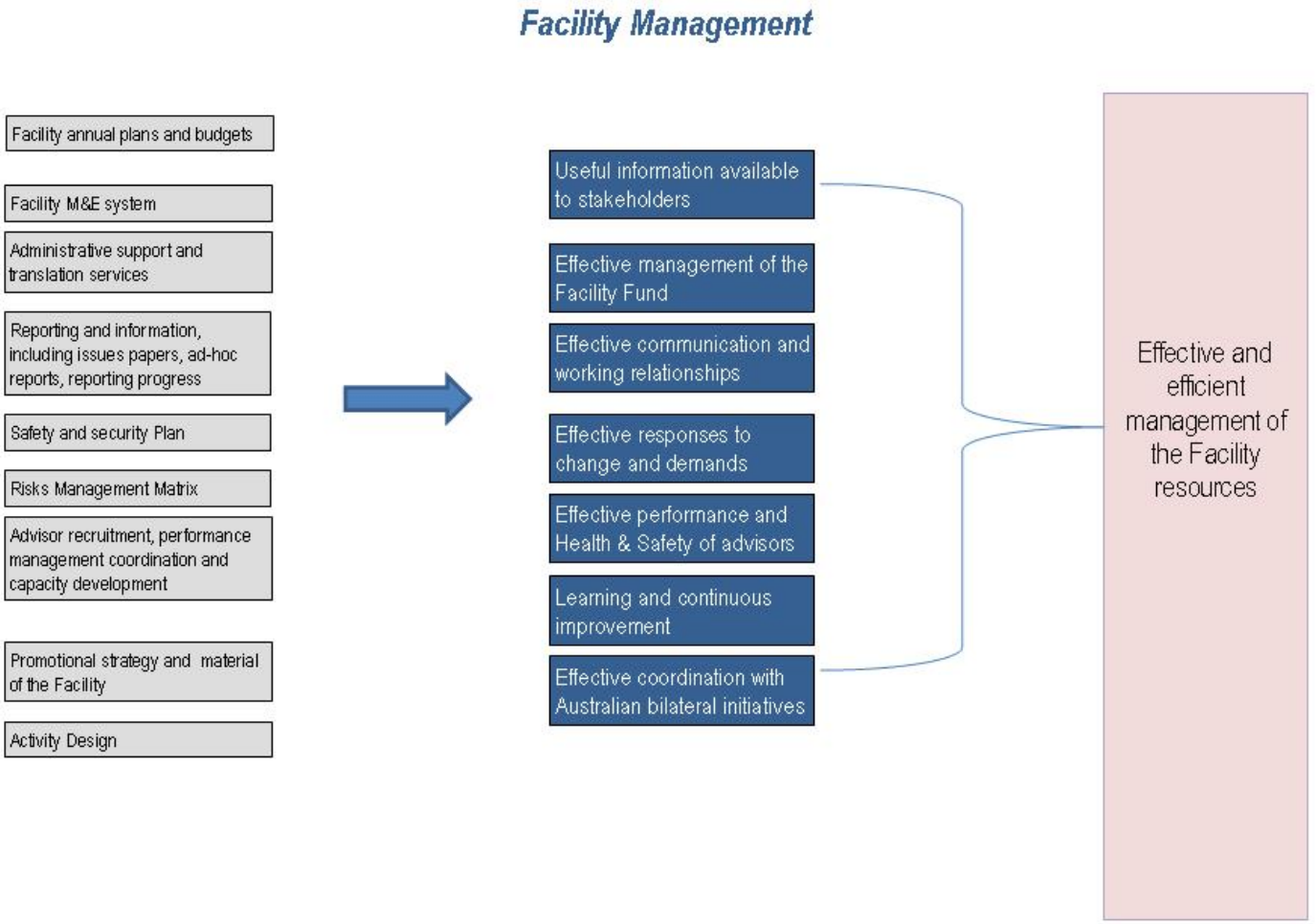

Community Surveys
PURPOSE
Agreement on arrangements for conducting survey utilising Timorese capacity
Questionnaire and instructions for administering Nationwide Survey
Nationwide community survey administered
Report from nationwide community survey, which will serve as a baseline
Study on victimisation designed and delivered in pilot area
Report on victimisation.
Surveys of child respondents – small sample surveys
Increased capacity of GoTL and NP to review and report on Justice system performance
Improved availability of information across the Justice system
Increased monitoring capacities of partner CSO
Improved co-ordination of delivery of services provided within the justice sector
Links into outputs and outcomes in CJIs and CSOs

Access to Information on Justice System

PURPOSE




Integrated Pilot in Suai and Surrounding Districts
OUTPUTS
OUTCOMES
PURPOSE
Also links through CJI and CSO outcomes
Report on feasibility of conducting Integrated Pilot in Suai based on visits
Agreement to Integrated Pilot
Agreement with other donors on co-operation
Establishment of Steering Committee in Suai
Establishment of Facility Office in Suai
Commencement of activities funded through JFF
Advice and reports on progress and issues
Exploratory visits to other centres to discuss lessons learnt and plan future support there
Co-ordinated approach to planning across the sector
Improved co-ordination of delivery of services provided within the justice sector


Facility Management
Facility annual plans and budgets
Facility M&E system
Administrative support and translation services
Reporting and information, including issues papers, ad-hoc reports, reporting progress
Safety and security Plan
Risks Management Matrix
Advisor recruitment, performance management coordination and capacity development
Promotional strategy and material of the Facility
Activity Design
Useful information available to stakeholders
Effective management of the Facility Fund
Effective communication and working relationships
Effective responses to change and demands
Effective performance and Health & Safety of advisors
Learning and continuous improvement
Effective coordination with Australian bilateral initiatives
Effective and efficient management of the Facility resources

Annex 2

Template of Activity Logframe

Annex 2 - Template of activity logframe

Categories	Description	Indicators	Means of verification	Assumptions
Impacts				
Outcomes				
Outputs				
Tasks				
Input				

Annex 3

Activity Evaluation Sheet

ETJSSF
- Activity Evaluation Sheet -

Activity Details

- **Name of organisation:**
- **Name of activity:**
- **Name of activity facilitator/provider:**
- **Location of activity:**
- **Date of activity:**
- **Names of participants:**

Questions

1. What kind of activity has [name of activity provider] provided your organisation and yourself?
2. What did you like about the service provided by [activity provider]?
3. What didn't you like about the service provided by [activity provider]?
4. How would you rate the activity provided by [activity provider]? (Please circle the answer you agree with)
1. Very poor 2. Poor 3. Satisfactory 4. Good 5. Very good

5. How could the activity have been improved?

6. Have any other individuals or organisations provided a similar service to you or your organisation as provided by the activity provider? If yes, who else did what?

7. What do you think were the most important changes for you that have occurred as a result of the activity provided by [activity provider] to you and your organisation? Can you try to name the changes in the form of 'now, I do such and such. Before, I could not do this'.

Before	**Now**	**Did any person or organisation contribute to this change other than [activity provider]?**

8. Of all changes you have mentioned, what is the most significant change for your organisation. Describe this change in the form of a story that includes:

- A beginning (what it was like before);
- A middle (what happened to bring about change);
- An end (what it is like now).

10. Why did you choose this particular story? Why is it significant to you?
11. What title would you give this story?