

# **East Timor Public Sector Capacity Development Program (PSCDP)**

## **Revised Performance Assessment Framework**

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# 1. Introduction

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## a) Background to this report:

This report documents the proposed revised Performance Assessment Framework for the AusAID-funded Public Sector Capacity Development Program (PSCDP) in Timor-Leste. The revised PAF incorporates and builds upon:

- The initial review of the PAF - conducted by the Effective Development Group<sup>1</sup> representative Laurent de Schoutheete and the PSCDP Australian Project Manager Mark Pruden, in consultation with the PSCDP Management Team – in September 2008. The review report is attached at **Annex 1**;
- The response received on 21 November 2008 from AusAID (Donna-Jean Nicholson, AusAID First Secretary at that time), incorporating comments from Graham Rady (AusAID Asia Program Quality and Development Adviser);
- A teleconference between GRM and Graham Rady to discuss/clarify the above response on 12 December 2008; and
- A meeting between GRM and Jeff Prime (new AusAID First Secretary) and Alvaro Ribeiro (AusAID Program Officer) on 24 February 2009 to agree on which AusAID comments could reasonably be incorporated given available M&E resources.

## b) Brief rationale for initial review

PSCDP is a complex program with (as at March 09) 26 concurrent activities, many of which are inter-related (particularly ‘Program’ activities), while others operate more or less independently (‘Additional Initiatives’). The PAF is therefore required to assess:

1. Activity-level management performance and results; and
2. Program level results (and to a lesser extent management performance, the assessment of which is usually an AusAID responsibility).

PSCDP/GRM proposed the review after the 2008/9 annual planning process revealed that the existing PAF was facilitating the collection, analysis and use of extensive activity-level data to report on activity management performance and results. While this reporting is critical – and will be retained in the revised PAF – there was no mechanism for ‘lifting’ analysis and reporting to a Program outcome level. This limitation hindered the PSCDP Management Team from conducting any meaningful analysis of Program results for the purpose of informing the Program’s strategic direction during the annual planning process.

The PSCDP Management Team discussed these concerns with the AusAID Post, who agreed with the need for PSCDP to better balance activity and Program level reporting/analysis, a view reinforced through AusAID’s written responses on 21 November 2008. The discussion on 24 February 2009 also clarified that primary responsibility for Program-level analysis resided with the PSCDP Management Team, not

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<sup>1</sup> EDG is currently contracted by GRM under the PSCDP contract to provide all M&E services.

the AusAID Monitoring and Review Group, whose mandate is broader and ‘outside’ of PSCDP’s formal M&E processes.

**c) Proposed methodology (incorporating AusAID comments)**

In response to the shortcomings raised in 1 b) above, the revised PAF will combine two levels of information gathering and analysis, specifically:

1. **Activity performance** - Activity achievements and performance (of advisers), based on the well-established tools developed and implemented under the existing PAF; and
2. **Program performance** - The achievement of (and performance in achieving) a range of expected outcomes – from preliminary/intermediate outcomes to final outcomes (the PSCDP Program Objectives). Achievement of outcomes will be assessed against the DAC Criteria, consistent with AusAID’s Quality Reporting System.

**d) Structure of this report**

- Section 2 analyses the **logic of the program** and presents a common understanding of its structure which forms the basis of the PAF;
- Section 3 describes the **activity performance** monitoring process based on the existing tools of the PAF;
- Section 4 presents a methodology to integrate the findings of section 3 at the **program performance** level; and
- Section 5 suggests a **plan to deliver the PAF** with specific roles and responsibilities for the Program Management Team members.

## 2. Analysis of the Program Logic

Our understanding of the Program structure and logic underpins the PAF. The following diagram (overleaf) illustrates the logical links between the PSCDP impacts, outcomes and activities (outputs). This diagram will be updated annually, to reflect changes of activities as proposed through PSCDP annual plans. Table 1 summarises the proposed means of monitoring each level of this logic diagram.

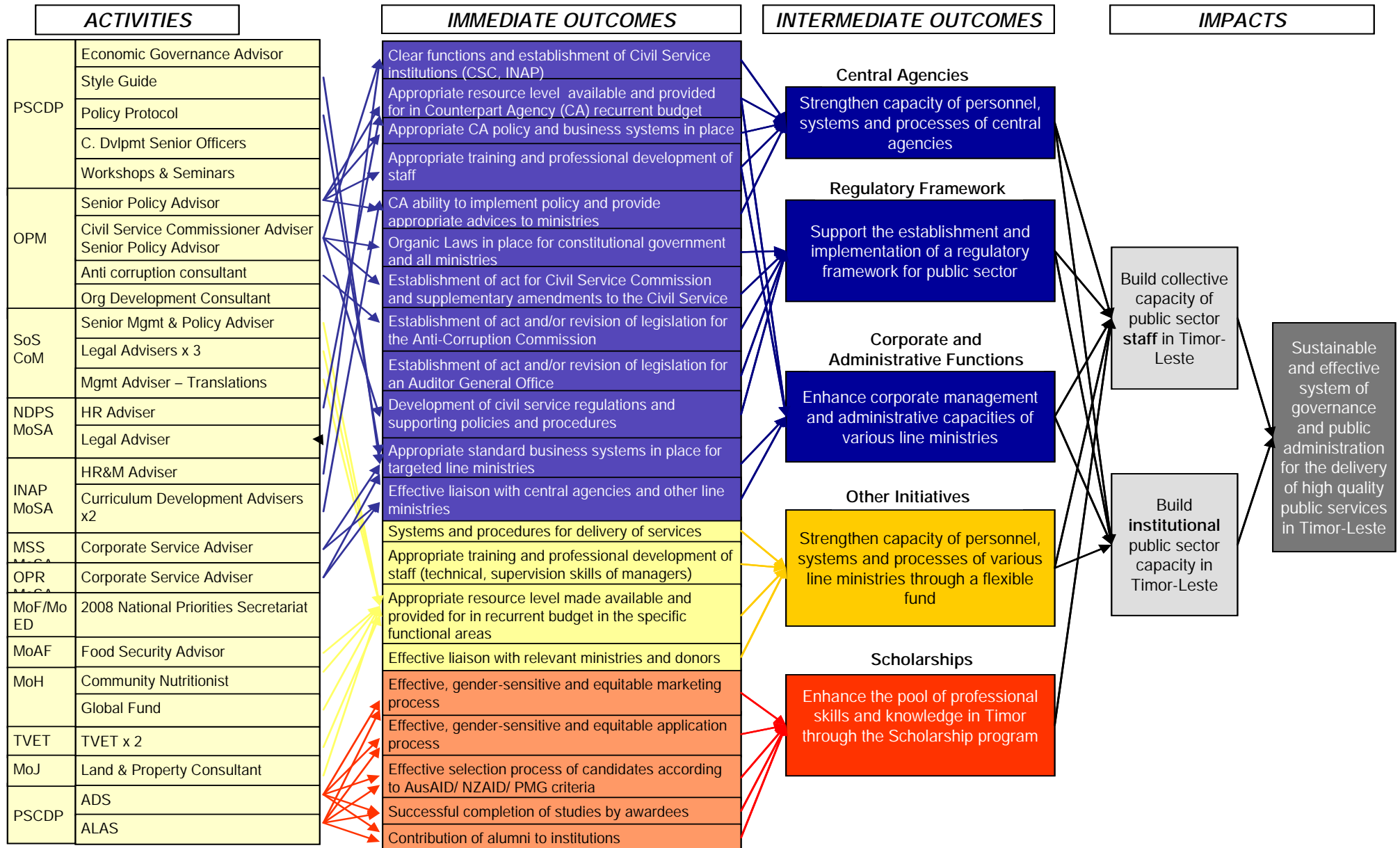
**Table 1: Proposed M&E at Different Levels of Program**

Level	Status	Description	Means of Monitoring/ Analysis
<b>Activities</b>	Approximately 26 activities in 2008/9, consisting of 'Program' activities (focused on key counterpart agencies, longer-term in focus) and 'Additional Initiatives' (flexible, responsive, often un-related activities).	<ul style="list-style-type: none"> <li>Refer to Annex 2 for full list of activities being implemented or planned to be implemented in 2008/9.</li> </ul>	Activity outputs achievement and adviser performance will be captured through the existing PAF tools (refer Section 3 below).
<b>Immediate Outcomes</b>	Introduced through this PAF as a means of 1) reporting/reflecting on important preliminary or intermediate achievements (which are necessary steps for, or expected to lead to, achievement of Program outcomes) and 2) aggregating results of these achievements allowing us to make reasonable judgements on the achievement of Program outcomes.	<ul style="list-style-type: none"> <li>Listed under Table 4: Monitoring Matrices below.</li> </ul>	We will use the DAC Criteria of relevance, efficiency, effectiveness and sustainability to make reasonable judgements on the achievement of these immediate outcomes (refer Section 4 below).
<b>Intermediate Outcomes</b>	The 5 Program intermediate outcomes were not in original design but were defined by the PSCDP Management Team as Program Objectives and approved through the 2008/9 Annual Plan.	<ul style="list-style-type: none"> <li><b>O1:</b> Strengthen capacity of personnel, systems and processes of central agencies<sup>2</sup></li> <li><b>O2:</b> Support the establishment and implementation of a regulatory framework for Public Sector</li> <li><b>O3:</b> Enhance corporate management and administrative capacities of various line ministries</li> <li><b>O4:</b> Strengthen capacity of personnel, systems and processes of various line ministries through a flexible fund</li> <li><b>O5:</b> Enhance the pool of professional skills and knowledge in Timor-Leste through the Scholarship program;</li> </ul>	Information/analysis on achievement of Immediate Outcomes (against DAC criteria) will be aggregated to allow us to make reasonable judgements on the achievement of Program intermediate outcomes (refer Section 4 below).

<sup>2</sup> As at March 09, PSCDP central agencies are: INAP, SECSC (formerly NDPS), OPM, MoF, MoED and the proposed CSC

<b>Impacts</b>	The Program impacts reflect the Program purposes and goal as defined in 2008/9 Annual Plan.	<ul style="list-style-type: none"> <li>• <b>I1:</b> Build collective capacity of public sector staff in Timor-Leste</li> <li>• <b>I2:</b> Build institutional public sector capacity in Timor-Leste</li> <li>• Final Impact Sustainable and effective system of governance and public administration for the delivery of high quality public services in Timor-Leste</li> </ul>	The achievement of the program goal and purposes cannot be controlled, but rather influenced or appreciated. For reasons of scale, timing and resources, the new PAF does not propose to assess program achievements at these levels.
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## PSCDP Logic Diagram



### 3. Activity Performance Assessment Methodology

The assessment of the performance and management of activities will occur at an individual activity level and be based on the pro-formas defined in the existing PAF tools. These tools are currently used to design, plan and monitor the activities. Table 2 below shows the objectives of each tool, as well as a brief comment on the collection and nature of information.

**Table 2: Summary of Existing PAF Tools**

Tool		Objective	Comments
<b>Tool 1</b> Activity Assessment and Criteria Guidelines	PLANNING	Ensure quality of activity design	List of 7 criteria and 6 guidelines for assessing activity proposals, defined by management team
<b>Tool 2</b> Pro-Forma for Proposals for Assistance			Description of requested information for activity proposal – to be filled by host institution
<b>Tool 4</b> Pro-Forma for ToR for Adviser		Ensure quality of advisers' TOR and alignment with activity design	Template for the description of activities, positions responsibilities, requested qualification, experience and skills.
<b>Tool 5</b> Activity Workplan		Ensure quality of activity planning, i.e. alignment of activity design, advisers' TOR and activity work plan	Annual workplan with objectives and tasks defined by advisers
<b>Tool 6</b> Activity Report Form	MONITORING	Ensure implementation of activity workplan – achievement of activity outputs	Activity report prepared monthly, six monthly and at the end/completion of each activity by the group of advisers involved in that activity
<b>Tool 7</b> End-of-Activity Assessment Report			Assessment of the activity workplan implementation by management team and feedback with activity advisers and counterparts
<b>Tool 8</b> Interview Guide for Mid-Activity and End-of-Activity Assessment		Ensure achievement of activity outcomes	Six-monthly or at activity completion open-ended interviews of counterparts, driven by local liaison officers, collecting information on client satisfaction with quality, outputs and outcomes of activity - including feedback on adviser performance
<b>Tool 9</b> Activities Database		Ensure synthesis of activity information into six-monthly progress reports	Six-monthly update of a database that contains key data on each <i>activity</i> to enable generation of progress reports



The information in Tools 6 and 8 will inform the content of Tool 7, which is prepared only at the completion of an activity to inform extensions, activity revisions and/or lessons learned more generally. This information in turn is collated and synthesised in a large spreadsheet which forms the Activities Database (Tool 9) and the principal basis of information for the six-monthly progress reports.

## 4. Program Performance Assessment Methodology

For each of the five intermediate outcomes in the PSCDP logic diagram, a key monitoring question has been defined to structure the collection and analysis of information on Program outcomes:

- To what extent is the program strengthening capacities of **central agencies**?
- To what extent is the program supporting the establishment and implementation of a **regulatory framework** for public sector?
- To what extent is the program enhancing **corporate management and administrative capacities** of selected line ministries?
- To what extent is the program strengthening capacities of line ministries (other than corporate services) through a **flexible fund**?
- To what extent is the program enhancing the pool of professional skills and knowledge in Timor-Leste through **scholarships**?

For each of these questions a set of desired Immediate Outcomes have been defined, the analysis of which will allow us to:

1. Report and reflect on important preliminary or immediate achievements (which are necessary steps for, or expected to lead to, achievement of Intermediate Outcomes/Program objectives); and
2. Aggregate results of these achievements allowing us to make reasonable judgements on the achievement of Intermediate Outcomes/Program objectives.

Measuring the level of achievement of Immediate Outcomes will be made possible by the analysis of various pre-defined sources of information (primarily related to Activity achievements i.e. Tools 6, 7 and 8 from the existing PAF).

These achievements will be assessed against the DAC criteria of relevance, effectiveness, sustainability and efficiency<sup>3</sup>, which are consistent with AusAID's Quality Reporting System (impact has been omitted due to the long-term nature of information it requires). The following analytical grid explains what would be assessed under each criterion, and suggests an indicative question to make this assessment.

**Table 3: Intermediate Outcome Analytical Grid**

Criteria	What is assessed?	Indicative question
Relevance	Appropriateness/nature of activities in regards of Intermediate Outcomes	To what extent does the activity respond to identified priorities?

<sup>3</sup> In the case of the Scholarships Objective (Objective 5), there are currently no selection criteria in the scholarships scheme related to subject areas studied. It is therefore difficult to assess the relevance of the scholarships to the objective of enhancing the pool of professional skills and knowledge in Timor-Leste, besides assessing the relevance of the application process against the development needs of the country. Similarly, sustainability is very difficult for the Program to assess. While we suggest to keep the same analytical grid, we have defined four immediate outcomes which relates respectively to each of the evaluation criteria (as mentioned in brackets).

Effectiveness	Achievements of activities against Intermediate Outcomes	To what extent does the activity contribute to the Intermediate Outcome?
Sustainability	Institutional capacities of counterparts, individual capacities of counterparts, enabling environment of activity	To what extent do the institutions have the capacity to replicate the benefits of the activity once this ends?
Efficiency	Modes and methodologies of assistance, and processes to support implementation of this assistance	To what extent are PSCDP processes, methodologies and modes of assistance contributing to the achievement of the Intermediate Outcomes?

The monitoring matrices in **Table 4** below present for each question the respective Immediate Outcomes, sources of information and risks & assumptions. Sources or information are included in the matrix on an indicative basis. Most sources already exist and/or refer to the current PAF tools. Other sources of information need to be found and/or compiled. The monitoring matrices will be reviewed and updated each year, (re)calibrating Intermediate Outcomes, sources of information and risk/assumptions based on experience to date and the changing Program dynamic, especially in the case of Additional Initiatives.

Once the matrices are filled, consultations between the M&E adviser (and relevant management team members) and key stakeholders will notably complement the information and provide a more integrated and perceptive view on linkages between the program's interventions. The list of key stakeholders to be interviewed will be selected in coordination with AusAID Dili and the program management team. These semi-open interviews will focus on achievements and challenges of raising institutional and individual capacities and will seek suggestions for improvement.. Such exercise will be trialled the first year and, if successful, will build support for and inform the future direction of the program.

Answers to the questions will be articulated around the appropriate Intermediate Outcomes. These answers will lift the information as much as possible to a strategic level, i.e. focus on capacity improvements of counterparts and staff within the organisations assisted instead of listing the achievements of individual outputs. Lessons learned from cross-fertilisation of activities will be sought and reported, as well as commonalities in challenges and impediments encountered by advisers (e.g. absence of effective counterparts, etc.). When an identified Outcome has not been achieved in a satisfactory manner, a brief comment will explain the reasons of this non-achievement. Foreseen risks and assumptions will often help to define these reasons.

Table 4: Monitoring Matrices

MONITORING QUESTION 1 – CENTRAL AGENCIES (CA)						
To what extent is the program strengthening capacities of central agencies?						
Immediate Outcomes	Information Sources	Risks & Assumptions	Relevance	Effectiveness	Sustainability	Efficiency
1. Clear functions and establishment of Civil Service institutions (CSC, INAP)	<ul style="list-style-type: none"> <li>• Adviser reports from ACT025a, ACT 026, ACT039, ACTCSC</li> <li>• Activity Assessment from ACT025a, ACT026, ACT039, ACTCSC</li> <li>• Interviews with counterparts of: <ul style="list-style-type: none"> <li>◦ OPM (ACTCSC, ACT039)</li> <li>◦ NDPS/CSC Secretariat (ACT025a)</li> <li>◦ INAP (ACT026)</li> </ul> </li> <li>• Minutes of COM</li> <li>• GoTL Gazette</li> <li>• Interviews with Advisers</li> </ul>	<ul style="list-style-type: none"> <li>- Parliament approval of CSC law</li> <li>- Political commitment to implementation of Civil Service institutions</li> <li>- Civil Service institutions functions and mandate are clear</li> <li>- GoTL provides adequate resources for Civil Service institutions</li> <li>- High dependence on TA</li> <li>- Coordination of TA inputs and implementation scheduling</li> <li>- Donor Coordination</li> </ul>				

2. Appropriate resource level (staff, finance, equipment, etc.) made available and provided for in Counterpart Agency (CA) recurrent budget	<ul style="list-style-type: none"> <li>• 2009 CA budget onwards</li> <li>• CA Staff plans</li> <li>• Adviser reports from ACT025a, ACTCSC, ACT026</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of counterparts</li> <li>- Dependency on external funding</li> <li>- Political commitment to CSC or INAP</li> </ul>				
3. Appropriate CA policy and business systems in place	<ul style="list-style-type: none"> <li>• Adviser reports from ACT025a, ACTCSC, ACT026, ACT039</li> <li>• Activity Assessment from ACT025a, ACTCSC, ACT026, ACT039</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ OPM (ACTCSC, ACT039)</li> </ul> </li> <li>• NDPS/CSC Secretariat (ACT025a)</li> <li>• INAP (ACT026)</li> </ul>	<ul style="list-style-type: none"> <li>- Sufficient resources</li> <li>- Sufficient time</li> <li>- Counterparts commitment and expertise</li> <li>- Conflicting expectations of TA and counterparts</li> <li>- Effective liaison and interaction between CA, and between CA and line-ministries</li> <li>- Language issues (translation, interpretation, etc.)</li> <li>- Impact of political realities</li> <li>- Appropriate policy development skills in GoTL</li> <li>- Institutional</li> </ul>				

		rearrangements - Effective donors' harmonization • Duplication/overlap of CA and donors activities				
4. Appropriate training and professional development of staff (completion of Masters program by director, training of trainer, curriculum development, supervision skills of senior managers etc.)	<ul style="list-style-type: none"> <li>• Adviser reports from ACT025a, ACT026, ACTCSC</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ OPM (ACTCSC, ACT039)</li> <li>◦ ACT023 counterparts</li> <li>◦ NDPS/ CSC Secretariat (ACT025a)</li> <li>◦ INAP (ACT026)</li> </ul> </li> <li>• Training manuals and curriculum (ACT026)</li> </ul>	<ul style="list-style-type: none"> <li>- Participation and use of training by counterparts</li> <li>- Stability of counterparts' staff</li> <li>- Ownership of training material by counterparts</li> <li>- Language issues (interpretation, translation, etc.)</li> <li>- Relevance of training content</li> </ul>				

5. CA ability to implement policy and provide appropriate advices to ministries	<ul style="list-style-type: none"> <li>• PSCDP policy protocol</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ OPM (ACTCSC, ACT039)</li> <li>◦ NDPS / CSC Secretariat (ACT025a)</li> <li>◦ INAP (ACT026)</li> </ul> </li> <li>• CA legislation and regulations</li> </ul>	<ul style="list-style-type: none"> <li>- Experience, expertise, integrity and knowledge of advisers</li> <li>- Availability and absorptive capacity of counterparts</li> <li>- Ownership of advices by counterparts</li> <li>- Consistency of advices within PSCDP and across other donors</li> <li>- Dependency on TA</li> <li>- Effective liaison and interaction between CA, and between CA and line-ministries</li> <li>- Language issues (translation, interpretation, etc.)</li> <li>- Impact of political realities</li> <li>- Appropriate policy development skills in GoTL</li> <li>• Duplication/overlap of CA and donors activities</li> </ul>				
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## MONITORING QUESTION 2 – REGULATORY FRAMEWORK

**To what extent is the program supporting the establishment and implementation of a regulatory framework for public sector?**

Immediate Outcomes	Information Sources	Risks & Assumptions	Relevance	Effectiveness	Sustainability	Efficiency
1. Organic Laws in place for constitutional government and all ministries	<ul style="list-style-type: none"> <li>• Adviser reports from ACT015</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ SoS COM (ACT015)</li> </ul> </li> <li>• Minutes of COM</li> <li>• GoTL Gazette</li> <li>• Interviews with Advisers</li> </ul>	<ul style="list-style-type: none"> <li>- Machinery of government changes</li> <li>- Harmonisation of laws</li> </ul>				
2. Establishment of act for Civil Service Commission and supplementary amendments to the Civil Service and others acts	<ul style="list-style-type: none"> <li>• Adviser reports from ACTCSC</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ SoS COM (ACT015)</li> <li>◦ OPM (ACTCSC)</li> </ul> </li> <li>• Minutes of COM</li> <li>• Discussion with Advisers</li> <li>• GoTL Gazette</li> </ul>	<ul style="list-style-type: none"> <li>- Parliament approval of CSC law</li> <li>- Political commitment to implementation of Civil Service institutions</li> <li>- Appropriate reports from CSC adviser</li> </ul>				
3. Establishment of act and/or revision of legislation for the Anti-Corruption Commission	<ul style="list-style-type: none"> <li>• Adviser reports from ACTACC, ACT039</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ OPM (ACT039, ACTACC)</li> </ul> </li> <li>• GoTL Gazette</li> </ul>	<ul style="list-style-type: none"> <li>- Parliament approval of ACC law</li> <li>- Political commitment to implementation of Anti-Corruption Commission</li> </ul>				



	<ul style="list-style-type: none"> <li>• Minutes of COM</li> <li>• Interviews with relevant parties (Providor, Inspector General, Donors, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Political sensitivities</li> <li>- AusAID support</li> <li>- Donor harmonisation</li> </ul>				
4. Establishment of act and/or revision of legislation for an Auditor General Office	<ul style="list-style-type: none"> <li>• Adviser reports from ACT039</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ OPM (ACT039)</li> </ul> </li> <li>• GoTL Gazette</li> <li>• Minutes of COM</li> <li>• Interviews with relevant parties (Providor, Inspector General, Donors, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Parliament approval of laws covering AG functions</li> <li>- Political commitment to implementation of AGO</li> <li>- Political sensitivities</li> <li>- AusAID support</li> <li>- Donor harmonisation</li> </ul>				

5. Development of civil service regulations and supporting policies and procedures	<ul style="list-style-type: none"> <li>• Adviser reports from ACT004, ACT025a</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ NDPS/CSC (ACT004, ACT025a, ACTCSC)</li> </ul> </li> <li>• Minutes of COM</li> <li>• Discussion with Advisers</li> <li>• GoTL Gazette</li> </ul>	<ul style="list-style-type: none"> <li>- COM approval of civil service regulations</li> <li>- Political commitment to implementation of civil service regulations</li> <li>- Implementation strategies of civil service regulations</li> <li>- Contextualised HR practices in regulations documents</li> </ul>				
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### MONITORING QUESTION 3 – CORPORATE AND ADMINISTRATIVE FUNCTIONS

**To what extent is the program enhancing corporate management and administrative capacities of line ministries?**

Immediate Outcomes	Information Sources	Risks & Assumptions	Relevance	Effectiveness	Sustainability	Efficiency
1. Appropriate standard business systems in place for targeted line ministries	<ul style="list-style-type: none"> <li>• Effective ministry checklists</li> <li>• Adviser reports from ACT043, 45, 46C &amp; 47</li> <li>• Interviews with counterparts:</li> </ul>	<ul style="list-style-type: none"> <li>- Consistency between advices and current GoTL process</li> <li>- Availability and absorptive capacity of counterparts</li> <li>- Ownership of</li> </ul>				

	<ul style="list-style-type: none"> <li>○ MSS (ACT043)</li> <li>○ INAP (ACT045)</li> <li>○ MoI (ACT046C)</li> <li>○ MAF (ACT047)</li> </ul>	<ul style="list-style-type: none"> <li>advice by counterparts</li> <li>- Consistency of advice within PSCDP and across other donors</li> <li>- Dependency on TA</li> </ul>				
2. Appropriate training and professional development of staff (corporate services, management and supervision skills of senior managers)	<ul style="list-style-type: none"> <li>• Adviser reports from ACT043, 45, 46C &amp; 47</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>○ MSS (ACT043)</li> <li>○ INAP (ACT045)</li> <li>○ MoI (ACT046C)</li> <li>○ MAF (ACT047)</li> </ul> </li> <li>• Training manuals and curriculum (ACT026)</li> </ul>	<ul style="list-style-type: none"> <li>- Participation and use of training by counterparts</li> <li>- Stability of counterparts' staff</li> <li>- Ownership of training material by counterparts</li> <li>- Language issues (interpretation, translation, etc.)</li> <li>- Relevance of training content</li> </ul>				
3. Appropriate resource level (staff, finance, equipment, etc.) made available and provided for in recurrent	<ul style="list-style-type: none"> <li>• 2009 line ministries budget onwards</li> <li>• Line ministries staff plans</li> <li>• Adviser reports from ACT043, 45, 46C &amp; 47</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of counterparts</li> <li>- Adequate budget</li> <li>- Political commitment within line ministries</li> <li>- Donor dependency</li> </ul>				

budget	<ul style="list-style-type: none"> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ MSS (ACT043)</li> <li>◦ INAP (ACT045)</li> <li>◦ MoI (ACT046C)</li> <li>◦ MAF (ACT047)</li> </ul> </li> </ul>					
4. Effective liaison with central agencies and other line ministries	<ul style="list-style-type: none"> <li>• Adviser reports from ACT043, 45, 46C &amp; 47</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ MSS (ACT043)</li> <li>◦ INAP (ACT045)</li> <li>◦ MoI (ACT046C)</li> <li>◦ MAF (ACT047)</li> </ul> </li> <li>• Interviews with relevant parties (MoF, NDPS/CSC, Donors, Inspector General, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Effective inter-ministerial cooperation</li> <li>- Institutional rearrangements</li> <li>- Effective donors' harmonisation</li> <li>- Duplication/overlap of line ministries and donors' activities</li> </ul>				

## MONITORING QUESTION 4 – OTHER INITIATIVES

**To what extent is the program strengthening capacity of line ministries (other than corporate services) through a flexible fund?**

Immediate Outcomes	Information Sources	Risks & Assumptions	Relevance	Effectiveness	Sustainability	Efficiency
1. Systems and procedures for delivery of services developed	<ul style="list-style-type: none"> <li>• Adviser reports from ACT014, ACT029, ACT034, ACT020, ACT015, ACT004, ACT048, ACT049, ACT046A&amp;B</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ MoH (ACT014, ACT020)</li> <li>◦ MoAF (ACT034 &amp; 49)</li> <li>◦ SoS COM (ACT 015)</li> <li>◦ MOSA Legal Adviser (ACT004)</li> <li>◦ MoF/MoED (ACT029)</li> <li>◦ MoI (ACT046A&amp;B)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Consistency between advices and current GoTL process</li> <li>- Availability and absorptive capacity of counterparts</li> <li>- Ownership of advices by counterparts</li> <li>- Consistency of advices within PSCDP and across other donors</li> <li>- Dependency on TA</li> </ul>	-	-		

<p>2. Appropriate training and professional development of staff (technical, supervision skills of senior managers)</p>	<ul style="list-style-type: none"> <li>• Adviser reports from ACT014, ACT034, ACT020, ACT015</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ MoH (ACT014, ACT020)</li> <li>◦ MoAF (ACT034)</li> <li>◦ SoS COM (ACT 015)</li> </ul> </li> <li>• Training manuals (ACT015, ACT020, ACT034)</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of counterparts</li> <li>- Participation and use of training by counterparts</li> <li>- Stability of counterparts' staff</li> <li>- Ownership of training material by counterparts</li> <li>- Language issues (interpretation, translation, etc.)</li> <li>- Relevance of training content</li> </ul>				
<p>3. Appropriate resource level made available and provided for in recurrent budget in the specific functional areas</p>	<ul style="list-style-type: none"> <li>• 2009 line ministries budget onwards</li> <li>• Annual Action Plans of line ministries</li> <li>• Line ministries staff plans</li> <li>• Adviser reports from ACT014, ACT034, ACT020, ACT015</li> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>◦ MoH (ACT014, ACT020)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Availability of counterparts</li> <li>- Adequate budget</li> <li>- Political commitment within line ministries</li> <li>- Donor dependency</li> </ul>				

	<ul style="list-style-type: none"> <li>o MoAF (ACT034)</li> <li>o SoS COM (ACT 015)</li> </ul>					
4. Effective liaison with other relevant ministries and donors	<ul style="list-style-type: none"> <li>• Interviews with counterparts: <ul style="list-style-type: none"> <li>o MoH (ACT014, ACT020)</li> <li>o MoAF (ACT034)</li> <li>o SoS COM (ACT 015)</li> <li>o MoF (ACT029)</li> </ul> </li> <li>• Adviser reports from ACT014, ACT034, ACT020, ACT015, ACT029</li> <li>• Interviews with relevant parties (Global Fund, Donors, other ministries, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Effective inter-ministerial cooperation</li> <li>- Institutional rearrangements</li> <li>- Effective donors' harmonisation</li> <li>- Duplication/overlap of line ministries and donors' activities</li> </ul>	•	-		

### MONITORING QUESTION 5 – SCHOLARSHIPS

To what extent is the program enhancing the pool of professional skills and knowledge in Timor through scholarships?

Immediate Outcomes	Immediate Outcomes	Immediate Outcomes	Relevance	Effectiveness	Sustainability	Efficiency
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1. Effective, gender-sensitive and equitable marketing process <i>(efficiency)</i>	<ul style="list-style-type: none"> <li>• Applications received</li> <li>• Scholarships Marketing Strategy document</li> <li>• ADS/ALAS reports</li> <li>• ADS/NZ PMG Meeting minutes</li> <li>• Statistics reports</li> </ul>	<ul style="list-style-type: none"> <li>- Competition with GoTL scholarship</li> <li>- Sufficient resource for effective outreach</li> </ul>	-	-		
2. Effective, gender-sensitive and equitable application process <i>(efficiency)</i>	<ul style="list-style-type: none"> <li>• Applications received</li> <li>• Scholarships policies</li> <li>• Induction briefings</li> <li>• ADS/ALAS reports</li> <li>• ADS/NZ PMG Meeting minutes</li> <li>• Statistics reports</li> </ul>	<ul style="list-style-type: none"> <li>- Access of eligible applicants</li> <li>- Expectations of applicants</li> <li>- Ability of ALAS applicants to secure universities unconditional offers</li> <li>- Ability of ALAS applicants to secure suitable IELTS results</li> </ul>				
3. Effective selection process of candidates according to AusAID/ NZAID/ PMG criteria <i>(relevance)</i>	<ul style="list-style-type: none"> <li>• Interviews of applicants</li> <li>• Scholarships policies</li> <li>• Records of selection committee deliberations</li> <li>• Application forms and</li> </ul>	<ul style="list-style-type: none"> <li>- Adequate IELTS results</li> <li>- Appropriate level of confidentiality</li> <li>- Continuing support from AusAID/ NZAID</li> <li>- Enough suitable applicants</li> </ul>				



	supportive documents <ul style="list-style-type: none"> <li>• ADS/ALAS reports</li> <li>• ADS/NZ PMG Meeting minutes</li> <li>• Statistics reports</li> </ul>					
4. Successful completion of studies by awardees ( <i>effectiveness</i> )	<ul style="list-style-type: none"> <li>• SIMON database</li> <li>• OASIS database</li> <li>• Students progress reports</li> <li>• ADS/ALAS reports</li> <li>• Academic records</li> <li>• Statistics reports</li> </ul>	<ul style="list-style-type: none"> <li>- Maintenance of SIMON database</li> <li>- Maintenance of OASIS database</li> <li>- Availability of academic records</li> </ul>	•	-		
5. Contribution of alumni to institutions ( <i>sustainability</i> )	<ul style="list-style-type: none"> <li>• Alumni Survey</li> <li>• Pre-departure contribution</li> <li>• ADS Alumni database</li> <li>• Alumni activities</li> <li>• Statistics reports</li> </ul>	<ul style="list-style-type: none"> <li>- Alumni come back in Timor</li> <li>- Maintenance of contact with alumni</li> <li>- Alumni support for program</li> </ul>	•	-		

## 5. Implementation of the PAF

The following table summarises the steps needed to implement the new PAF.

**Table 5: PSCDP Monitoring Plan**

#	Tasks	Responsibilities	Schedule	Deliverables
1	Briefing Advisers & Management Team for data generation	- HRM/CBs - APM & M&E	<i>Ad-hoc</i>	
2	Collecting the activities data through PAF tools and other sources	- Advisers (HRM/CB to monitor) - IPC - LOs - SM	Ongoing	
3	Storing the information on activities achievements in PAF Tool 9 (Database)	- LOs (with assistance from IPC as required)	February and August	Activity Database (Tool 9) populated
4	Reporting on activity achievements	- PSCDP Management Team	October and March/April (as part of PAF Annual Report) M&E Report)	Six-monthly Progress Report
5	Collecting and Populating the information on program achievements in Monitoring Matrices	- PM - HRM/CBs - IPC - SM	February/March	Monitoring Matrices populated
6	Consulting with key stakeholders and analysing the information on program achievements	- M&E/APM - PSCDP Management Team	March	
7	Reporting on program achievements	- M&E/APM	March/April	PAF Annual Report (which will inform, and be an annex to, the Program Annual Plan)
8	Using the PAF	- PM/APM	Ongoing	Program Annual Plan

9	Reviewing the PAF	<ul style="list-style-type: none"> <li>- M&amp;E/APM</li> <li>- PSCDP Management Team</li> </ul>	<i>Ad-hoc</i>	PAF Review Report
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**Key:** **PM** – PSCDP Program Manager (John Walsh);  
**HRM/CB** – Human Resource Management & Capacity Building Advisers (Maria Braz and Jeff Cane);  
**LO** - Liaison Officers (David de Araujo and Oscar de Araujo);  
**M&E** – Monitoring and Evaluation Adviser (Effective Development Group);  
**APM** – Australian Project Manager (Mark Pruden);  
**IPC** – In-Country PSCDP Program Coordinator (Kate Michelly).  
**SM** – Scholarships Manager (Nina Marques and Edmundo Corbafo)

The six-monthly progress report will be produced as a standalone document in October each year, and again as part of the PAF Annual Report in April. The progress reports will inform on the achievement of activities' outputs based on information summarised in the database (Tool 9).

The PAF Annual Report (due April each year) will detail the achievement of Program Outcomes and will outline considerations for potential management improvement. The PAF report will also review the PAF methodology and suggest, if necessary, amendments. This report will be produced ahead of (and not concomitant with) the Annual Plan to provide relevant information to the Program Management Team.

Most members of the PSCDP management team will be involved in the implementation of the PAF:

- Primary information sources will be:
  1. Reports from **Advisers** - the **Human Resource Management & Capacity Building Advisers** have a crucial role in briefing advisers and quality assuring their activities and reporting. They will also refine and – if necessary – define new appropriate tools to collect information from the suggested sources; and
  2. Interviews with **Counterparts** – conducted primarily by the **Liaison Officers**, and attended by other **Management Team** staff as required.
  3. Consultation between M&E Adviser (and other relevant Management Team Members) and key stakeholders.
- The **Program Coordinator** with the help of the **Liaison Officers** will centralise all collected information in a database which closely corresponds to the Monitoring Matrices analytical grid. When necessary they will also consult relevant sources of information and collect complementary data.
- The **M&E Adviser** together with the **Australian Project Manager** will be responsible for analysing collected information and for writing the annual PAF report. However, **Management Team members** will actively participate in the analysis of collected information to ensure the PAF is able to be used as a management/reporting tool at all times.

- The information collected and reported through the PAF reports should ultimately - but not uniquely - serve the purpose of informing the annual workplan process. The **Program Management Team** together with the Australian Project Manager will therefore be the prime users of the PAF and as such be involved in its steering and revision, as necessary.

Most of the work will be done in country by the management team with on-going support from the M&E Adviser and Australian Project Manager. At least one in-country mission is planned for the M&E Adviser each year, to prepare the Annual PAF Report. The need for a second annual M&E Adviser input to 1) support preparation of the Six-Monthly Progress Report and/or 2) review/revise/update the PAF will be considered in advance of the Six-Monthly Reporting deadline (October) each year. Each of these missions should last approximately two weeks and be followed by one report-writing week in Australia.

## **Annex 1 – PAF Review Report (September 08)**

## **Annex 2 – PSCDP Activities in 2008-09**

Host Institutions	Reference code	Adviser
OPM	ACT039	Policy Advisor
	ACTCSC	Civil Service Commission Adviser (Completed)
	ACTACC	Anti Corruption Specialist (Completed)
SoS CoM	ACT015	Senior Mgmt & Policy Adviser
		Legal Advisers x 3
		Management Adviser – Translations
NDPS/CSC Secretariat	ACT025	HR Adviser (to be completed in April 09)
	ACT051	HR Management Adviser (New)
		HR Development Adviser (New)
		Internal Governance Adviser (New)
		Legal And Disciplinary Procedures Adviser (New)
		Senior Adviser to CSC (New)
MoSATO	ACT004	Legal Adviser
MoSATO/ INAP	ACT026	HR&M Adviser
		Curriculum Development & Training Adviser x 3
	ACT045	Style Guide Development
MSS	ACT043	Corporate Service Mgmt Adviser
MoF / MoED	ACT029	2008 National Priorities Secretariat (completed)
MoF	ACT050	2009 National Priorities and Aid Effectiveness Adviser
MoAF	ACT034	Food Security Adviser
	ACT049	Legal Adviser
	ACT047	Corporate Services Adviser
MoH	ACT020	Community Nutritionist
	ACT014	Global Fund
TVET	ACT038	TVET x 2
MoJ	ACT041	Land & Property Consultant (completed)
MoI	ACT046A	Political Adviser
	ACT046B	National Infrastructure Plan
	ACT046C	Corporate Services Adviser
PSCDP	In-house	Policy Protocol (completed)
	ACT023	Capacity Development for GoTL Senior Officials
	ACT037	Workshops & Seminars

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	ADS	Australian Development Scholarships (ADS)
	ALA	Australian Leadership Awards Scholarships (ALAS)
	Other Scholarships	ACIAR, etc.