

**Programa Nasional Dezenvolvimentu
Suku (PNDS) – Support Program**

Mid Term Review

Review Plan

Final draft

October 2016

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1. Introduction

This Review Plan provides the framework and details for a Mid Term Review of the Programa Nasional Dezenvolvimentu Suku - Support Program (PNDS-SP). This Review Plan responds to the Terms of Reference (TORs) provided by the Australian Embassy in Dili, Timor Leste.

A team comprising the following members will undertake the Review:

- Deborah Rhodes, Team Leader
- Francesca Lawe-Davies¹, Team Member (Community development expertise)
- TBC, Timor-Leste member

Victor Bottini, a Community Development Specialist with long-term involvement in PNDS will also assist the team, including through meetings in Dili.

The Review Plan details the processes and methodology for conducting the Mid Term Review in late 2016.

2. Context for the Review

The Government of Timor Leste provides financial and technical support for village level infrastructure across the country, through the establishment of PNDS, which commenced in 2012. PNDS is implemented by a national-level Secretariat, regional staff, a dedicated budget and extensive national systems and processes. The goal of this program is 'improved socio-economic conditions and local governance for village men and women in Timor Leste through community managed infrastructure.' The program applies a community driven approach to build village-level infrastructure. Every suku (village) in the country is provided with a grant of around USD50,000 (currently over a 1-2 year cycle) to plan, construct and manage their own small-scale infrastructure projects. The community driven development approach provides a facilitated process to guide communities through processes of consultation, decision-making and construction.

Australia's PNDS Support Program (PNDS-SP) was designed in 2013 for eight years (2014-2021) to complement the Government of Timor Leste's program. It focuses on contributing to ongoing performance of PNDS staff, and systems and processes. In 2014 DFAT contracted Cardno Emerging Markets (Cardno) to implement a range of technical activities for PNDS-SP until June 2017. This AUD22 million contract has provided technical assistance to PNDS corporate services and program operation systems, and training for 400 PNDS staff, including field support

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monitoring and mentoring for 300 PNDS community facilitators. The first phase of the PNDS-SP also included a baseline produced by the World Bank, and monitoring and research by The Asia Foundation (AUD2.2 million 2013-2017), delivered under the agreement for the TAF Support for Good Public Policy Program).

Prior to the end of the current contract with Cardno and the grant agreement with TAF, the Australian Embassy seeks to review outcomes to date and identify ways to strengthen performance and processes in the subsequent period of collaboration with the GoTL on PNDS.

3. Summary of progress to date

Progress in PNDS overall has been regarded positively to date by most stakeholders, including GoTL, DFAT and communities which have participated in program implementation, as well as the contractor, Cardno. By June 2016, over 1,000 projects including water systems, roads, irrigation canals and other community facilities have been completed across Timor-Leste's 442 villages. This is on target to meet the goal of 3,500 projects built by PNDS by 2020. The 2016 independent construction audit of PNDS projects rated the quality of infrastructure at 84 per cent 'good', exceeding the 80 per cent target. PNDS is also meeting gender targets, with women's participation in community management committees averaging 40 per cent.

Ongoing monitoring and independent reviews of PNDS-SP to date indicate that its contributions have been timely, relevant, effective, efficient and gender inclusive within a changing institutional and budgetary context. The ability of the program to respond flexibly to changes in the operating environment, consistent with good practice community development principles which underpin the program overall, has been important.

The program remains aligned with Australia's Aid Investment Plan (2015-2019) priorities for Timor-Leste and there are clear signs of ongoing collaboration between GoTL and GoA in this important contribution to national development. The ministry currently responsible for PNDS, the Ministry of State Administration, has proposed USD12.5 million for PNDS grants and operations in the 2017 budget (similar to 2016 funding), which would provide grants for approximately half of the sucos in the country. However, this allocation has not been confirmed by GoTL at this stage. No budget for new grants was included in the draft 2017 GoTL state budget released in October 2016. The state budget will be debated and approved by Parliament in November – December 2016.

DFAT considers that the PNDS-SP remains relevant and the contractor's track record of good results and strong performance contribute to their intention to continue the program and extend the PNDS-SP contract with Cardno until 2021. However should GoTL reduce 2017 funding, DFAT will reconsider or delay a second phase of the Support Program, pending certainty on GoTL commitments for PNDS.

4. The Evaluation

4.1 Purpose and objectives of the Review

The Review has two purposes, according to the TORs:

- Verify and quality assure PNDS-SP claims of success and adequate progress towards End of Program Outcomes over the first phase (2014-2016)
- To inform the next phase of PNDS-SP (2017-2021), provide recommendations for any adjustments to End of Program Outcomes² and program implementation, within the context of the PNDS-SP design, progress and achievements to date, lessons learned and context changes.

The first purpose of verifying performance and progress towards objectives will be primarily through a review of existing documents and reports, although there will be scope for triangulation of findings through interviews with stakeholders in Timor-Leste, both in Dili and sub-national levels (see Sections 5 and 6).

The second purpose is the primary focus of the Review and will involve discussions with a range of stakeholders and analysis of potentially diverse interests and priorities related to future programming for the period 2017-2021. This will include considerations around changing context, responsiveness to external priorities, program scope, program structure, the role of The Asia Foundation and changing risk profile.

The TAF activities will be evaluated both as part of this PNDS-SP mid-term review, and as part of the separate review and evaluation of the TAF Support for Good Public Policy Program.

4.2 Audience for Review

The primary audience of the Review includes:

- the Australian Embassy in Dili
- DFAT program managers
- Timor-Leste Section in DFAT, Canberra
- PNDS Secretariat.

The Review report will also be shared with other relevant stakeholders including officials from other Government of Timor-Leste ministries, managing contractor for PNDS-SP (Cardno), TAF and other DFAT-funded programs.

² Presumably within the context of the overall program logic or theory of change.

4.3 Governance

The Review team will be responsible to Kathy Richards, Australian Embassy, Dili.

The Australian Embassy in Dili will manage and support the Review team through:

- Recruiting and briefing a Timor-Leste member
- Providing briefings on expectations and context
- Providing relevant documents
- Making logistical arrangements (accommodation, local transport)
- Organising venues and meeting schedules with stakeholders
- Participating in Aide Memoire workshop
- Reviewing draft reports and providing feedback so that they can be finalized

DFAT will also be responsible for sharing the report internally and following up recommendations, as appropriate.

4.4 Approach

Consistent with the nature and timing of the Review, and the principles used in PNDS's implementation, the approaches taken will be:

- Respectful of the broader partnership between the Governments of Timor-Leste and Australia
- Collaborative and participatory
- Strengths-based
- Largely forward-looking, based on realistic expectations of resources available
- Cognisant of predictable or unpredictable changes in the broader Timorese and Australian political, institutional and funding environments
- Culturally and historically respectful
- Appropriately focused on a balance of different types of data and evidence
- Oriented to generating shared ownership of the Review findings, to maximize the likelihood of benefits and uptake.

The selection of questions and review methods reflects these approaches. Findings and recommendations need to be understood and couched within the scope of the Review, including limitations (see Section 4.5 below).

Overall, three sources of data and information will be used, to maximise triangulation:

- existing reports from M&E processes undertaken in the life of PNDS and PNDS-SP to date
- meetings with selected personnel from all levels of PNDS and PNDS-SP and other relevant stakeholder organisations, including a group of Field Support Team members, and a group of District Facilitators and Coordinators if available in Dili (during Dili week of the monthly program of visits)

- results of a facilitated, strategic, forward-looking Joint Stakeholder workshop with Dili-based personnel, which would bring stakeholders together to forge a shared vision.

The Review team will seek responses to questions from a range of stakeholders with various degrees of knowledge and engagement with PNDS-SP, from national, district and suku-levels, recognizing that the degree of engagement will influence knowledge and experience, and that there is likely to be variation of views between personnel and institutions.

The Review approach will reflect international guidance on evaluations, particularly elements related to cross-cultural contexts and ethics. In particular, care will be taken to ensure shared understanding of concepts, questions and responses, given language and cultural differences.

A consent form is provided at Annex X for those participating in meetings.

Different levels of questions will be relevant to different sets of stakeholders, and a draft plan for each set of meetings is provided at Annex Y.

The Review team are approaching the process as facilitators of a process of reflection, self-analysis and planning among those involved, recognising that those in the context are best placed to understand why progress has been as it has, and what is possible in future. Those interviewed will be asked to reflect on the data available to them in determining future priorities from their particular perspective. Where possible the Review team will seek to generate a shared understanding of future priorities, to maximise relevance, ownership and likely uptake of recommendations. Those involved in managing PNDS' implementation in various ways, will be responsible for using and applying recommendations, so the greater their engagement, the more likely the Review will be useful for them to manage diverse demands.

The Review team will document shared findings about the program's achievements to date and lessons learned, as well as shared priorities and recommendations for the next phase of collaboration. The Review team will seek and welcome feedback and suggestions on draft reports.

Also the Review team suggests that a post Review meeting be held, hosted by DFAT and PNDS Secretariat, to include other donors and NGOs, to share findings/disseminate recommendations and provide an opportunity to talk about PNDS more broadly. This would also help other donors and partners (NGOs et al) to better understand PNDS (especially at the community implementation level), to coordinate better with PNDS committees, and perhaps to support PNDS or communities using PNDS processes and funds.

Annex 1 includes Review questions, interpreted so they can actually be 'asked' to different stakeholder groups.

Annex 2 includes methods/tools relevant for each question.

Annex 3 allocates the questions for each type of Review method (focus group meetings; key informant interviews; Joint Stakeholder Workshop).

4.5 Key considerations

The scope of the Review is limited to two purposes, and given resources and time available, is not intended to collect new national-level data about program-related outputs, outcomes or impact. Importantly, the Review team will only be able to visit a limited range of districts, so evidence from this source (likely to be anecdotal and subjective) will not necessarily be representative of the national situation overall.

Previous Monitoring and Review Group processes have focused attention on particular features of the PNDS-SP and other monitoring processes by PNDS Secretariat and PNDS-SP have generated data about a variety of implementation and progress issues. The Review team will be unable to verify specific details of all monitoring data, but will be able to gain a broad understanding about the likelihood of its accuracy.

4.6 Stages and Timeline

Following agreement and finalisation of this Review Plan, the Review will take place in the period November 2016 to February 2017 in the following related and inter-connected phases:

The evaluation includes three stages, as follows:

Stage 1: Document review will commence in November 2016, including identification of existing information from reports that will assist with answering Review questions.

Stage 2: Gathering additional data through meetings in Timor-Leste which will take place from 21 November to 2 December.

This includes key informant interviews (KIIs) with selected PNDS Secretariat officials, PNDS-SP staff and other stakeholders at national and district levels; focus group discussions (FGDs) with groups of stakeholders focused on particular aspects of PNDS or particular questions; and a joint workshop to develop shared understanding of future programming priorities.

This stage also includes development of an Aide Memoire which includes initial themes and findings, as well as broad agreements about future programming priorities.

Stage 3: Report-writing and finalisation over the period December 2016 to February 2017.

The following timetable is proposed:

Date	Event	Comments
28 October	Submission of Draft Review Plan, including questions for all stakeholders	
10 November	Completion of Evaluation Plan (following feedback from DFAT)	
10-20 November	Analysis of existing reports and allocation of relevant data to each Review question	
21 November to 2 December	Review team visit and meetings in Dili and districts - see 6.2 below for suggested details	
2 December	Presentation of Aide Memoire	
4 – 16 December	Analysis of findings and preparation of first draft report	
15 January 2017	Feedback from DFAT and PNDS Secretariat to draft report	
31 January 2017	Finalisation of report	
February 2017	Joint discussions with stakeholders about Report implications and agreed next steps.	

5. Evaluation Questions

To verify the claims of PNDS-SP about the **quality of progress to date** (purpose 1), the TORs specify the following questions:

1. How substantial and valuable are the outcomes of PNDS-SP in the first phase (2014-2016)?
2. What were the barriers and enablers that made the difference between successful and disappointing outcomes³?
3. What were the unexpected outcomes (positive or negative) of the program in the first phase?

To **generate recommendations for priorities** in the next phase of PNDS-SP, both in relation to the Cardno contract and the agreement between GoA and TAF, the following questions were included in the TORs:

³ The Review team understands that ‘outcomes’ can be interpreted widely but generally apply in the long-term rather than within the life of an ongoing, multi-year program. The Review Team affirms the focus of this Review is on the work of PNDS-SP which is related to PNDS outcomes, but clearly different in scope.

Context: External Priorities

4. How have GoTL⁴ priorities changed since 2012 and how has that impacted upon PNDS-SP?
5. How has the PNDS program changed⁵ and how has that impacted upon PNDS-SP?
6. What is the appetite (GoTL) for PNDS-SP to be a flexible and responsive program?
7. To what extent should PNDS-SP prepare for and respond to emerging opportunities to work with other donor programs?
8. To what extent can the Australian Embassy in Dili leverage PNDS-SP to maximise synergies with its other programs i.e. TOMAK and the PHD?

PNDS-SP Program scope and structure

PNDS has operated for three years, with every suku having completed at least one full cycle of PNDS and over 1000 projects being constructed by June 2016. For the next program phase, the review should consider changes required to the PNDS-SP:

9. Is the current program theory for PNDS-SP still relevant?
10. Are the current PNDS-SP End of Program Outcomes still relevant?

Cardno contract specifically:

11. To what extent is the balance right on technical assistance in terms of international versus national staff?
12. To what extent is the balance right in terms of a national versus sub national focus?
13. Is the current size, structure and focus of the Field Support Teams still appropriate?
14. Are the current PNDS-SP corporate support structures, functions and staffing optimal?

⁴ Recognising that there are a variety of stakeholder within GoTL and potentially therefore a variety of views about priorities among different influencers.

⁵ Recognising that the current political and budgetary context and situation for PNDS are both dynamic and challenging, so the Review team can only work with the most up-to-date information. The Review team may not be able to predict future developments for PNDS in this fluid context.

15. What is the appetite (Australian Embassy, Cardno) for Cardno managed activities to be flexible and responsive to GoTL?

The Asia Foundation and links to PNDS/Cardno

16. During phase 1, to what extent did the TAF partnership complement other activities (Australian Embassy, Cardno, World Bank) in the PNDS-SP?
17. To what extent has the TAF partnership provided flexibility and responsiveness to PNDS?
18. For the next phase of PNDS-SP, what are the opportunities and areas of critical need in research for PNDS and monitoring of PNDS?

Changing risk profile

Given the changed context and progress since the start of the program, how has the risk profile changed?

19. What are the risks for PNDS-SP in the emerging issues and new priorities impacting PNDS (such as GoTL 2017 election, GoTL decentralisation and other donors' programs using PNDS systems)?
20. What risks emerge in changes to the PNDS-SP (as recommended by this review)? How should those risks be managed?

The table attached as **Annex 1** lists these overarching evaluation questions, interprets them in practical terms and allocates them to relevant stakeholders.

6. Data collection, sampling and analysis

6.1 Document review

Purpose 1 of the Review will largely involve analysis of existing reports, which provide monitoring data, particularly annual progress reports, MRG reports and Aid Quality Checks. While Review limitations will prevent triangulation of all data by field-based research, the Review team will seek general evidence to confirm findings from this source, through interviews in Timor during Phase 2 of the Review.

Existing data consists of a mix of quantitative and qualitative data from various sources, including:

- PNDS-SP Aid Quality Check 2015
- PNDS-SP Aid Quality Check 2016
- PNDS SP Annual Progress Report 2015
- PNDS SP Annual Progress Report 2016
- PNDS-SP Annual Operations Report 2015
- PNDS-SP Annual Operations Report 2016

- Cardno Partner Performance Report 2014-15
- Cardno Partner Performance Report 2015-16
- PNDS-SP Monitoring Review Group reports #1, #2 and #3
- PNDS-SP Socioeconomic Impact Study 2016
- PNDS factsheets 2016
- TAF concept note: M&E for Local Development 2013
- List of TAF products produced for PNDS

6.2 Interviews and meetings

Based on information available to the Review team to date, the following interviews and meetings are proposed:

Monday, 21 Nov 2016			
0900-1030	Intro Meeting with PNDS Secretariat	Dira Dulce Guterres, Chefe Rosito, Chefe Secondino, Chefe Marcio	Secretariat PNDS
1030-1200	Interview with PNDS Secretariat	Chefe Rosito, Chefe Marcio, Chefe Olderico, Chefe Duarte, Chefe Secondino, Chefe Gina	Secretariat PNDS
1230-1400	Lunch Meeting with Embassy	Diana N, Rachel M, Peter O, Dan W, Kathy R, Anita S & MTR	Hotel Timor
1400-1530	Intro meeting with Cardno	Fiona, Mel, Alvaro, Alessandra, Colin, Abilio, Elvis, Robert	Balide
1600-1715	Intro meeting with TAF	Susan, Todd, Sato and Antonio	TAF
Tuesday, 22 Nov 2016			
0900-1100	Interview with Cardno	Fiona, Mel, Alvaro, Abilio	Balide
1100-1200	Interview with Cardno	Colin, Jose, Fati	Balide
1400-1600	Interview with PNDS-SP Embassy	Kathy R, Regan F, Pedro A, Anita S	Program Office
1600-1730	Interview with TAF	Todd, Sato, Antonio, Luta Hamutuk and Belun	TAF
Wednesday, 23 Nov 2016			
0830-1030	More interview with Cardno	Alvaro, Mizan, Carlito, Erna, Apoli, Abilio, Erminio, Sato, Elvis, Rano	Balide
1030-1200	More interview with PNDS Secretariat	Rogério M, Victoria G, Gina Braz, Bartolomeu T, Saturlino, Fortunato A, Noe Trindade, Marito A.	PNDS Secretariat
1400-1500	Interview with GfD Team	MTR and GfD team	Embassy
1515-1545	Follow up Chat with Kathy R	MTR and Kathy R	Program Office

Thursday, 24 Nov 2016			
0900-1130	Meeting Dili Municipal Team and Facilitators	DD, Dili Team Rep and FPA reps	PNDS Dili Office
1400-1730	Travel to Munisípiu Baucau	MTR Team, translator and Melinda M	2 cars
Friday, 25 Nov 2016			
0830-1100	Meeting Baucau Municipal team and Facilitators	DD, Municipal Team and FPA	PNDS Baucau Office
1230-1400	Travel back to Manatuto		
1430-1630	Meeting Manatuto Municipal Team	DD, Municipal team and FPA reps	PNDS Manatuto Office
1630-1530	Travel to Dili	MTR Team, translator and Melinda M	
Monday, 28 Nov (Public Holiday)			
0900-1700	Data analysis, draft Aide Memoire	MTR Team (Kathy R, Fiona H and Vic B are available for discussion)	Hotel or other place
Tuesday, 29 Nov 2016			
0830-1000	Meeting with PNDS Sec	MTR, Diretora and team	PNDS Secretariat
1030-1330	Half Day Workshop for 2017 options	MTR, Embassy and Cardno (16p)	Program Office
1400-1530	Meeting FST	MTR and FST	Program Office
1600-1700	Discussion with Pak Vic	MTR team, Pak Vic, PO, RM, KR	Program Office
Wednesday, 30 Nov 2016			
0900-1000	Meeting other embassy programs	Rural Dev with TOMAK, R4D and Diana N	Program Office
1000-1100	Meeting other embassy programs	HD with PHD and Diana N	Program Office
1100-1200	Meeting with HOM	MTR and HOM	Embassy
1400-1500	Meeting with DG Miguel Carvalho	MTR and DG	MAE (tbc)
1400-1700	Aid Memoire write up, review recommendations with Pak Vic	MTR Team	Program Office
Thursday, 1 Dec 2016			
0900-1000	Meeting with DG Miguel Carvalho	MTR and DG Miguel	MAE (tbc)
0830-1200	Morning with Pak Vic	MTR team and Vic	Program Office
1330-1500	Aid Memoire Presentation	Embassy and Cardno	Program Office
1530-1700	Aid Memoire Presentation	GoTL, TAF and Embassy	Program Office
1900	Dinner	Diana, Peter, Rachel, Deborah, Frankie, Kathy, Fiona, Mel, Vic, Regan	L'Aubergine
Friday, 2 Dec 2016			
0530	Travel back to Aus		

6.3 Data Analysis

Data from the document analysis and initial week of meetings will be collected and collated prior to the Joint Workshop on 30 November, where it will be analysed both by participants in the workshop and the Review team. Data on progress to date (Review purpose 1) will be shared in the form of answers to questions 1-5 at the Workshop. A simple version of 'collective sense-making' will be used to generate shared understanding of the evidence.

Data relating to Review purpose 2 (future priorities) will also be synthesised prior to the Joint Workshop, but there will be greater opportunity for negotiating agreed priorities among the various stakeholders.

7. Reporting

The findings, analysis and conclusions of the evaluation will be presented in a written report for DFAT, as per the TORs. The report will be finalized following comments from DFAT and other stakeholders. The final report should be succinct and written in simple English, so that it can be read and understood by a range of stakeholder.

The report will also include key messages that could be included in a one-two page sheet for sharing more widely, for community engagement and other promotional purposes, about the Review's findings and recommendations.

Annex 1 Evaluation questions and relevant stakeholder group

Overall Question	Specific Evaluation Questions	Relevant stakeholders
1. How substantial and valuable are the outcomes of PNDS-SP in the first phase (2014-2016)?	<p>A. What have been the two or three best things that PNDS-SP has done to support your work?</p> <p>B. What have been the top achievements by PNDS-SP so far? (e.g. support to systems approaches, field support teams and other resources/capacity, monitoring and reporting, partnerships, other)</p> <p>C. Have the achievements been reasonable in the context given available resources?</p>	<p>A - PNDS personnel at all levels (PNDS-Secretariat, Facilitators, Coordinators, Field Support Team members)</p> <p>A to C - All other stakeholders</p>
2. What were the barriers and enablers that made the difference between successful and disappointing outcomes?	D. What factors have contributed to progress/achievements made to date (being clear about the distinction between PNDS and PNDS-SP)? (this should pick up both positive and negative factors, good and difficult things, so in discussion, ask for both)	All stakeholders, particularly those with a national perspective
3. What were the unexpected outcomes (positive or negative) of the program in the first phase?	E. Have there been any unexpected results of PNDS-SP's work?	<p>PNDS personnel at all levels</p> <p>All other stakeholders</p>
4. How have GoTL priorities changed since 2012 and how has that impacted upon PNDS-SP?	F. What has changed in the GoTL context relating to the work of PNDS and PNDS-SP?	GoTL – Ministry, PNDS Secretariat and District Coordinators as well as PNDS-SP
5. How has the PNDS program changed and how has that impacted upon PNDS-SP?	G. What difference have the above changes meant for PNDS-SP so far?	<p>PNDS Secretariat</p> <p>PNDS-SP, Cardno</p> <p>DFAT</p>
6. What is the appetite (GoTL) for PNDS-SP to be a flexible and responsive program?	H. What are GoTL's current and future priorities for PNDS-SP? (prompts, depending on stakeholder – consider	GoTL – Ministry and PNDS Secretariat

	other donor partnerships, resource commitments, national/sub-national balance etc?)	
7. To what extent should PNDS-SP prepare for and respond to emerging opportunities to work with other donor programs?	(as per G and H above)	GoTL, DFAT, PNDS-SP
8. To what extent can the Australian Embassy in Dili leverage PNDS-SP to maximise synergies with its other programs i.e. TOMAK and the PHD?	I. How can the Australian aid program maximize benefits to Timor Leste in the broader aid program, through PNDS-SP, particularly at suku level?	DFAT
9. Is the current program theory for PNDS-SP still relevant?	(sub-set of G. and H. above)	DFAT, GoTL, PNDS-SP
10. Are the current PNDS-SP End of Program Outcomes still relevant?	(sub-set of G. and H. above)	DFAT, GoTL, PNDS-SP
11. To what extent is the balance right on technical assistance in terms of international versus national staff?	J. What tasks are being done by non-Timorese now and could or should be undertaken by Timorese?	Use prior reports as main source of information and then briefly ask PNDS Secretariat and PNDS-SP for views on current and future roles
12. To what extent is the balance right in terms of a national versus sub national focus?	Sub-set of F above	Use prior reports as main source of information and then briefly ask PNDS Secretariat and PNDS-SP as well as Cardno, DFAT and TAF for views on current and future focus
13. Is the current size, structure and focus of the Field Support Teams still appropriate?	(sub-set of H)	PNDS Secretariat, PNDS-SP PNDS Facilitators, Field Support Team, District Coordinators
14. Are the current PNDS-SP corporate support structures, functions and staffing optimal?	(sub-set of H)	PNDS Secretariat, PNDS-SP

		PNDS Facilitators, Field Support Team, District Coordinators
15. What is the appetite (Australian Embassy, Cardno) for Cardno managed activities to be flexible and responsive to GoTL?	(sub-set of H)	DFAT, PNDS-SP/Cardno
16. During phase 1, to what extent did the TAF partnership complement other activities (Australian Embassy, Cardno, World Bank) in the PNDS-SP?	K. What has been learned from the partnership with TAF to date in terms of deliverables/outcomes, partnership and future opportunities?	TAF, DFAT, World Bank, PNDS-Secretariat, PNDS-SP
17. To what extent has the TAF partnership provided flexibility and responsiveness to PNDS?	(sub-set of I)	TAF, DFAT, World Bank, PNDS-Secretariat, PNDS-SP
18. For the next phase of PNDS-SP, what are the opportunities and areas of critical need in research for PNDS and monitoring of PNDS?	(sub-set of I)	TAF, DFAT, World Bank, PNDS-Secretariat, PNDS-SP
19. What are the risks for PNDS-SP in the emerging issues and new priorities impacting PNDS (such as GoTL 2017 election, GoTL decentralisation and other donors' programs using PNDS systems)?	L. What might/could go wrong and what mitigation steps can be taken at this stage?	GoTL, PNDS Secretariat, PNDS-SP, DFAT
20. What risks emerge in changes to the PNDS-SP (as recommended by this review)? How should those risks be managed?	(as per J.)	GoTL, PNDS Secretariat, PNDS-SP, DFAT

Annex 2 Questions, Methodologies/Tools

Specific Evaluation Question	Methodology/Tools
A. What have been the two or three best things that PNDS-SP has done to support PNDS' work so far?	KIIIs Focus Group Discussions
B. What have been the top achievements by PNDS-SP so far? (e.g. support to systems approaches, field support teams and other resources/capacity, monitoring and reporting, partnerships, other)	Document review KIIIs Focus Group Discussions
C. Have the achievements been reasonable in the context given available resources and time?	Focus Group Discussions Review Team analysis
D. What factors have contributed to progress/ achievements made to date?	Document review KIIIs Focus Group Discussions
E. Have there been any unexpected results of PNDS-SP's work?	Document review KIIIs Focus Group Discussions
F. What has changed in the GoTL context relating to the work of PNDS and PNDS-SP?	Document review KIIIs Focus Group Discussions

<p>G. What differences have the above changes meant for PNDS-SP so far?</p>	<p>Document review</p> <p>KIIs</p> <p>Focus Group Discussions</p>
<p>H. What are GoTL's current and future priorities for PNDS-SP, including in relation to other donor partnerships, resource commitments, national/sub-national balance etc?</p>	<p>KIIs</p>
<p>I. How can the Australian aid program maximize benefits to Timor Leste in the broader aid program, through PNDS-SP?</p>	<p>Meeting with DFAT</p>
<p>J. What tasks are being done by non-Timorese now and could or should be undertaken by Timorese in future?</p>	<p>KIIs</p> <p>Focus Group Meetings</p> <p>Joint Workshop</p>
<p>K. What has been learned from the partnership with TAF to date in terms of deliverables/outcomes, partnership and future opportunities?</p>	<p>KIIs</p>
<p>L. What might/could go wrong and what mitigation steps can be taken at this stage?</p>	<p>KIIs</p>

Annex 3 Questions for each stakeholder group

This Annex takes questions from Annexes 1 and 2 and allocates them to each group of stakeholders as follows:

3A Focus group meetings groups of stakeholders

- PNDS Secretariat
- PNDS-SP staff
- Field Support Teams
- Coordinators and Facilitators
- DFAT officials

3B Semi-structured key informant interviews (KIIs)

- TAF officials

3C Joint Workshop for representatives from stakeholder organisations

For each of these elements, suggested processes are included i.e. introductory comments, suggested processes for generating discussions and seeking answers.

NB An answer sheet will be prepared for each meeting.

3A Focus group meetings

This guide is for meetings with groups of people with relevant experience to address a particular 'focus' question.

1. Focus Group Meeting with PNDS Secretariat

Relevant Evaluation Questions from Annex 2

- What have been the two or three best things that PNDS-SP has done to support PNDS's work so far?
 - Prompts, as appropriate – mention of support to systems approaches, field support teams and other resources/capacity, monitoring and reporting, partnerships, other?
- Have PNDS-SP's achievements been reasonable in the context, given available resources and time?
- What factors have contributed to progress/ achievements made to date?
- Have there been any unexpected results of PNDS-SP's work?
- What has changed in the GoTL context relating to the work of PNDS and PNDS-SP?

FOCUS QUESTION:

- What are GoTL's current and future priorities for PNDS-SP?
 - (Prompts, as appropriate: including in relation to other donor partnerships, resource commitments, national/sub-national balance etc?)

Process

Brief introductions – all those present

Deborah to provide overview of purpose of the meeting and thank participants

Ask 6 questions above

Provide opportunity for broader discussion, following any leads or points for deeper consideration

Focus Group Meeting for PNDS-SP staff

Relevant Evaluation Questions from Annex 2

- What have been the two or three best things that PNDS-SP has done to support PNDS's work so far?
 - Prompts, as appropriate – mention of support to systems approaches, field support teams and other resources/capacity, monitoring and reporting, partnerships, other?
- What have been the top achievements by PNDS-SP so far and what were the success factors?
- Have the achievements been reasonable in the context, given available resources and time?
- Have there been any unexpected results of PNDS-SP's work?
- What has changed in the GoTL context relating to the work of PNDS and PNDS-SP and what differences have they made for PNDS-SP so far?
- What tasks are being done by non-Timorese now and could or should be undertaken by Timorese in future?
- What might/could go wrong with PNDS-SP in future?

FOCUS QUESTION:

- Given our shared knowledge of GoTL's current and future priorities for PNDS, what steps can be taken by DFAT and PNDS-SP at this stage to maximize benefits to Timor-Leste?

Process

Brief introductions – all those present

Deborah to provide overview of purpose of the meeting and thank participants

Ask 8 questions above

Provide opportunity for broader discussion, following any leads or points for deeper consideration

Focus Group Meeting with Field Support Team members

Relevant Evaluation Questions from Annex 2

- What have been the two or three best things that PNDS-SP has done to support PNDS's work, particularly through FST, so far?
- What were the success factors in relation to these?
- Have there been any unexpected results of PNDS-SP's work that you know of?

FOCUS QUESTION:

- What are the priority FST issues for the future of PNDS-SP?

Process

Brief introductions – all those present

Deborah to provide overview of purpose of the meeting and thank participants

Ask 4 questions above

Provide opportunity for broader discussion, following any leads or points for deeper consideration

Focus Group Meeting with District Coordinators and Facilitators

- What have been the two or three best things that PNDS-SP has done to support PNDS's work so far, particularly at District Levels?
 - Prompts, as appropriate – mention of support to systems approaches, field support teams and other resources/capacity, monitoring and reporting, partnerships, other?
- What were the success factors for these achievements?
- Have the achievements been reasonable in the context, given available resources and time?
- Have there been any unexpected results of PNDS-SP's work?
- What has changed at District levels relating to the work of PNDS and PNDS-SP?

FOCUS QUESTION:

- What are the priority issues from the perspective of District Coordinators and Facilitators for the future of PNDS-SP, in the context of current changes?

Process

Brief introductions – all those present

Deborah to provide overview of purpose of the meeting and thank participants

Ask 4 questions above

Provide opportunity for broader discussion, following any leads or points for deeper consideration

Focus Group Meeting with DFAT officials

Questions from Annex 2

- What have been the top achievements by PNDS-SP so far and what were the success factors?
- Have the achievements been reasonable in the context, given available resources and time?
- What factors have contributed to progress/achievements to date?
- Have there been any unexpected results of PNDS-SP's work?
- What changes in the GoTL context have affected and will affect PNDS-SP and how?
- What has been learned from the partnership with TAF in terms of deliverables/outcomes, partnership and future opportunities?
- How can the Australian aid program maximize benefits to Timor Leste in the broader aid program, through PNDS-SP, particularly at suku level?

FOCUS QUESTION:

- Given the current GoTL situation in relation to PNDS, what steps can be taken by Australia in relation to PNDS-SP?

3B Semi-structured interviews

A small number of **meetings** (key informant interviews) will be held with individual (or at most 2-3) representatives from stakeholder organisations, such as TAF, World Bank and GoTL Ministries.

It is envisaged that these meetings provide an opportunity for general reflection as well as to garner answers to the specific Review questions.

Relevant Evaluation Questions from Annex 2 will be identified for each individual meeting

3C Suggested outline of Joint Workshop

Date: Tuesday 29 November 2016

Venue: Program Office

Participants: DFAT, Cardno with invitations to nominated representatives from PNDS-SP, relevant DFAT sections,

Objectives

1. To provide an opportunity for all PNDS-SP stakeholders to collectively make sense of and reflect on achievements to date and develop shared understanding of progress
2. To provide an opportunity for transparency about and triangulation of data found in reports
3. To provide participants with an opportunity to hear each other's views about priorities for future collaboration and effort and initiate negotiations
4. To generate a shared list of key findings and begin process of developing shared vision for Phase 2 of PNDS-SP
5. To promote 'ownership' of the Review findings and thus:
 - a. Generate motivation to sustain positive benefits
 - b. Use the Review's findings
 - c. Implement shared priorities in the next phase
6. To provide a positive/appropriate sense of 'closure' for this phase of the program.

Relevant evaluation questions – all questions in Annex 1

Process

Production of data sheets beforehand (based on summary of answers in existing reports and key points gathered in week 1 of Review visit, in answer to grouped/like questions)

Prior to the workshop, the Review team will collate and summarise available data from the document review process and interviews/focus group meetings to date into simple data sheets, answering groups of related evaluation questions, noting any gaps identified.

These data sheets will include a variety of information, depending on the question and the nature of information generated to date and may include:

- key themes
- collated data from reports, both quantitative and qualitative
- mix of answers from various stakeholders/sources to date.

Draft Joint Workshop schedule

Time	Item	Process and Comments
8.30am	Welcomes and introductions Overview of the workshop Brief introduction to PNDS-SP (for newcomers)	
8.50am	What has worked well and why?	Small mixed groups to brainstorm main achievements and successes of PNDS-SP and success factors? (this puts people into positive frame of mind, provides opportunities for experienced and new participants to share information, as well as generates data) Share priorities (top 3?) with all participants.
9.15am	What do the reports tell us about progress and achievements?	Share data sheet on 'achievements and outcomes to date and success factors.' Ask small mixed groups to consider the following questions: <ol style="list-style-type: none"> 1. In general, what can we see from the data? 2. Are there any exceptions to the general picture? 3. What might be some of the contradictions – on the one hand X and on the other hand Y 4. What are you surprised to see or to not see? Add in more detail, if everyone agrees! 5. How might we explain these findings? 6. How would we rate this project in terms of progress/achievements overall, applying the categories below?
10.15am	Morning Tea	
10.30am	What do we know about changes in the context for PNDS-SP?	Share data sheet on 'changes in the context' Ask small mixed groups to consider the following questions: <ol style="list-style-type: none"> 1. In general, what can we see from the data? 2. Are there any exceptions to the general picture? 3. What might be some of the contradictions – on the one hand X and on the other hand Y

		<p>4. What are you surprised to see or to not see? Add in more detail, if everyone agrees!</p> <p>5. How might we explain these findings?</p>
11.15am	What does this mean for the future priorities of PNDS-SP?	<p>Staying in mixed groups:</p> <p>What should be the priorities for PNDS-SP in the next 3 years? List them in priority order and select the top 3. Suggest initial 3 steps towards achieving each of these 3 priorities.</p> <p>Share lists with all participants.</p> <p>Now, change groups, so people sit with others from the same entity/group of organisations, and discuss what this means for the future phase of PNDS-SP.</p>
12.15pm	<p>Thanks and finish</p> <p>Maybe shared lunch????</p>	DFAT to thank participants