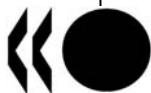


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**GENERAL SECRETARIAT  
PARTNERSHIP FOR DEMOCRATIC GOVERNANCE STEERING GROUP**

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**THE MONITORING AND EVALUATION FRAMEWORK FOR PDG PILOT PROJECTS**

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## THE MONITORING AND EVALUATION FRAMEWORK FOR PDG PILOT PROJECTS

### Summary

M&E for PDG faces a few challenges: striking the right balance between the burden of reporting and the need for close supervision to further learning from all aspects of the project cycle; the difficulty of achieving – and measuring achievements in – institutional outcomes within the short time frame of PDG activities; finding the right balance between measuring increases in capacity versus tangible outputs and creating the right incentives for project consultants to build capacity.

The M&E framework for PDG field activities consists of a baseline assessment, quarterly reports, a midterm review, a completion assessment and a final review and/or evaluation. All PDG field activities will produce a midterm report by November 2010 and a final report by June 2011. Additionally, field experiences will be turned into self-standing knowledge products, such as lessons learned papers, or feed into larger pieces of PDG research.

The centre piece of project M&E frameworks is the M&E matrix which combines the project results chain with milestones, indicators, methods of measurement and data collection, and reporting requirements.

### Background

1. The Partnership for Democratic Governance (PDG) was launched in October 2007 as a new initiative designed to assist developing countries improve governance and service delivery. The ability to deliver essential public services and government functions is a prerequisite for well-functioning, legitimate states. It is also a necessity if states are to meet the most basic needs of their citizens while maintaining security and stability, bringing in foreign direct investment, pursuing poverty reduction objectives and strengthening governance.

2. Hosted by the OECD in co-operation with UNDP and bilateral partners, the Partnership assists interested developing countries and emerging economies with identified capacity gaps to get a “governance kick-start” in key government functions or services such as procurement, customs, immigration, justice, audit, taxation and public financial management, by facilitating the provision of interim targeted expertise to contribute to the strengthening of the state.

3. The Partnership is based upon an agreement between members of the PDG and developing countries to share knowledge on improving governance through an exchange of information, improved links to alternative professional expertise, and exploring new opportunities for South-South and triangular co-operation. All parties are committed to sharing their know-how and experience to assist in strengthening core government functions in states where domestic capacity is limited. The lessons learned are brought back to the donor community and to partner countries so as to contribute to further improvements in government service delivery and the well-being of their citizens, as well as to better guide the donor community in their support to such countries.

4. PDG engages in three workstreams: knowledge products, partnerships and field projects. The purpose of field projects is to apply new concepts that have been developed by PDG or its partners in

practice and learn from their implementation. Monitoring and Evaluation in essence is a mechanism to enable learning and creation of new knowledge about how and why a specific method works or does not work in practice. It is thus evident that M&E must play a central role in PDG field initiatives.

5. The learning that M&E of field project provides will allow PDG to refine and further develop its methodology and thus be more effective in future operations and create even more relevant lessons and guidelines for partners. M&E also is an important accountability mechanism towards PDG's partners and donors, who can rely on objective information about whether PDG projects are achieving their objectives and the PDG methodology works.

6. This M&E Framework clarifies definitions, roles and responsibilities, reporting requirements and tools, and sheds light on methodological issues. It is meant to be a living document and to be updated whenever necessary based on experiences made with the methods and requirements outlined herein.

### **Three Issues to Consider for a PDG M&E Framework**

7. An effective M&E framework for PDG field activities faces the following three challenges that set it apart from many other institutional M&E frameworks. The framework outlined herein is a first attempt to meet these challenges through an integrated approach to M&E of PDG's field activities. Just as PDG's approach to field activities is developing to meet the challenges of capacity for service delivery, also this M&E framework is in flux and will have to be adjusted in response to field experiences and emerging needs.

- **PDG projects face a double challenge with regards to M&E: A need for flexibility and low reporting burden versus the essential role of M&E for learning.** On the one hand, the short timeframe constrains what can be done in terms of reporting without having a negative impact on the actual implementation of the project. A full evaluation at mid-term of a 9 month project, for example, would clearly be going overboard. After 5 months the project will just have been fully set up and all attention of the ground staff will be needed for implementation. Similarly, monthly reports on implementation, going beyond a more or less informal e-mail from the lead consultant would crowd out time and attention from the actual project. On the other hand, good systems for establishing project progress and achievements are essential for PDG projects because their very raison d'être is to test new approaches and build new knowledge on what works and what does not work in the building of capacity for service delivery.
- **In the short time frame of PDG projects higher level institutional outcomes are unlikely to be achieved.** Nevertheless efforts should be made to identify and measure higher level outcomes to create the ability of detecting progress. PDG projects should therefore also create the capacity to measure higher outcomes. Governments themselves will then be able to provide continuous feedback on the success of a project even after its conclusion.
- **Striking the right balance between measuring actual capacity results versus tangible outputs** is a challenge for M&E systems of capacity building projects. If too much emphasis is placed on deliverable outputs such as documents, data systems etc the incentive structure of the project will be such that consultants under pressure will focus on producing the deliverables themselves at the cost of transferring capacity.

## Monitoring and Evaluation – Some Definitions

Monitoring and evaluation serves several purposes for PDG:

- To monitor progress towards the institutional changes PDG interventions are designed to support;
- To make decisions about changes in a project based on information about progress towards the intended objectives;
- To learn and acquire a deeper understanding of what works and what does not work and in which context
- To enable PDG to develop and refine its methodology further by applying this learning to projects;
- To advance knowledge in the field of service delivery more generally that can be shared both with partner countries and other members of the donor community; and
- To provide accountability to partner governments and donors for the achievement of objectives and use of resources.

8. Monitoring and Evaluation are closely related yet distinct activities. The term M&E can be confusing as it suggests that the two are one and the same. The following definitions apply for this document.

9. **Monitoring** is the continuous process of gathering and interpreting information that will allow managers and PDG technical advisers to track progress of projects against stated objectives and commitments. Monitoring consists of three equally important elements: ‘Implementation monitoring’, ‘performance’ or ‘outcome monitoring’, and ‘process monitoring’.

- Implementation monitoring tracks whether the work plan is being followed and activities are taking place as planned.
- Performance monitoring aims to provide early evidence of progress or lack thereof in the achievement of the stated project objectives. Performance monitoring relies on indicators that measure outputs and outcomes. Establishing baselines and endlines is central for good performance monitoring.
- Process monitoring is concerned with quality of the processes during project design and implementation and their adherence with the PDG methodology. Process monitoring relies on process indicators that measure various aspects of process quality.
- Monitoring the effectiveness and quality of capacity transfer falls in between performance and process monitoring and should be covered by both. Performance monitoring will keep track of specific capacity indicators, such as levels of knowledge. The way how recipients perceive the process of capacity transfer and how it is adjusted to their own needs is of equal importance for the sustainability of capacity results. This is the realm of process monitoring.

10. **Indicators** play a central role in monitoring performance and process. Indicators for PDG projects must be specific, measurable, adequate and affordable, relevant and time-bound – **SMART**. Each project must have a results framework that specifies SMART indicators for all intended outputs and

outcomes. Process indicators should be defined in the project design document and should measure as closely as possible any specific methodologies applied during project design and/or implementation that PDG intends to field-test with the given project. See the methodology section of this document for a further discussion of indicators.

11. Given the special purpose of PDG projects, the testing specific theories and/or approaches for the sake of learning and building knowledge, thorough M&E frameworks are essential. The most important part of PDG project monitoring is therefore to collect **baselines** and **endlines** that cover all crucial indicators and enable all stakeholders to assess whether the intended objectives have been achieved.

12. **Evaluation** is the systematic and objective assessment of an on-going or completed project, its design, implementation, and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability.<sup>1</sup> Put differently, evaluations assess whether PDG projects work, how they work and why they work or do not work. Evaluation is based on monitoring. Without baselines and endlines, for example, it is very difficult to make any definitive statements about the achievement of outcomes. Yet, evaluation goes beyond monitoring in that it focuses on the how and why of achievements or lack thereof. It is this deeper focus of inquiry that makes evaluation a crucial tool for PDG projects. Evaluation is an essential tool to generate knowledge of the specific factors that make a project a success or a failure. It is through evaluations and evaluatory work that PDG projects will link to the knowledge product workstream.

13. In the ideal case evaluations should be done at various points during a project, especially if the project is very innovative that is meant to generate lessons. Mid-term evaluations increase the learning from a project and enable project managers to make adjustments to the project during implementation. Given the short-term nature of PDG projects, however, mid-term evaluations are unrealistic and would negatively affect the resources and attention span available for final evaluations. **PDG should therefore focus on post-project evaluations.**<sup>2</sup>

14. Due to time and resource constraints full evaluations might not be possible for all PDG projects. In such cases PDG should undertake simpler tools of inquiry such as **reviews** and **rapid assessments**. Such methods are lighter and cover fewer aspects of a project. **Midterm project reviews** will be executed by AU staff with little burden for the ground staff. The methods will consist of a review of previous reports from the project and interviews with project staff and partners on progress made and challenges encountered.

15. Emphasising the learning and research function of PDG field activities, assessments, reviews and evaluations will feed into various **knowledge products**. These can, for example, be lessons learned papers, notes on tested solutions to specific implementation challenges, case studies. In addition to such self-standing products PDG field activities will feed into the wider PDG research agenda, being included in, or even spawning larger PDG studies.

## Process and Tools

16. This section sets out the various steps to be taken to identify the M&E framework for a PDG project as well as the reporting requirements that must be met.

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<sup>1</sup> OECD/DAC Glossary

<sup>2</sup> This assumes projects of short duration of up to 2 years. Should PDG engage in longer term projects this rule needs to be revisited.

17. Each PDG project needs an **M&E framework**. The initial requirements for developing an M&E framework for a PDG project are a project results framework and a completed project sheet. PDG results frameworks follow the standards of Managing for Results and are similar to other results frameworks. The project sheet is a tool specific to PDG. It focuses on the knowledge generation function of the project and is intended clearly to bring out the specifics of what is to be tested or further developed with the project (See Annex B for the PDG Project Sheet template).

18. Based on the results framework and project sheet, the M&E framework lays out how the results framework will be measured, i.e. how the specified indicators will be collected, when they will be collected and by whom. The centre piece of the M&E framework is the **M&E Matrix** which combines the results framework with indicators, research methods and reporting requirements. The framework should also contain an indicative list of the tools that need to be developed for the implementation of the M&E matrix. Generally these tools will be developed by the project team on the ground in cooperation with the PDG M&E advisor (See Annex A for M&E frameworks for the three PDG pilot projects).

19. **Implementation monitoring** information will be largely provided by the implementing agency and the project consultants. Generally, the implementing agency will provide monitoring in accordance with its own M&E regulations and the results framework agreed upon in its own project documents. Upon project start, the implementing consultants will be required to provide a detailed **work plan** and subsequently **quarterly reports** on their progress in implementing the work plan. Both the work plan and the content of the quarterly reports will be agreed upon between the consultants, the implementing agency and PDG at the beginning of the project. Care needs to be taken to keep the quarterly reporting requirements light and manageable while providing sufficient information to ensure effective project oversight. As a guideline, the quarterly reports should not take more than half a day work from each project consultant.<sup>3</sup>

20. **Performance monitoring** of a PDG project has two main components. Before the project implementation starts, a **baseline assessment** needs to establish the situation with which the project will be compared upon its completion. After the completion of the project, the same indicators will be collected again through a **completion assessment**. Where possible, performance indicators should also be collected during project implementation. Given the short duration of PDG projects, however, this cannot be expected to be the norm.

21. The baseline and completion assessments need to meet two data requirements. First, they must collect the indicators specified in the results framework to measure the achievement of project outputs and outcomes. Second, they must collect the data necessary for the research component of the project. The latter will often focus on the qualitative aspects of the project activities.

22. The structure and content of the completion assessment will depend on whether the project will undergo an evaluation or a review only. In the case of an evaluation the completion assessment will be part of the deliverables of the evaluator. In the case of a review PDG will decide whether it will be implemented by the project consultants, by the M&E Advisor or by a different consultant.

23. Where an evaluation is done it should evaluate the relevance, effectiveness, efficiency and sustainability of the project. The ToR for the evaluation will need to be developed shortly after the beginning of the project. In addition to assessing the project according to the evaluation criteria, the evaluator will also be asked to conduct further data collection and analysis efforts required by the research component of the project.

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<sup>3</sup> The quarterly reports developed during the first three projects will serve as a basis for developing a template for quarterly reports.

24. A review is a light version of an evaluation and focuses on determining whether the project was successful and extracting lessons learned.

25. **Midterm reviews** fall somewhere in between implementation and performance monitoring and have a strong focus on continuously collecting lessons learned. For the midterm review the AU staff, or a designated consultant, visits the project to get an overview of progress made so far and challenges that might have arisen through interviews with project staff and partners on the ground. The review will also be based on periodic reports received until then. The output will be a report focusing on lessons learned from project implementation. It is also an opportunity to bring major shortcomings to the attention of PDG management as necessary.

26. **Knowledge Products**, finally, encompass a large range of possible products focusing on the research and learning aspects of PDG field initiatives. The standardised review and evaluation processes described above will collect the material for knowledge products, which in turn should focus on bringing new insights to the field of service delivery in fragile contexts. Although less formalised self-standing knowledge products are required outputs for all PDG initiatives. The project sheet template in Annex B will be an important guide for the research and learning focus of initiatives and the gist of the resulting knowledge products.

### **Roles and Responsibilities**

27. Overall **responsibility** for the M&E of the PDG pilots lies with the Project Oversight Committee which reviews and provides feedback on all project reports, including programme and financial reports from the Host Government and technical advisers, and evaluation reports. The Project Oversight Committee comprises representatives of the host government, UNDP, the donor (if any) and the PDG AU and is responsible for overseeing the design, implementation, transfer strategy and lessons-learning phases of the Project.

28. The PDG AU will facilitate the M&E of the project and has primary responsibility for i) providing guidance to the host government and the implementing agency to ensure that the PDG methodology is followed and that the outcome targets and knowledge generation objectives are agreed upon; ii) reporting to the Project Oversight Committee on compliance with the PDG methodology and Project Implementation Document; iii) analysing and sharing lessons identified with partner governments and donors.

29. The implementing agency (UNDP) has the responsibility for the practical project implementation and all operational and financial reporting this entails. Additionally, the agency should provide all project relevant information specified in the project document and specifically in the results framework, i.e. output and outcome indicators. Depending on the agency's involvement in the project preparation and interest in the specific knowledge generation aspect of PDG projects, the implementing agency might take on further responsibilities with regards to the research and analysis of the project.

30. The implementing consultants are responsible to deliver on the workplan agreed between them, PDG and the implementing agency at the beginning of the project, and to provide quarterly reports on their progress as outlined above. In many projects it will also be the consultants' responsibility to conduct the baseline assessment together with PDG. The completion assessment will similarly be a responsibility between the consultants and PDG.

### **Timelines**

31. **Baseline assessments** should be completed the latest 2 months after the beginning of ground operations of an activity.



32. **Quarterly reports** should be submitted every 3 months after the beginning of ground operations of an activity.
33. **Midterm reviews** should be completed 4 to 6 months after the beginning of a 9-months activity and 4 to 8 months into a 12-months activity.
34. **Completion assessments** should be done at the end of a project but while the implementing consultants are still present on the ground.
35. **Final reviews and evaluations** should be completed the latest 3 months after the closing of an activity.

### Methodology

36. PDG's approach to M&E is shaped by its unique short-term mandate and responds to two sets of principles: good practice for M&E as outlined in previous OECD-DAC guidance and the core principles that underpin the PDG methodology.
37. The PDG's approach is based on two types of institutional results: outputs and outcomes. Outputs are the tangible products and services, as well as the higher levels of capacity of direct project beneficiaries that emerge from the programmes that PDG supports. Outcomes are the institutional changes that PDG interventions are intended to contribute to, but which are unlikely to come about during the timeframe of its programmes. The PDG, by the nature of its mandate and methodology, is more focused on supporting short and medium-term outputs, and cannot achieve outcomes on its own. Nevertheless efforts should be made to identify and measure higher level outcomes to create the ability of detecting progress. PDG projects should therefore also create the capacity to measure higher outcomes. Governments themselves will then be able to provide continuous feedback on the success of a project even after its conclusion.
38. In line with this focus on short and medium-term outputs, the PDG's methodology for M&E at the field-level seeks answers to two key questions: first, have the key project outputs have been achieved?; second, are these outputs likely to have made an important *contribution* to the achievement of the desired longer-term outcomes. Because PDG cannot achieve outcomes on its own, it will in most cases be dependent on partnerships both with national counterparts and other donors in order to influence the desired outcomes. A careful assessment of these partnerships, which will be essential to ensure that the pilot projects which PDG supports are sustained after PDG withdraws, is required.
39. The field of capacity building is vast and many of the development challenges PDG intends to tackle have been worked on by others before. Often times PDG projects will not be a complete novelty but rather emphasize specific aspects of how to approach a capacity gap, be it in the way how a project is designed, how capacities are transferred on the job or in other details of a project. When evaluating such a project care must be exercised to focus on the specific novelties of the project approach. Generally, this will require a special emphasis on the interactions between PDG, project staff and the partner government and on specific processes applied in capacity building. Assessing the PDG activities will rely heavily on qualitative measures of PDG's methodology and processes.
40. PDG's study on procurement of civilian capacity for early recovery (forthcoming) points to the challenge of creating the right incentives for capacity transfer through the M&E system. "It is difficult to measure improvements in intangibles, such as an increased confidence in the national government. Therefore, many monitoring and evaluation frameworks focus on easily quantifiable metrics or on 'inputs' and 'outputs' (e.g. the number of people trained), creating an incentive for advisers to deliver on metrics of 'doing' rather than the less tangible, but perhaps more sustainable aspects of 'supporting'".

41. A large range of methodologies will have to be employed to capture the specific goals of a project. Assessments will, among others, use perception surveys, knowledge and behaviour assessments, donor mapping and coordination analysis, interviews to establish expectations for the project. For each project the various aspects of the project and the methods necessary to establish achievement and extract lessons will have to be woven into a coherent M&E framework. This will often require the development of new tools (for example specific needs assessments, capacity assessments, knowledge and behaviour inquiries, and a range of interview guides) based on input from the project team on the ground and the client.

42. Over time, PDG should assemble a tool kit of tools for monitoring and evaluating capacity building that have been proven to work well. An example of such a tool is AusAid's "*Staged Approach to Assess, Plan and Monitor Capacity Building*"<sup>4</sup>

43. The OECD has developed general guidance on the role of aid evaluation in the aid management process, with the following central messages which are applicable to the M&E of PDG field initiatives<sup>5</sup>:

- The evaluation process should be impartial and independent from the process concerned with policy-making, and the delivery and management of development assistance.
- The evaluation process must be as open as possible with the results made widely available.
- For evaluations to be useful, they must be used. Feedback to both policy-makers and operational staff is essential.
- Partnership with recipients and donor co-operation in aid evaluation are both essential; they are an important aspect of recipient institution-building and of aid co-ordination and may reduce administrative burdens on recipients.
- Aid evaluation and its requirements must be an integral part of aid planning from the start. Clear identification of the objectives which an aid activity is to achieve is an essential prerequisite for objective evaluation.

44. In addition, PDG field initiatives need to be assessed against the key principles which underpin the PDG methodology. These include:

- A **flexible and incremental approach** that gives priority to requests for assistance with easily transferable technical skills, where the results of such assistance can be achieved with a small number of international personnel in a short span of time.
- A **demand-driven approach**, responding to specific country requests and consistent with the OECD Development Assistance Committee's (DAC) good practice on aid effectiveness, governance, capacity development and state-building.
- An approach that increases **beneficiaries' ownership** in terms of setting priorities, terms of contracts, accountability mechanisms, and exit strategies. At the same time, project funding and risks are shared among a range of partners.

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<sup>4</sup> AusAID, *A Staged Approach to Assess, Plan and Monitor Capacity Building*, 4 May 2006

<sup>5</sup> P.4. *Principles for evaluation of development assistance*, OECD DAC (1991)

- An approach that is **time-limited** and aimed at locally-driven institutional development, including an explicit focus on women's capacity development and other activities that would generate domestic groups' commitment to change.
- An approach that takes an **objective view** of possible sources of international assistance, considering suppliers from both OECD and non-OECD countries and encouraging South-South cooperation where appropriate.

## ANNEX A – M&E FRAMEWORKS FOR THE THREE PILOT FIELD INITIATIVES

1. PDG is currently engaged in three pilot field initiatives in Liberia, Guatemala and Georgia. These initiatives have a number of features in common: the external professionals will form an integral part of the partner government teams whose capacity they are seeking to build; they will report to senior government officials in their respective ministries; they are scheduled to be in place for a period not longer than 12 months; they will play a combination of advisory, mentoring and training roles, with the aim of transferring sufficient knowledge and expertise to their partner government counter-parts to enable them to take forward the project once the technical advisers have departed.

2. Each of the field initiatives also has some unique features. There are large differences, for instance, in the status of the pilot countries: Liberia is only just emerging from a long and destructive armed conflict which destroyed the social fabric and state institutions, and resulted in profound political divisions; Guatemala's post-war reconstruction process is much further advanced, though it still retains many characteristics of state fragility; Georgia enjoys many of the characteristics of a transition economy, market-oriented but lacking strong institutional capacities, yet it suffered a significant set-back following the 2008 conflict with Russia. As a consequence, the scope and focus of the PDG field initiatives differ quite dramatically from country to country.

3. Accordingly, different approaches will need to be taken when evaluating each PDG field initiative. The general criteria and principles outlined above need to be adapted to the context and the particular aims and approach of the pilot project in order to ensure that they are appropriate for the institutions, partners and beneficiaries that are the programme's key stakeholders.

4. Ultimately M&E will only be effective in tracking progress, managing programmes and learning lessons if the institutions and staff concerned are actively involved in the process of designing the M&E system and given the right incentives and training to implement it.

5. It is *recommended* that at the commencement of each PDG field initiative, project staff (including both external advisers and national counterparts) should jointly review and validate the M&E objectives, requirements and framework for the project. Regardless of whether the project is ultimately evaluated by external experts, experts from within the institution, or in a participatory manner (involving members of the project) it is a matter of good practice that the criteria against which the project will be evaluated (overall goal/outcomes, outputs, milestones, indicators, etc.) are validated by the team members. The same applies to discussion around the assumptions and risks which underpin the project planning, both of which require an intimate understanding of the project context.

## PDG M&E FRAMEWORK FOR THE LIBERIA NATIONAL POLICE CAPACITY SUPPORT DEVELOPMENT PROJECT

1. Partnering with UNDP, the PDG pilot project will strengthen the capacity of the Liberia National Police and in particular its Department of Training and Development at the National Police Training Academy (NPTA), (1) to standardize and develop specialized trainings for the LNP on advanced investigation skills. Additionally, the project will (2) enhance the capacity of the Office of the Inspector General to coordinate internally and externally on training and with donors, in-line with OECD/DAC aid effectiveness principles.
2. The Liberia NP Project has a strong focus on developing and testing novel methods of training and finding what works and what does not. Many other development partners have been supporting and implementing trainings of the national police force with mixed success. An important first step of the PDG project will be to review these other experiences together with Liberian counterparts and then together develop an approach that addresses the weaknesses of previous training programmes. Second, the project will introduce evaluation of the effectiveness of trainings delivered by the trainers that will be trained through the project and a feedback loop to bring findings from such evaluation back into the ToT.
3. **Higher level outcome:** Higher rate and quality of criminal investigations, specifically of GBV cases
4. **Institutional Outcome the project strives for:** Effective and sustainable national investigation training regime in place
5. **First Project Outcome:** LNPTA has the knowledge and capacity to implement effective investigation trainings
6. **Second Project Outcome:** LNP has the capacity to coordinate with other justice related institutions as well as donors to maximize use of resources
7. **Project Timeline:** 9 Months
8. **Reporting requirements** (see M&E matrix on the next page for further details):
  - **Baseline assessment** at the beginning of the project. The baseline assessment is an essential component of this project as it will determine specific capacity gaps and shortfalls of previous trainings to feed into the final design of the capacity building methods to be applied, and tested through the project. The baseline will also constitute the reference against which to measure project achievements. The baseline assessment will be conducted by the project team on the ground.
  - **Quarterly reports** on progress of project implementation, successes and failures experienced during the project so far and what has been learned from them. Besides updating on implementation these reports should flag issues of concern and provide estimates for project achievement. The quarterly reports will be prepared by the project team in Liberia and submitted to the Project Oversight Committee.
  - **Midterm review** based on quarterly reports and a visit by PDG AU. The AU project manager visits the project to get an overview of progress made so far and challenges that might have arisen. The main purpose is to ensure that PDG stays in close touch with the project and collects

lessons learned along the way. The project team on the ground will meet with the advisor and provide feedback on the project. There should be no further reporting requirements for them. The Midterm review is the responsibility of the AU project manager. The midterm report should be completed by November 2010.

- **Completion assessment** upon completion of the project. Follow up to the baseline assessment. All measures collected then must be collected again to assess project results. Additionally the final assessment should emphasize learning from the project and focus on bringing out the details of project implementation and reasons behind specific developments. The final assessment will be conducted by the project team and UNDP with support from PDG AU.
- **Project Review or Evaluation.** The evaluation will largely be based on the baseline and final assessments and a review of all project materials. The evaluation will aim at establishing the relevance, effectiveness, efficiency, sustainability and impact of the project upon its conclusion. It will be conducted under the auspices of PDG's M&E Advisor. The final report should be completed by June 2011.
- **Knowledge Products** focusing on insights of broader relevance gained from the implementation and evaluation of the activity. Both, the midterm and final reviews should focus on deriving knowledge products for PDG members and beyond. Potential forms could be lessons learned papers, notes on tested solutions to specific implementation challenges, case studies, or others.

9. The following Monitoring and Evaluation Matrix presents in more detail what tools will be applied for assessing progress at the various levels of the project's results chain. Tools to be developed are listed on page 4.

Table 1. Liberia National Police Project Monitoring and Evaluation Matrix

	Results Chain	Milestones and Indicators	Method of measurement / Data source	Measured through Baseline, completion assessment, quarterly reports
<b>Institutional Outcomes</b>	Effective and sustainable national investigation training mechanism in place	<ul style="list-style-type: none"> <li>• Effectiveness of trainings provided by LNPTA after the project</li> <li>• Continuous assessments of training quality taking place after the project</li> <li>• Sufficient resources available through coordinated donor support</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of training assessments (see below)</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: Initial mapping of trainings and donor activities</li> <li>• Completion: Mapping of trainings and donor activities</li> <li>• Final Evaluation: come back to check 1-2 years after the project</li> </ul>
<b>Project outcome 1</b>	LNPTA has the knowledge and capacity to implement effective investigation trainings	<ul style="list-style-type: none"> <li>• Level of knowledge and capacity of LNPTA trainers</li> <li>• # of trainers that are able to deliver trainings effectively</li> <li>• Effectiveness of trainings provided by NPTA trainers</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and capacity assessment of trainers – before and after project</li> <li>• Continuous evaluations of the trainings delivered by trainers in counties through pre and post assessments and interviews with participating investigators</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: Initial LNPTA and students' capacity</li> <li>• Completion: LNPTA capacity and summary of ongoing evaluations</li> <li>• Quarterly reports: Updates on ongoing evaluations</li> </ul>
Outputs for project outcome 1	Field tested standardized investigative training package rolled out and continuously improved	<ul style="list-style-type: none"> <li>• Training manual</li> <li>• Effectiveness of trainings provided by NPTA trainers at each reiteration</li> <li>• # of trained investigators that pass assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous evaluations of the trainings delivered by trainers in counties through pre and post assessments and interviews with participating investigators</li> <li>• Assessment of students' learning achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Completion: summary of ongoing evaluations of trainings and assessments of students' learning achievements</li> <li>• Quarterly reports: Updates on ongoing evaluations and learning assessments; updates on progress towards development of training manuals</li> </ul>

	<b>Results Chain</b>	<b>Milestones and Indicators</b>	<b>Method of measurement / Data source</b>	<b>Measured through Baseline, completion assessment, quarterly reports</b>
	Knowledge of strength and weaknesses of previous trainings	<ul style="list-style-type: none"> <li>• Baseline assessment that synthesises lessons from previous police trainings held in Liberia and identifies gaps in those trainings and in investigative capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review of other trainings</li> <li>• Interviews with trainers, investigators and other donors</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline assessment</li> </ul>
<b>Project outcome 2</b>	LNP has the capacity to coordinate with other justice related institutions as well as donors to maximize use of resources	<ul style="list-style-type: none"> <li>• Self assessment of capacity for coordination by LNP</li> <li>• Assessment of quality of coordination by donors</li> <li>• Donor tracking database to monitor budget/funding, program activities and reporting schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Self assessment of capacity for coordination by LNP (interviews)</li> <li>• Assessment of quality of coordination by donors (interviews)</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: Initial assessment of capacity</li> <li>• Completion: Assessment of capacity and progress made in coordination work</li> </ul>



**TOOLS TO BE DEVELOPED FOR MONITORING AND EVALUATING THE LIBERIA  
NATIONAL POLICE PROJECT**

1. **Tool to assess the knowledge and capacity of trainers to deliver effective investigation trainings.** The tool should include a knowledge assessment component as well as a module to determine teaching skills and effectiveness
2. **Tool to assess the knowledge and capacity of investigators participating in trainings.** This tool should include behavioural and attitudinal components. Particularly as literacy might be a challenge, interview-based techniques are necessary.
3. In conjunction with the above there is a need for an **evaluation module to assess the effectiveness and quality of the trainings provided by trainers trained through the project.** This needs to be combined with a review mechanism to feed findings back into ToT development.

## PDG M&E FRAMEWORK FOR THE GUATEMALA MUNICIPAL DEVELOPMENT PROJECT

1. The MuniDev project aims at institutional strengthening of Guatemala's National System of Development Councils and the promotion of municipal leadership as a whole, in such a manner that mayors and their municipalities play a proactive role in local development.
2. **Higher level outcome:** Strong local governance and local development enable exercising citizenship rights, strengthen social cohesion and consolidate the democratic processes.
3. **Institutional Outcome the project strives for:** Local government projects more responsive to local citizens' needs and demands
4. **First Project Outcome:** The system of development councils functions more effectively
5. **Second Project Outcome:** Mayors and municipalities more engaged, better represented and heard in the development councils and planning and budgeting processes

**Project Timeline:** 12 Months

6. **Reporting requirements** (see M&E matrix on the next page for further details):
  - **Baseline assessment** at the beginning of the project. The baseline assessment will analyse existing strength, weaknesses, capacity gaps, and stakeholder expectations for the project. It will constitute the reference point for measuring project achievements. The baseline assessment will be conducted by the project team on the ground with support from PDG's M&E Advisor using to the greatest extent possible existing data. Parts of the baseline can be established as early as February 2009 since the first PDG assessment was made and CONADUR's institutional strengthening strategy was launched.
  - **Trimester reports** on progress of project implementation, successes and failures experienced during the project so far and what has been learned from them. Besides updating on implementation, these reports should flag issues of concern and provide estimates for project achievement. The trimester reports will be prepared by the project team in Guatemala and submitted to the Project Oversight Committee.
  - **Midterm review** based on quarterly reports and a visit by PDG AU. The AU project manager visits the project to get an overview of progress made so far and challenges that might have arisen. The main purpose is to ensure that PDG stays in close touch with the project and collects lessons learned along the way. The project team on the ground will meet with the advisor and provide feedback on the project. There should be no further reporting requirements for them. The Midterm review is the responsibility of the AU project manager. The midterm report should be completed by November 2010.
  - **Final assessment** upon completion of the project. Follow up to the baseline assessment. All measures collected then must be collected again to assess project results. Additionally the final assessment should emphasize learning from the project and focus on bringing out the details of

project implementation and reasons behind specific developments. Specifically what worked and why as well as what didn't and why. Any unexpected or unintended consequences should also be documented. The final assessment will be conducted by the project team in Guatemala with support from PDG's M&E Advisor.

- **Project Evaluation.** The evaluation will largely be based on the baseline and final assessments and a review of all project materials. The evaluation will aim at establishing the relevance, effectiveness, efficiency, sustainability and impact of the project upon its conclusion. It will be conducted under the auspices of PDG's M&E Advisor.
- **Knowledge Products** focusing on insights of broader relevance gained from the implementation and evaluation of the activity. Both, the midterm and final reviews should focus on deriving knowledge products for PDG members and beyond. Potential forms could be lessons learned papers, notes on tested solutions to specific implementation challenges, case studies, or others.

7. The following Monitoring and Evaluation Matrix presents in more detail what tools will be applied for assessing progress at the various levels of the project's results chain. Various tools will need to be developed by the project team together with the PDG M&E advisor to implement this framework. These tools are listed on page 4.

Table 2. Guatemala MuniDev Project Monitoring and Evaluation Matrix

	Results Chain	Milestones and Indicators	Method of measurement / Data source	Measured through Baseline, completion assessment, trimester reports
<b>Institutional Outcomes</b>	Local government projects more responsive to local citizens' needs and demands	<ul style="list-style-type: none"> <li>• Citizen feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Focus group discussions in a sample of communities.</li> </ul>	Baseline and completion assessment. Ideally, this should be followed-up on through a quick assessment 2 years after project completion
<b>Project outcome 1</b>	The system of development councils functions more effectively	<ul style="list-style-type: none"> <li>• Stakeholder perception of NSDC effectiveness</li> <li>• Successful implementation of CONADUR's institutional strengthening yearly plans (2010-2011)</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder feedback through Interviews and focus group discussions</li> <li>• Review of NSDC plans vs. achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: plan vs. reality in 2009; measure stakeholder perception of effectiveness</li> <li>• Completion: plan vs. reality in 2011; measure stakeholder perception of effectiveness</li> </ul>
Outputs for project outcome 1	A strengthened, more strategically oriented CONADUR	<ul style="list-style-type: none"> <li>• Self-perceived strength of CONADUR</li> <li>• Stakeholder-perceived strength of CONADUR</li> <li>• Quality of Decisions taken</li> </ul>	<ul style="list-style-type: none"> <li>• Self-assessment of CONADUR</li> <li>• Stakeholder assessment of CONADUR</li> <li>• Compare no. and time required for decisions 2009 vs. 2010-2011</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: Needs and gap assessment of CONADUR and establishment of capacity targets</li> <li>• Completion: Capacity assessment of CONADUR and comparison with targets from baseline</li> </ul>
	Better inter-institutional co-ordination and collaboration	<ul style="list-style-type: none"> <li>• Clearly designated institutional roles, responsibilities and performance standards for all councils and component members formulated, agreed upon, and put in practice</li> <li>• Level of coordination and collaboration</li> <li>• Manual of good practices for inter-institutional co-</li> </ul>	<ul style="list-style-type: none"> <li>• Categorise levels of coordination and collaboration into 3-4 stages and apply these categories for baseline and completion assessment; use interviews and initial observations</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: establish current level of collaboration and availability of documented good practices</li> <li>• Completion: establish new level of coordination and collaboration</li> <li>• Trimester Reports: document progress towards manual and formulation of institutional roles and performance standards; report on pilot test of new practices</li> </ul>

	<b>Results Chain</b>	<b>Milestones and Indicators</b>	<b>Method of measurement / Data source</b>	<b>Measured through Baseline, completion assessment, trimester reports</b>
		ordination available <ul style="list-style-type: none"> <li>• New working practices pilot tested in two development councils, and evaluated</li> </ul>		
	<p>Closer coordination among donors engaged in the sector and better alignment of their resources and programs with CONADUR's policies, the local development councils, and the institutional strengthening strategy.</p>	<ul style="list-style-type: none"> <li>• Level of donor coordination</li> <li>• Donor perception of the government's role in coordination of assistance</li> <li>• CONADUR's satisfaction with donor coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Categorise levels of coordination and collaboration into 3-4 stages and apply these categories for baseline and completion assessment</li> <li>• Interviews with donors</li> <li>• Interviews with CONADUR staff</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: establish current level of collaboration and availability of documented good practices</li> <li>• Completion: establish new level of coordination and collaboration</li> <li>• Trimester Reports: document progress towards more donor coordination</li> </ul>
	<p>Strong monitoring, evaluation and communications systems, resulting in useful and accessible information that informs policy decisions and practice</p>	<ul style="list-style-type: none"> <li>• Modern information system on municipal development activities and decentralization available to all actors in the NSDC</li> <li>• Effective communication system between CONADUR associations and key actors in the municipal sector</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of existing information systems as baseline</li> <li>• Assess existing level of communication</li> <li>• Needs assessment for information and communication system</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: what information systems exist?</li> <li>• Completion: check new information system; does it respond to identified needs? Assess new level of communication</li> <li>• Trimester Reports: document progress towards information system and improved communication</li> </ul>
<b>Project outcome 2</b>	<p>Mayors and municipalities more engaged, better represented and heard in the development councils and planning and budgeting processes</p>	<ul style="list-style-type: none"> <li>• Greater % of proposed projects by COMUDES approved and funded in final national plans and budgets</li> <li>• Level of Participation in COMUDES and CODERES meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Self-assessment of level of participation in Council meetings</li> <li>• Stakeholder assessment of same</li> <li>• % projects proposed approved in 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Completion: Self and stakeholder assessment and comparison with targets?</li> <li>• Baseline of attendance at COMUDES and CODERES</li> </ul>

	<b>Results Chain</b>	<b>Milestones and Indicators</b>	<b>Method of measurement / Data source</b>	<b>Measured through Baseline, completion assessment, trimester reports</b>
Outputs for outcome 2	Mayors have capacity to engage effectively in development councils Mayors and their associations have the tools and knowledge required to participate effectively in development council planning, budgeting and investment approval processes	<ul style="list-style-type: none"> <li>• Mayors' knowledge and capacity to influence local development decisions.</li> <li>• Anam's credibility among mayor's and capacity to represent them</li> <li>• Mechanisms available for ANAM to present draft laws regarding its sector to Congress.</li> </ul>	<ul style="list-style-type: none"> <li>• Categorise levels of credibility and capacity into 3-4 levels and apply these for baseline and completion assessment</li> <li>• Initial analysis of mechanisms for ANAM to participate in legislative process</li> <li>• Completion assessment of new mechanisms and their effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: establish current level of credibility and capacity</li> <li>• Completion: establish new level of credibility and capacity</li> <li>• Trimester Reports: document progress towards capacity development and new mechanisms for ANAM engagement in legislative progress</li> </ul>

## TOOLS TO BE DEVELOPED FOR MONITORING AND EVALUATING THE GUATEMALA MUNIDEV PROJECT

1. **Tool to collect citizen feedback on responsiveness of local government projects to their needs and demands:** Develop interview guides and an assessment scale for focus group discussions with citizen groups in a sample of communities.
2. **Assessment tool for levels of inter-institutional and donor coordination and collaboration:** A system of 3-4 categories of coordination (Low/unsatisfactory, medium/acceptable, high/satisfactory). Each level needs a description of the typical state of coordination at that level and specific characteristics to look out for. Once the levels are established, the baseline assessment and initial observations of the consultants should be used to classify the existing situation into one of these levels and set a target for the level to be achieved at project completion.
3. **Assessment tool for levels of communication between the various actors involved in municipal development:** A system of 3-4 categories of communication (Low/unsatisfactory, medium/acceptable, high/satisfactory). Each level needs a description of the typical state of Communication at that level and specific characteristics to look out for. Once the levels are established, the baseline assessment and initial observations of the consultants should be used to classify the existing situation into one of these levels and set a target for the level to be achieved at project completion.
4. **Assessment tool for levels of capacity of institutions and individuals benefitting from support:** Similar to the above a 3-4 level system of capacities. AusAid's Capacity Assessment Tool<sup>6</sup> would be a good template. It categorises capacity into levels of beneficiary reliance on external advisor: Dependent, Guided, Assisted, Independent
5. **Various tools for self assessment and stakeholder assessment of a) the effectiveness of the NSDC, b) the strength of CONADUR, and c) engagement of mayors and municipalities in planning and budgetary processes.** These tools will mainly consist of interview guides and rating scales for assessments.

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<sup>6</sup> AusAID, *A Staged Approach to Assess, Plan and Monitor Capacity Building*, 4 May 2006

## PDG M&E FRAMEWORK FOR THE GEORGIA DONOR COORDINATION PROJECT

1. The Project aims at providing technical assistance to the Department of External Relations of the Ministry of Finance of Georgia in order to support it in further improving donor co-ordination and aid effectiveness in the country. This will contribute to meeting the goal, set out in the October 2008 Joint Needs Assessment (JNA) of making aid “predictable, harmonised, and aligned with national priorities and the use of the country’s own institutions and systems.”
2. A team of two international Consultants (Leading Consultant and Supporting Consultant) will be placed within the Department of External Relations of the Ministry of Finance of Georgia. These Consultants, along with mid-level Georgian public servants designated by the Deputy Minister of Finance, will form an “Aid Technical Co-ordination Task Force” (Task Force), which will cooperate closely with other staff in the Department. The Task Force will contribute to the Department’s capacities by further reinforcing its day-to-day work; support the international aid information and co-ordination work of the Department and launch, as appropriate, new initiatives. In order to ensure sustainable capacity building and transfer of skills the international consultants will be ‘twinned’ with a Georgian official and run a weekly brainstorming session that will address issues that arose during the previous week and on training/coaching the Georgians in the areas of aid development and donor coordination. These sessions will be agreed on a few days prior and the consultants will prepare them.
3. **Higher level outcome:** Foreign aid to Georgia is predictable, harmonised, and aligned with national priorities and the use of the country’s own institutions and systems.
4. **Institutional Outcome the project strives for:** The Ministry of Finance effectively coordinates foreign aid and is accepted by all major donors as the main clearinghouse for incoming aid.
5. **First Project Outcome:** MoF and donor community have complete information about donor activities in Georgia and knowledge about gaps and overlaps
6. **Second Project Outcome:** MoF has the capacity to effectively coordinate aid

### **Project Timeline:** 11 Months

7. **Reporting requirements** (see M&E matrix on the next page for further details):
  - The **Baseline assessment** at the beginning of the project can be very light for this project. The current status and shortcomings of donor coordination are known. The project aims mainly at developing new systems and working groups that do not exist yet, so the baseline is zero. The project consultants will deliver targeted training sessions throughout the year based on the developments of the week. An evaluation at the end of the period should be sufficient
  - **Quarterly reports** on progress of project implementation, successes and failures experienced during the project so far and what has been learned from them. Besides updating on implementation these reports should flag issues of concern and provide estimates for project



achievement. The quarterly reports will be prepared by the project consultants team in Georgia and submitted to the Project Oversight Committee.

- **Midterm review** based on quarterly reports and a visit by PDG AU. The AU project manager visits the project to get an overview of progress made so far and challenges that might have arisen. The main purpose is to ensure that PDG stays in close touch with the project and collects lessons learned along the way. The project team on the ground will meet with the advisor and provide feedback on the project. There should be no further reporting requirements for them. The Midterm review is the responsibility of the AU project manager. The midterm report should be completed by November 2010.
- **Completion assessment** upon completion of the project. In this project the completion assessment will focus on the existence and quality of the intended systems and coordination mechanisms. Additionally the final assessment should emphasize learning from the project and focus on bringing out the details of project implementation and reasons behind specific developments. The final assessment will be conducted by the project team with support from PDG's M&E Advisor.
- **Project Review or Evaluation.** The evaluation will largely be based on the baseline and final assessments and a review of all project materials. The evaluation will aim at establishing the relevance, effectiveness, efficiency, sustainability and impact of the project upon its conclusion. It will be conducted under the auspices of PDG's M&E Advisor. The final report should be completed by June 2011.
- **Knowledge Products** focusing on insights of broader relevance gained from the implementation and evaluation of the activity. Both, the midterm and final reviews should focus on deriving knowledge products for PDG members and beyond. Potential forms could be lessons learned papers, notes on tested solutions to specific implementation challenges, case studies, or others.

Table 3. Georgia Donor Coordination Project Monitoring and Evaluation Matrix

	Results Chain	Milestones and Indicators	Method of measurement / Data source	Measured through Baseline, completion assessment, quarterly reports
<b>Institutional Outcomes</b>	The Ministry of Finance effectively coordinates foreign aid and is accepted by all major donors as the main clearinghouse for incoming aid	<ul style="list-style-type: none"> <li>• MoF satisfaction with its own role in donor coordination</li> <li>• Donor perception of MoF's role with regards to donor coordination</li> <li>• Amount of ODA channelled through budget support versus individual projects</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment interview with MoF (should be high level representative)</li> <li>• Assessment of donor perception through interviews</li> <li>• Analysis of ODA</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: Assessments and ODA analysis</li> <li>• Completion assessment: Assessments of donor and MoF perception; ODA analysis</li> </ul>
<b>Project outcome 1</b>	MoF and donor community have complete information about donor activities in Georgia and knowledge about gaps and overlaps	<ul style="list-style-type: none"> <li>• MoF officials and donors can point to important gaps in Georgia's aid coverage</li> <li>• MoF staff satisfaction with their level of information and knowledge</li> <li>• Donor satisfaction with MoF's provision of information</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of MoF and donor knowledge of gaps</li> <li>• Interviews with MoF staff</li> <li>• Interviews with donors</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: Assessment of MoF and donor knowledge of gaps</li> <li>• Completion: assessment of knowledge of gaps; assessment of satisfaction of MoF and donors.</li> </ul>
Outputs for project outcome 1	Functioning online Management Information System, production of reports based on data-mining of the system, statistical analysis and projection	<ul style="list-style-type: none"> <li>• # of hits on the MIS website</li> <li>• Sustainability of the MIS in terms of self-stated ability of MoF staff to run and maintain the system</li> <li>• Donor perception of the system</li> </ul>	<ul style="list-style-type: none"> <li>• Tracking of hits</li> <li>• Interview with MoF staff</li> <li>• Interviews with donors</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports: state progress on MIS development; could contain a section with MoF staff feedback</li> <li>• Completion assessment: interview MoF staff and donor about MIS maintenance and usage</li> </ul>
	MoF webpage section with the details of donors' strategies	<ul style="list-style-type: none"> <li>• # of hits on the webpage</li> <li>• # of donor strategies presented vs. actual # of donors in Georgia</li> </ul>	<ul style="list-style-type: none"> <li>• Tracking of hits</li> <li>• Compare website content with # of donors</li> <li>• Interview with MoF staff</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports: state progress on website development; could contain a section with</li> </ul>

	<b>Results Chain</b>	<b>Milestones and Indicators</b>	<b>Method of measurement / Data source</b>	<b>Measured through Baseline, completion assessment, quarterly reports</b>
		<ul style="list-style-type: none"> <li>• MoF staff ownership and ability to run the website</li> <li>• Donor perception</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with donors</li> </ul>	<ul style="list-style-type: none"> <li>• MoF staff feedback</li> <li>• Completion assessment: interview MoF staff and donors on website usage and content</li> </ul>
	Donor Information System providing regular updates to donors	<ul style="list-style-type: none"> <li>• Regular email briefings are distributed by MoF to donors, at least 3 brochures on specific topics of interest</li> <li>• Donor perception of usefulness and quality of the information</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with donors</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports: progress towards and completion of briefings to donors</li> <li>• Completion assessment: interview MoF staff and donors</li> </ul>
	Capacity transfer to MoF staff, specifically twins	<ul style="list-style-type: none"> <li>• MoF staff capacity</li> <li>• Twins' satisfaction with level of capacity transfer</li> <li>• Record of weekly training sessions</li> </ul>	<ul style="list-style-type: none"> <li>• MoF staff capacity assessment</li> <li>• Evaluation of 'twinning' by both trainers and trainees</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports: record of weekly sessions</li> <li>• Completion assessment: interview MoF staff, evaluation of twinning</li> </ul>
<b>Project outcome 2</b>	MoF has the capacity to effectively coordinate aid	<ul style="list-style-type: none"> <li>• MoF satisfaction with its own role in donor coordination</li> <li>• Donor perception of MoF's role with regards to donor coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment interview with MoF (should be high level representative)</li> <li>• Assessment of donor perception through interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline: Assessments</li> <li>• Completion assessment: Assessments of donor and MoF perception;</li> </ul>
Outputs for project outcome 1	Joint Task Force further developed	<ul style="list-style-type: none"> <li>• Action Plan agreed</li> <li>• Regular meetings held</li> <li>• Satisfaction of MoF with task force</li> <li>• Donor perception of task force</li> </ul>	<ul style="list-style-type: none"> <li>• Review of produced documents</li> <li>• Interview with high ranking MoF staff</li> <li>• Interview with donors</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Reports: progress on Joint Task force development</li> <li>• Completion Assessment: Quality and satisfaction with task force</li> </ul>
	Sector Working Groups are active including terms of reference and action plans.	<ul style="list-style-type: none"> <li>• SWG terms of reference</li> <li>• SWG action plans</li> <li>• Donor participation in SWGs</li> </ul>	<ul style="list-style-type: none"> <li>• Records of donor participation</li> <li>• Interviews with donors</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Reports: progress on SWG development</li> </ul>

	<b>Results Chain</b>	<b>Milestones and Indicators</b>	<b>Method of measurement / Data source</b>	<b>Measured through Baseline, completion assessment, quarterly reports</b>
		<ul style="list-style-type: none"> <li>• Line ministry participation</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with line ministries</li> </ul>	<ul style="list-style-type: none"> <li>• Completion Assessment: participation in SWGs by relevant actors; effectiveness of SWGs</li> </ul>
	As requested by the Ministry of Finance, support provided towards developing and publicizing clear strategies with sector policies and an expenditure framework	<ul style="list-style-type: none"> <li>• Pilot strategies</li> <li>• Level of participation in sector policy development by line ministries and donors</li> </ul>	<ul style="list-style-type: none"> <li>• Review of developed strategies</li> <li>• Interviews with donors</li> <li>• Interviews with line ministries</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Reports: progress on sector strategy development</li> <li>• Completion Assessment: participation in sector strategies by relevant actors; quality of sector strategies</li> </ul>
	Capacity transfer to MoF staff, specifically twins	<ul style="list-style-type: none"> <li>• MoF staff capacity</li> <li>• Twins' satisfaction with level of capacity transfer</li> <li>• Record of weekly training sessions</li> </ul>	<ul style="list-style-type: none"> <li>• MoF staff capacity assessment</li> <li>• Evaluation of 'twinning' by both trainers and trainees</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports: record of weekly sessions</li> <li>• Completion assessment: interview MoF staff, evaluation of twinning</li> </ul>

## ANNEX B – PDG PROJECT SHEET

**Project Title:**

Country:

Budget:

Main Topic: (e.g. Donor Coordination, GBV prevention, local government strengthening)

Implementing Partner:

1. Short description of the project
2. How was the PDG methodology applied in the design of this project? Which specific aspects of the PDG methodology were most relevant to the design of this project?
3. What makes this project new/unique compared to other projects that target the same capacity gaps in the project country or elsewhere?
4. What are the hypotheses that PDG wants to test with this project? Alternatively, what issues do we want to learn more about through this project? Be as precise as possible.
5. What do we want to partner government to be able to take away from this project?
6. What are the concrete results that we want this project to bring about? What are the outcomes and outputs this project will produce?