

Transport Sector Capacity Building Framework & Approach – Program Logic				November 2009
Transport Sector Goal	Governance and performance in GoPNG's delivery of transport infrastructure services improved through effective use of resources.			
TSSP Objectives	<b>1. Line agency public sector reform and governance</b>  Operational reform in the transport sector agencies supported with improved public sector administration and reform programs.	<b>2. Strengthen central agency capacity</b>  Service delivery and reform programs actively supported through strengthened linkages between the transport sector and central agencies	<b>3. Provincial Transport Services</b>  Transport services delivered in selected locations through improved performance of provincial, district and local level governments.	<b>4. Prioritised Transport Asset Maintenance</b>  An affordable, contestable and prioritised national transport network in place.
Longer Term Outcomes for Capacity Building	Sustainable and self generating institutional, work group and individual competencies and capabilities developed across the transport sector agencies.			
Intermediate Outcomes	Aggregate change at an institutional level	Individual and work unit work plans are aligned with corporate plan objectives  Institutions are becoming increasingly effective at understanding, planning for, delivering and reporting their core business; corporate plans are being actively used, performance is effectively reported and reviewed.		Institutions are becoming increasingly effective at operating in a sector wide strategic manner.
	Practice Change	Work units operate effectively and are implementing strategies that deliver corporate plan objectives.  Individual counterparts take full responsibility for effectively delivering their required duties		Counterparts and work groups are leading and driving continuous improvement across all divisions of the agency with the support of skilled and effective executive teams.
	Attitude and Confidence Change	Counterparts have increased confidence to undertake their required roles in an effective manner.  Counterparts want to be performing their duties.		Counterparts and work groups see and understand their institution from a range of perspectives; from within as well as from a sector wide and broader perspective.
	Knowledge & Skills change	Counterparts (and work groups) have increased technical and process knowledge and ability related to their position (s) and core business of their work unit and organisation		Counterparts and work groups have an increased understanding of the role and function of their institution within the sector, from a national perspective and from an international perspective.  Counterparts and work groups are bringing new knowledge back to their agencies with new perspectives – increased knowledge sharing.
Immediate Outcomes	Outputs	Processes supported  Workshops delivered  Coaching sessions delivered  Mentoring sessions occurring  Plans, Policies and procedures supported		A broad range of learning and training opportunities undertaken by individuals and work groups  Knowledge shared  Transport Sector considering capacity building strategy implementation for the sector  Partnerships established with a range of educational and other institutions to provide opportunities for increasingly sophisticated learning.
	Activities	Counterparts and Work Units engaged in Training, Coaching, Mentoring, Shadowing, behaviour modeling;  Advisors work with counterparts to help them understand their responsibility for describing and achieving organisational outcomes.	Strategies implemented  Agreement on strategies to be used  Agreed target levels of capacity documented  Agreed assessments of current capacity against each key task  Capacity building levels tailored to local conditions and recorded  Activities and key tasks of the work group recorded (Core business; high priority)	Twinning – Study tours/ exchanges Scholarships – additional tertiary learning Training (local provider) and distance learning, Competency based training, Job rotations Volunteers Graduate recruitment - traineeships, cadetships and internships M&E participation MaD Program
	Inputs	Advisers recruited and embedded in organisation; Counterpart(s) agreed	Advisers implement model with counterparts and work groups  Train advisors in implementation	Capacity assessments, analysis and capacity building plans encompassing additional complementary strategies developed at agency and sector level in partnership
Getting Ready	Foundational Activity	TA program signed off by TSCMIC Adviser Activity TOR signed off by Agency Head Organisational review and identification of capacity building needs	Gain agreement to implementation of model from agency head and work groups  Gain agreement to introduction of model from TSCMIC	PSMS and advisers identify opportunities with counterparts and support of agency leaders for more sophisticated learning opportunities
Element of approach	FIRST	1. Technical Advisors	THEN	2. Staged Capacity Building Model
			THEN	3. Other approaches

## TSSP Capacity Building Framework and Approach – Program Logic<sup>1</sup> Assumptions

In developing the program logic for the TSSP Capacity Building Approach it is assumed that:

- ❖ The capacity building approach is a significant source of change in the agencies (when assessing contribution/ attribution).
- ❖ Agency leadership enables and encourages learning processes.
- ❖ The institutional environment and culture is motivational.
- ❖ Advisers are able to establish and build an appropriate relationship with their counterpart (appropriate personalities). Establishing trust is a vital component of this relationship.
- ❖ Counterparts are turning up to work and work groups are operating at a reasonable level of capacity i.e. positions are filled.
- ❖ Counterparts are in place long enough and feel secure in their position, to benefit from the capacity building approach.
- ❖ Advisers remain in place long enough to sustain the relationship to continue the capacity building approach.
- ❖ The program continues for 15 years as planned.

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<sup>1</sup> The program logic illustrates the cause and effect relationships or the 'theory of change' that is anticipated between the activities undertaken by advisers and the types of outcomes that are expected for individuals, work groups and the institutions, through the TSSP Capacity Building Framework and Approach.