

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	1. Line agency public sector reform and governance Operational reform in the transport sector agencies supported with improved public sector administration and reform programs.	2. Strengthen central agency capacity Service delivery and reform programs actively supported through strengthened linkages between the transport sector and central agencies	3. Provincial Transport Services Transport services delivered in selected locations through improved performance of provincial, district and local level governments.	4. Prioritised Transport Asset Maintenance 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.		
Intermediate Outcomes	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	
Immediate Outcomes	Inputs Advisors recruited and embedded in organisation; Counterpart(s) agreed	Advisors 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	

Assumptions implicit in the TSSP capacity building approach program logic:

For this approach to succeed it is assumed that:

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

Performance Questions Capacity Building Approach

To what extent:

1. Are effective individual, work group and institutional competencies and capabilities becoming commonplace in transport sector agencies?
2. Is the institution operating in a sector wide manner, whilst effectively delivering its core business?
3. Is the institution being more effective in delivering its core business and against its increasingly improving Corporate Plan?
4. Is the TSSP Capacity Building approach delivering expected outcomes?
5. Are counterparts leading or influencing continuous improvement across all divisions of the agency?
6. Are counterparts (and work groups) improving their work practice and being more effective in their roles?
7. Are counterparts (and work groups) feeling more confident in their ability to deliver their required tasks?
8. Are counterparts more motivated to contribute to their workplace and their position?
9. Have counterparts increased their knowledge relevant to their position and the core business of their work unit?
10. Do counterparts and work groups understand the role of the organisation in the big picture?
11. Are counterparts bringing new knowledge back to and sharing it across their organisation? (*This question generally relates to the 3rd component of the CB approach.*)

Table 2 A Monitoring and Evaluation Plan for the TSSP Capacity Building Approach - November 2009

Outcome level	Type of outcome	Who needs to know	Performance Question(s)	Measure/ KPI	Method
Longer Term Outcomes	Sustainable and self generating institutional, work group and individual competencies and capabilities developed across the transport sector agencies.	NEC TSCMIC Individual agencies Agency stakeholders AusAID	To what extent are effective individual, work group and institutional competencies and capabilities becoming commonplace in transport sector agencies?	Performance of TSCMIC and sector Performance of agency against corporate plan	Quantum and trend in sector wide and individual agency budgets Agency Annual Reports
Intermediate Outcomes	Aggregate change at an institutional level	TSCMIC Individual agencies AusAid Agency Staff Agency stakeholders	To what extent is the institution operating in a sector wide manner, whilst effectively delivering its core business? To what extent is the institution being more effective in delivering its core business and against its increasingly improving Corporate Plan? To what extent is the TSSP Capacity Building approach delivering expected outcomes?	Performance of TSCMIC against the Strategic Framework Performance of agency against corporate plan – review, report, linked to work units Performance of agency against a set of business effectiveness criteria M&E systems in place	TSCMIC Strategic Framework review Semi structured interviews with executives Balanced Score card approach Strategic Evaluation: Capacity Building Approach Impact & Effectiveness Study
	Practice Change	Agency Individuals and work groups AusAID	To what extent are counterparts leading or influencing continuous improvement across all divisions of the agency? To what extent are counterparts (and work groups) improving their work practice and being more effective in their roles?	Analysis of leadership or influence in the agency # tasks and processes being undertaken more effectively without adviser assistance? Individual Performance management systems	Individual Tracer Survey – longitudinal study of career pathways (need to have a control group?) Performance story reports prepared across agencies; include counterpart stories of significant change as key evidence source Quantitative Survey of practice change Capacity building quarterly reports & adviser six monthly reports
	Attitude and Confidence Change	Agency Individuals and work groups AusAID	To what extent are counterparts (and work groups) feeling more confident in their ability to deliver their required tasks? To what extent are they more motivated to contribute to their workplace and their position?	Assessment of attitude and confidence	Possibly: Ongoing Most significant change process – (Advisor observation, counterpart experience, leadership team observation) Capacity Building quarterly reports & adviser six monthly reports
(Knowledge, attitudes, skills, aspirations and confidence)	Knowledge & Skills change	Agency Individuals and work groups AusAID	To what extent have counterparts increased their knowledge relevant to their position and the core business of their work unit? To what extent do counterparts and work groups understand the role of the organisation in the big picture? To what extent are counterparts bringing new knowledge back to and sharing it across their organisation?	Extent to which the knowledge and skills base has changed Extent to which individuals understand the role of the organisation Extent to which knowledge is shared within the organisation	Ongoing Most significant change process – (Advisor observation, counterpart experience, leadership team observation) Survey of # and type of knowledge sharing mechanisms in place and how they are used Capacity building model quarterly reports & adviser six monthly reports
Immediate Outputs	Outputs	As above	How many people have been involved in what sort of activities? (e.g. Workshops, coaching, mentoring, plans, policies, procedures developed etc.)	# people involved in different types of activities with range of advisors	Monthly and six monthly advisor progress reports & quarterly workgroup/ adviser CB reports
	Activities	As above	What activities have been undertaken by TAs with their counterparts?	Types of activities	Monthly and six monthly advisor progress reports & quarterly workgroup/ adviser CB reports
	Inputs	As above	How many advisors are embedded in agencies, with a nominated counterpart?	#s and roles of advisors Cost of providing advisors	TSSP records
Getting Ready	Foundational Activity	As above	Has the TA program been signed off by the Agency head? Has an organisational review been conducted and capacity building needs identified?		TSSP PSMS records