M&E House (Buke Hatene):

An innovative model promoting

adaptive management for improved

aid effectiveness in Timor-Leste
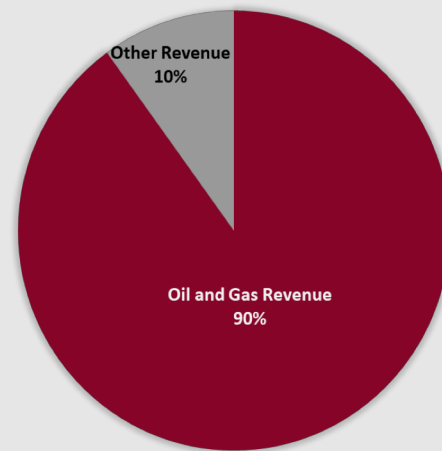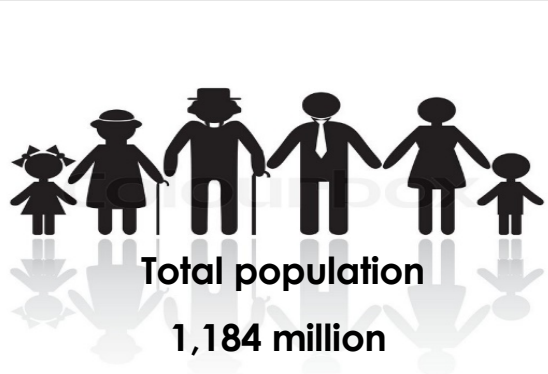
1. Setting the Scene

Snapshot of Timor-Leste Development Challenges

M&E House
BUKA HATENE

Total population

1,184 million

Other Revenue
10%

Oil and Gas Revenue
90%

Poverty rate

42%

Fertility rate – 4.2 children/woman;

25% of women have baby by age 20
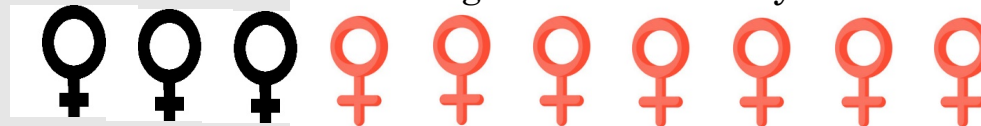
175 / 189
Ease of Doing Business Ranking

Neonatal mortality
remains high

Stunting rate – 50%

Net enrolment rate of girls in secondary school– 31%

Households with no access to:

Safe water 25%;

Improved sanitation 43%

Sources: *Poverty in Timor-Leste 2014, Ministry of Finance of Timor-Leste and The World Bank; Timor-Leste at a Glance 2016, UNICEF; 2015 Timor-Leste Population and Housing Census, Ministry of Finance of Timor-Leste and the UNFPA.*

The Australian Development Program in Timor-Leste

$73 million

In Bilateral ODA Funding this year

A Stable and Prosperous Timor-Leste

Focus Areas of Australia Development Program in Timor-Leste

Economy

People

Society

Main Investment Programs of Australia in Timor-Leste

Partnership for Human Development	Market Development Facility	Workforce Development Program Timor-Leste	Governance for Development	Roads for Development Support Program	Nabilan Program (Ending Violence Against Women)	Timor-Leste National Program for Village Development Support Program (PNDS-SP)	Farmer for prosperity (TOMAK)

DFAT Aid Management

Guiding Policies:

1. Foreign Policy White Paper
2. Australian Aid policy
3. Making performance count
4. Aid Programming Guide

DESIGN AND PROCUREMENT

POLICY AND PLANNING

Value for money

Risk management

Transparency

IMPLEMENTATION AND PERFORMANCE MANAGEMENT

REVIEW AND EVALUATION

AID PROGRAM PERFORMANCE REPORT 2016-17

Timor-Leste

September 2017

Challenges Identified…..

…. in generating information:

- Objectives for the whole of the aid program and investments not clear

- Key stakeholders not engaged in identifying information needs

- A lack of standardised frameworks, methods, and approaches

- Partners reluctant to report challenges and failures

- Difficult to attract and retain skilled M&E practitioners

…. in using information:

- Reporting did not meet the needs of information users

- Limited use of technology for information management

- Program culture does not promote learning and adaptation

- Insufficient skills in synthesis and responding to information

- M&E staff don't have mandate to facilitate learning and adaptation

A new model proposed:

- Establish a discrete service called M&E House

- Engage an in-country team of high-calibre and credible professionals based in Timor-Leste

- M&E House to design and manage a single performance management system for the whole country development program

- Delivered through a three way partnership: DFAT (Embassy), Implementing Partners, and M&E House

- To be implemented by a managing contractor organisation
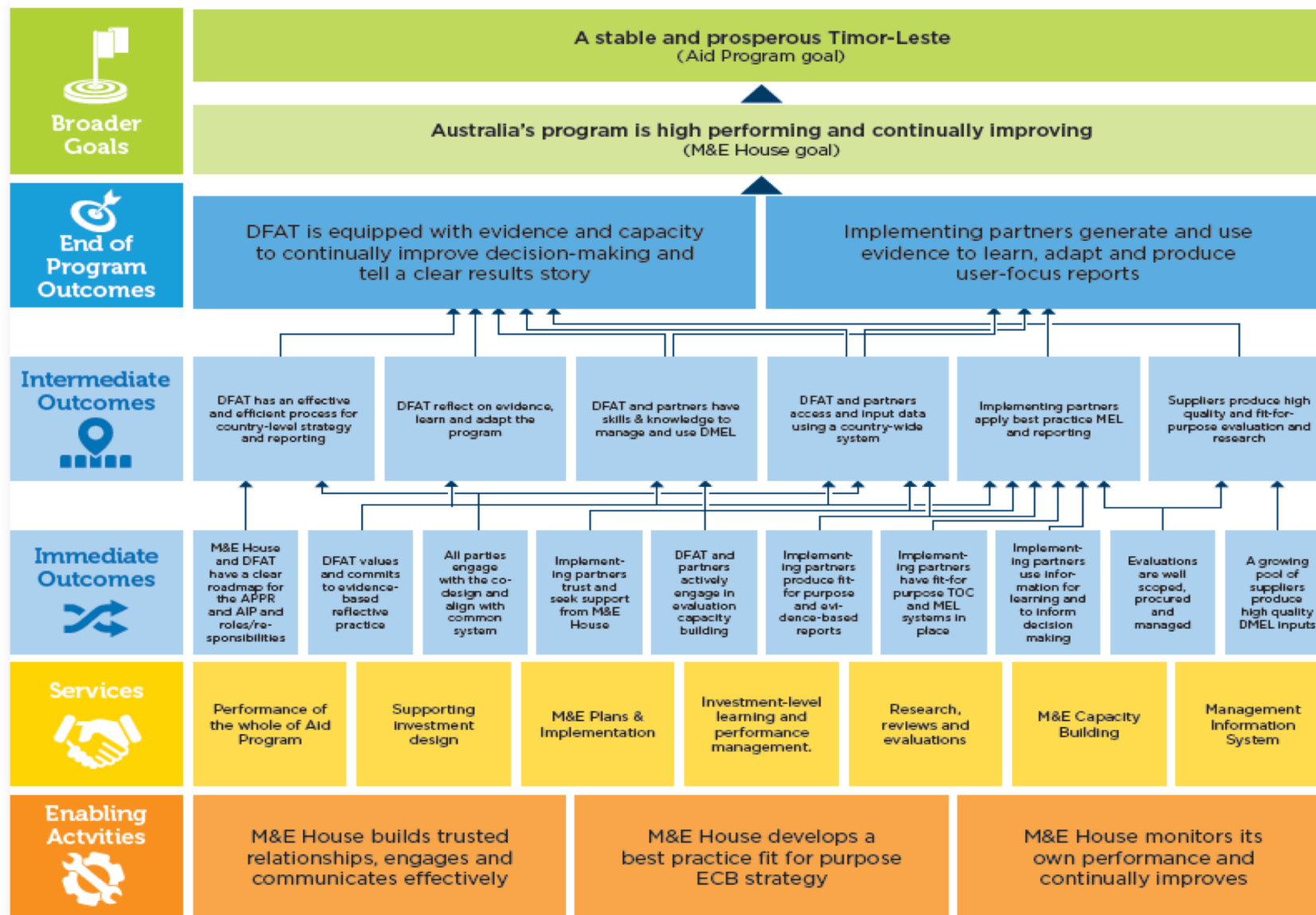
2. M&E House is established

Broader Goals

A stable and prosperous Timor-Leste
(Aid Program goal)

Australia's program is high performing and continually improving
(M&E House goal)

End of Program Outcomes

DFAT is equipped with evidence and capacity to continually improve decision-making and tell a clear results story

Implementing partners generate and use evidence to learn, adapt and produce user-focus reports

Intermediate Outcomes

| DFAT has an effective and efficient process for country-level strategy and reporting | DFAT reflect on evidence, learn and adapt the program | DFAT and partners have skills & knowledge to manage and use DMEL | DFAT and partners access and input data using a country-wide system | Implementing partners apply best practice MEL and reporting | Suppliers produce high quality and fit-for-purpose evaluation and research |

Immediate Outcomes

| M&E House and DFAT have a clear roadmap for the APPR and AIP and roles/re-sponsibilities | DFAT values and commits to evidence-based reflective practice | All parties engage with the co-design and align with common system | Implement-ing partners trust and seek support from M&E House | DFAT and partners actively engage in evaluation capacity building | Implement-ing partners produce fit-for purpose and evi-dence-based reports | Implement-ing partners have fit-for purpose TOC and MEL systems in place | Implement-ing partners use infor-mation for learning and to inform decision making | Evaluations are well scoped, procured and managed | A growing pool of suppliers produce high quality DMEL inputs |

Services

| Performance of the whole of Aid Program | Supporting Investment design | M&E Plans & Implementation | Investment-level learning and performance management. | Research, reviews and evaluations | M&E Capacity Building | Management Information System |

Enabling Activities

| M&E House builds trusted relationships, engages and communicates effectively | M&E House develops a best practice fit for purpose ECB strategy | M&E House monitors its own performance and continually improves |

Principles

Lean and efficient

Influential

Ethical and transparent

Learning

Engagement

Systems thinking

DFAT policies and principles

Risks

Willingness to collaborate with M&E House

DFAT and implementing partners are willing to respond to evidence and learning

The base capacity within implementing partners and DFAT exists to implement improved DMEL

There is a sufficient pool of high quality M&E suppliers

DFAT is able to articulate their strategic information needs

M&E House in Timor-Leste

- Goal:
  - *Australia's Development Program is high performing and continually improving*

- EOPOs:
  1. *DFAT is equipped with evidence and capacity to continually improve decision making and tell a clear results story*

  2. *Implementing Partners generate and use evidence to learn, adapt and produce user focused reports*

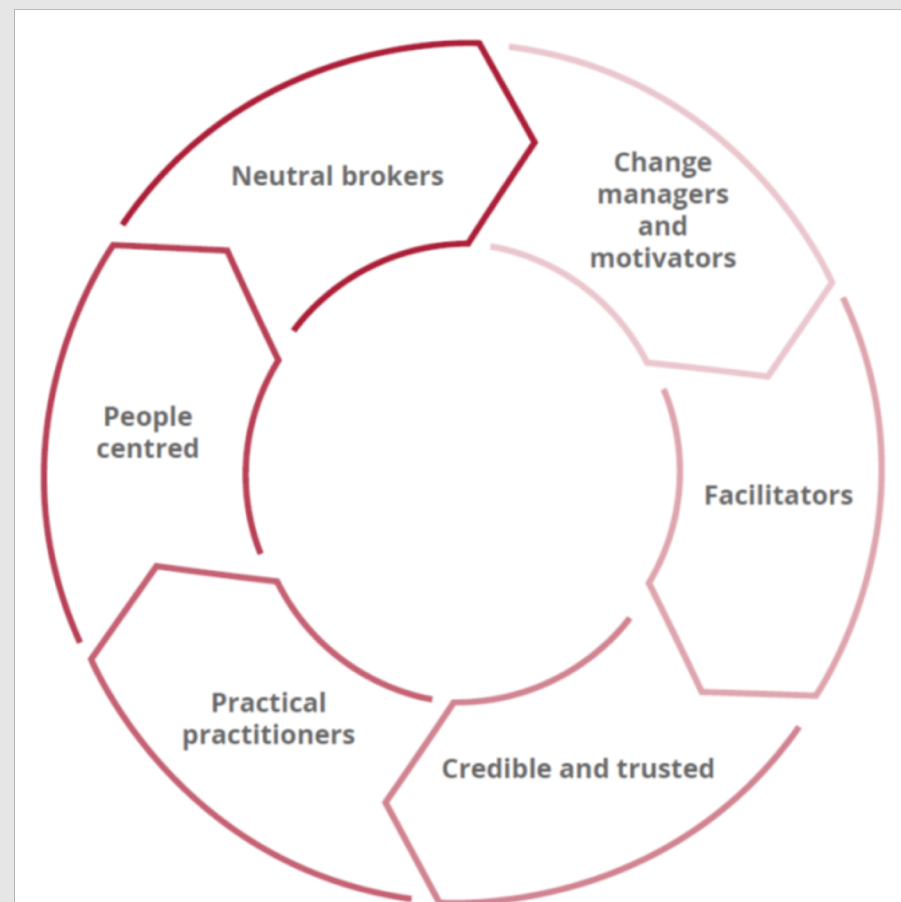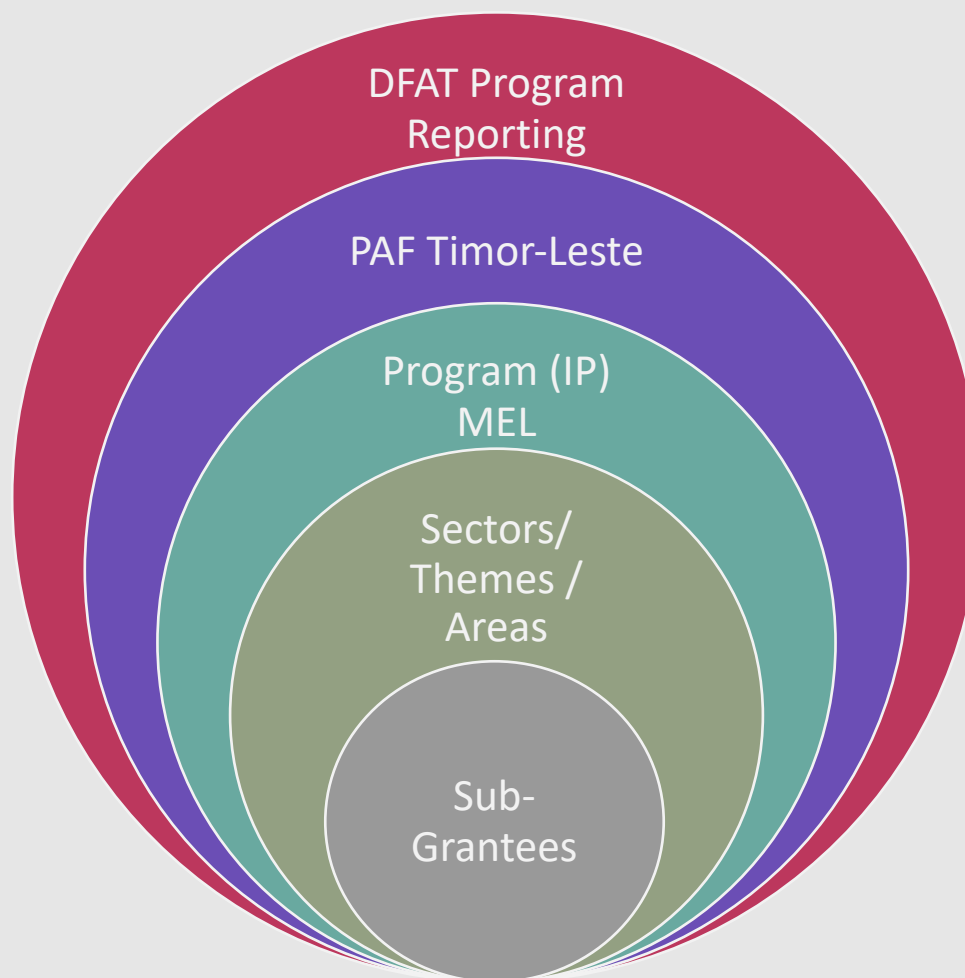| Whole of aid program performance	Investment design	M&E plans and implementation
Investment-level learning and performance	OUR SERVICE AREAS	Research, reviews and evaluations
Evaluation capacity building	Management information system	M&E House BUKA HATENE

Our Team:

- Neutral brokers
- Change managers and motivators
- People centred
- Facilitators
- Practical practitioners
- Credible and trusted

Our approach and principles:

Aligned approach to M&E at multiple levels:
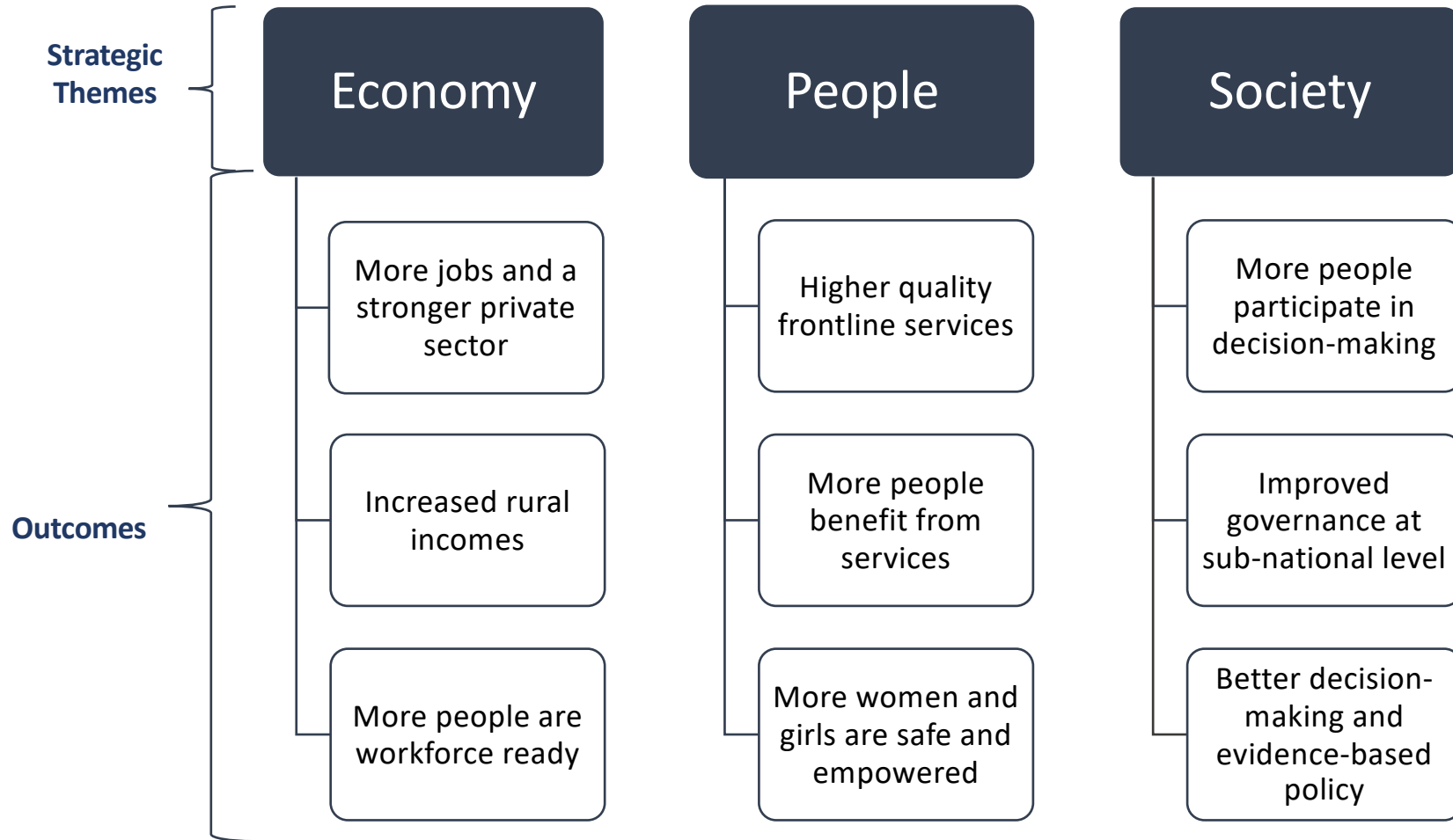
3. Our Work

(1) Whole of Aid Performance Management

We provide technical and strategic support to the embassy to design and implement an influential whole of aid performance management system

- Reflection and Reporting for whole of program
- Report PAF Data
- Develop a PAF
- Collect data against shared framework
- Develop a narrative method for stories of change
- Support collaboration on cross cutting issues

March 2018

PAF Timor-Leste

Strategic Themes

Outcomes

Economy

- More jobs and a stronger private sector
- Increased rural incomes
- More people are workforce ready

People

- Higher quality frontline services
- More people benefit from services
- More women and girls are safe and empowered

Society

- More people participate in decision-making
- Improved governance at sub-national level
- Better decision-making and evidence-based policy

Strategic Questions

Are we doing the right things to reduce stunting? (improve nutritional status)

How well are we supporting and influencing wellbeing., in particular women, girls and people with a disability?

Are we doing the right things to support and use decentralisation? (to connect people to government decisions & improve frontline service delivery)

Are we doing the right things to support long term development in light of declining GoTL revenue?

Are we adequately listening and responding to communities, especially women and girls and people with disabilities?
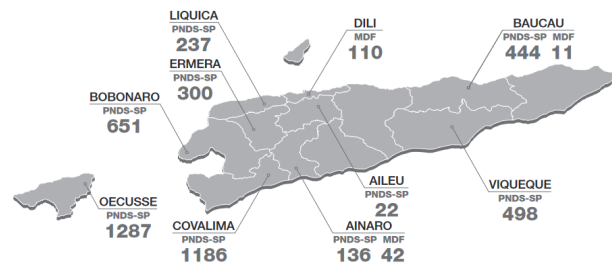
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DFAT Timor-Leste Country Program
Performance Assessment Framework
2017 Results

July 2018

Number of new jobs created: MDF and PNDS-SP, 2017 (PAF Indicator 1)

LIQUICA
PNDS-SP
237

ERMERA
PNDS-SP
300

DILI
MDF
110

BAUCAU
PNDS-SP   MDF
444   11

BOBONARO
PNDS-SP
651

OECUSSE
PNDS-SP
1287

COVALIMA
PNDS-SP
1186

AILEU
PNDS-SP
22

AINARO
PNDS-SP   MDF
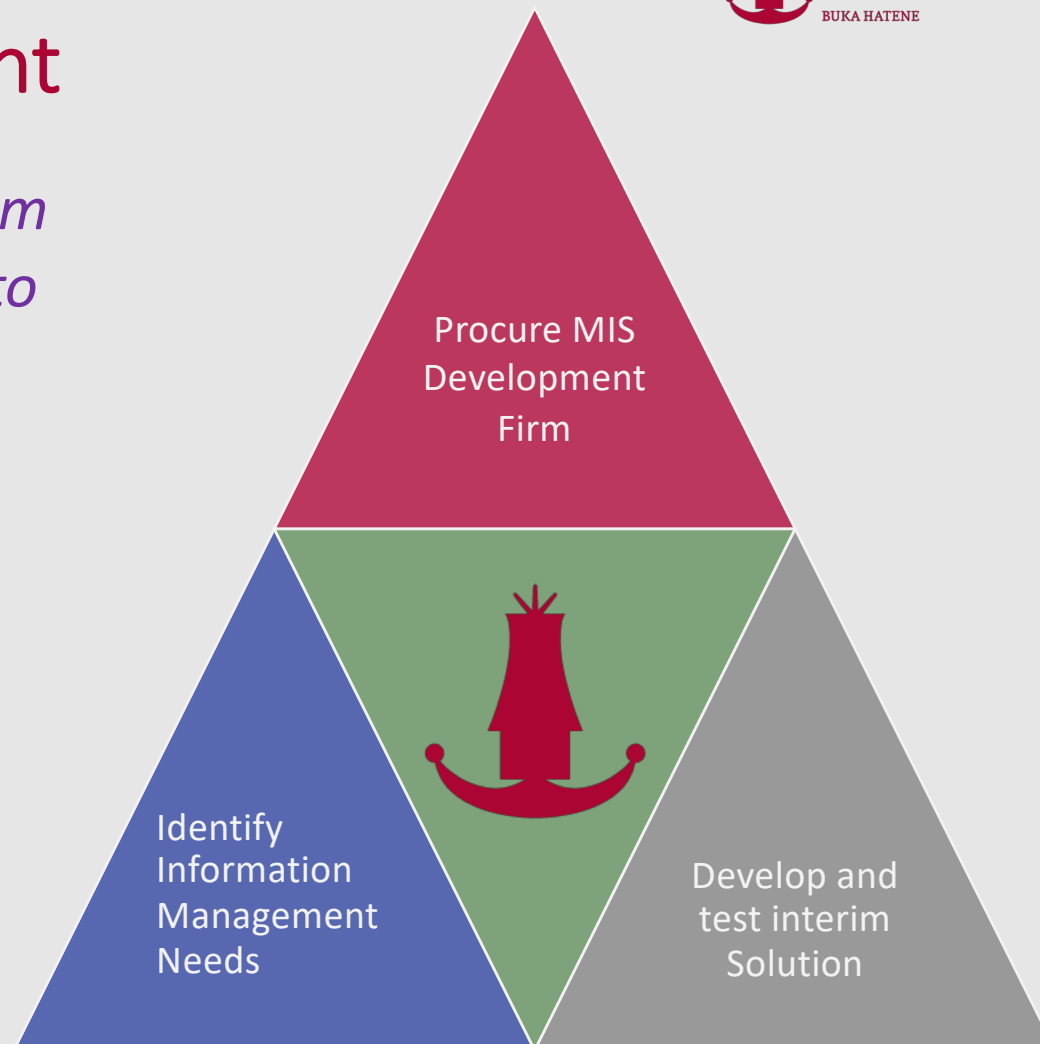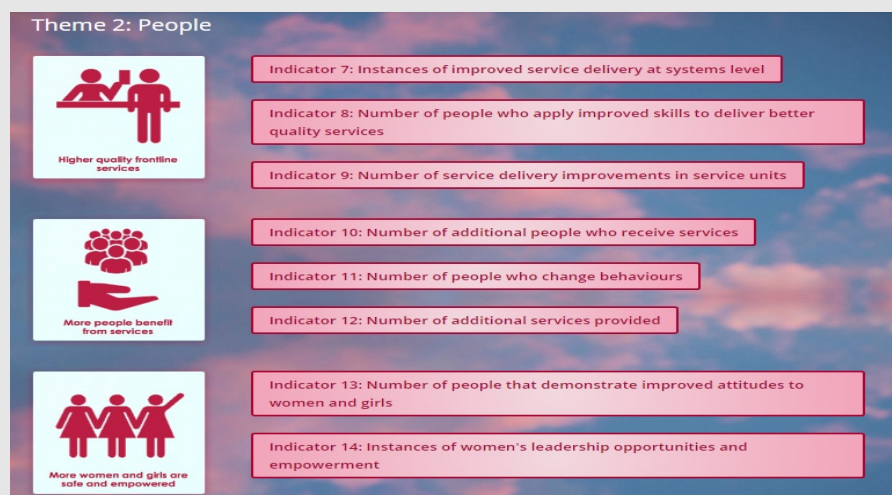136   42

VIQUEQUE
PNDS-SP
498

"After the training, the field staff and farm labourers can identify disease and pest attacks in the early stages of production. They escalate issues to management, and we quickly resolve the issue"
said Bucoli Green Farms owner.

(2) Information Management

We are establishing an accessible platform providing timely and useful information to facilitate the use of credible evidence for strategic decision-making.

Theme 2: People

Higher quality frontline services

Indicator 7: Instances of improved service delivery at systems level

Indicator 8: Number of people who apply improved skills to deliver better quality services

Indicator 9: Number of service delivery improvements in service units

More people benefit from services

Indicator 10: Number of additional people who receive services

Indicator 11: Number of people who change behaviours

Indicator 12: Number of additional services provided

More women and girls are safe and empowered

Indicator 13: Number of people that demonstrate improved attitudes to women and girls

Indicator 14: Instances of women's leadership opportunities and empowerment

Procure MIS Development Firm

Identify Information Management Needs

Develop and test interim Solution

(3) Investment Level MERLA

We provide technical support to IPs to develop and use lean monitoring, evaluation and learning (MEL) systems and tools, and draft user-focused reports.

We facilitate learning dialogues to enable shared program assessment and decision-making to strengthen implementation and reporting

Learning and Reflection

Progress Reporting

Develop TOC & MELPs

Collect Data

Mentor and Advise

Build relationship

(4) Strategic Reviews and Evaluations

We provide technical support in the design, implementation, and dissemination of strategic reviews, research and evaluation

Timor-Leste Nutrition Strategic Review
Department of Foreign Affairs and Trade   December 2017

Roads for Development Support Program (R4D-SP)

Mid-Term Review Report
Department of Foreign Affairs and Trade

August 2018

Timor-Leste Workforce Development Strategic Review
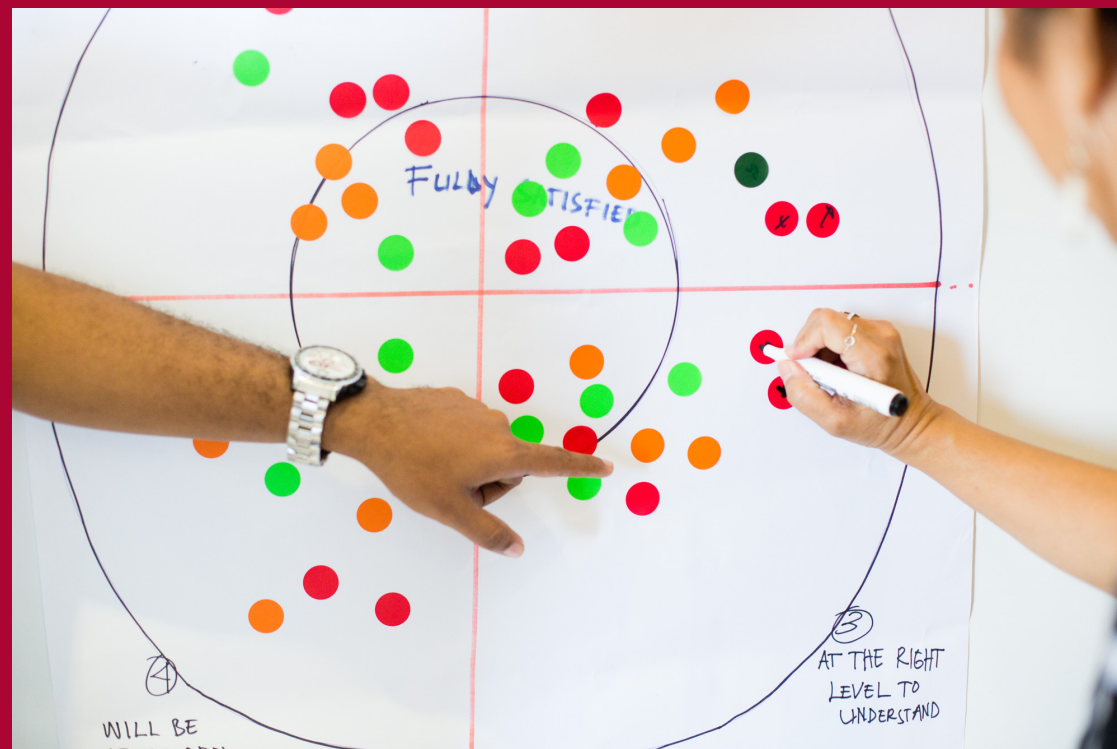Department of Foreign Affairs and Trade

May 2018

Private Sector Development Strategic Review
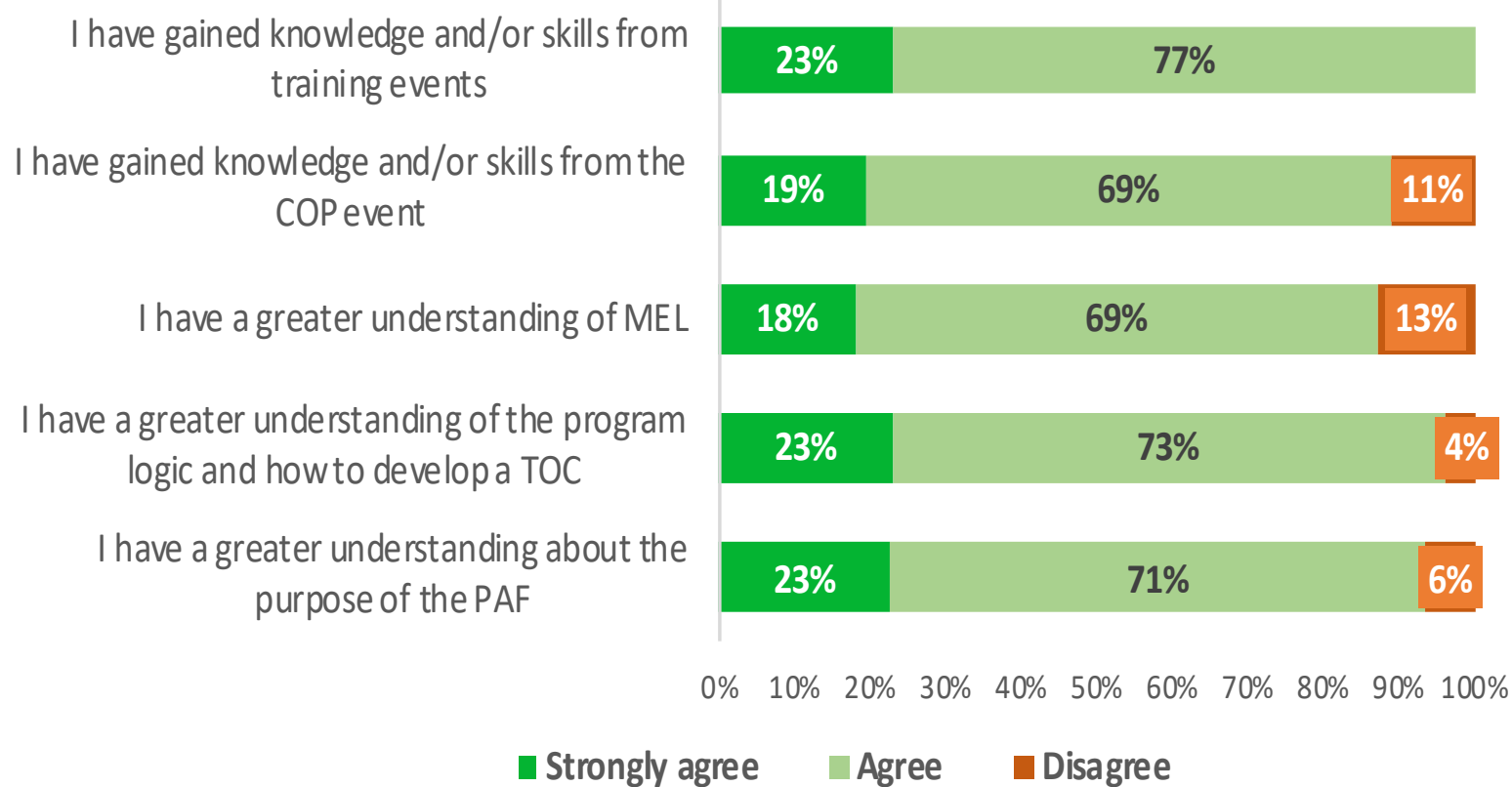
(5) M&E Capacity Building

We train and mentor in monitoring, evaluation, and learning. We convene a community of practice to promote sharing of resources, ideas, and approaches, and deliver structured training

Workshops, Guidance, Support to Implement M&E

MERLA Training

Other Training

Provide Resources, Methods, Technical Guidance

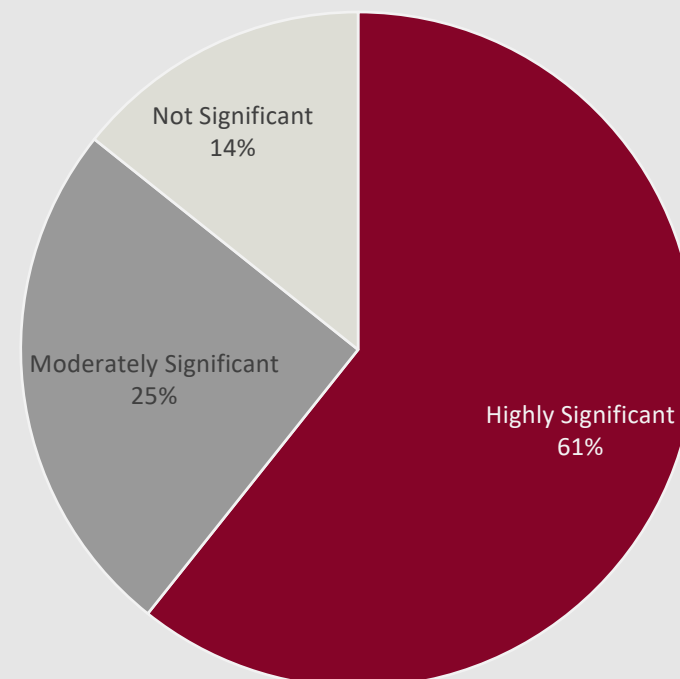MEL Community of Practice

4. Our Results to Date

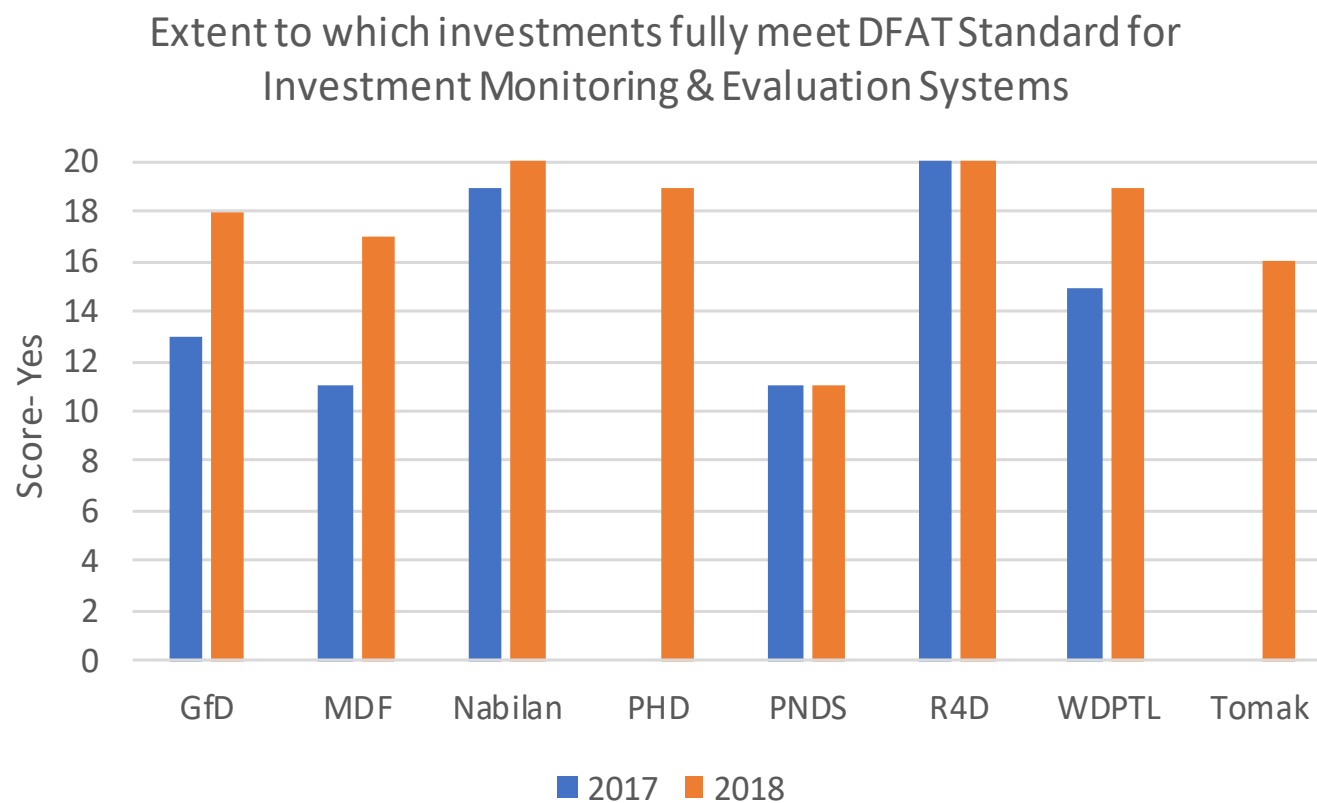# M&E House has strengthened M&E Capacity

Information is available

- Programs generating more credible information

- Strategic review results and reports available

- PAF Results for 2017 available

- Stories of Significant Change:
  - *A new method for was developed to strengthen the level of evidence for narrative PAF indicator.*
  - *27 stories were collected and verified,*
  - *61% rated highly significant by an independent panel*

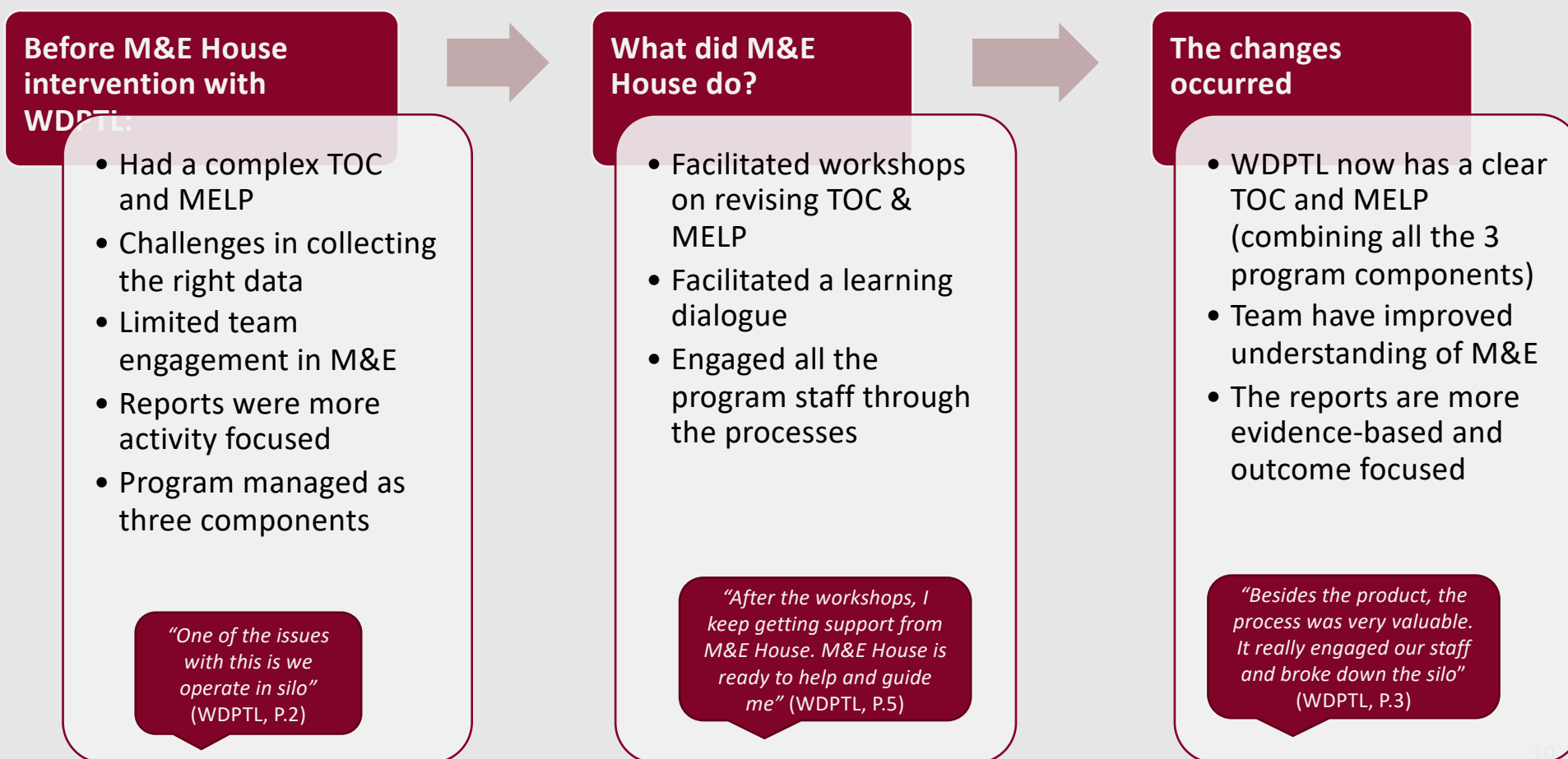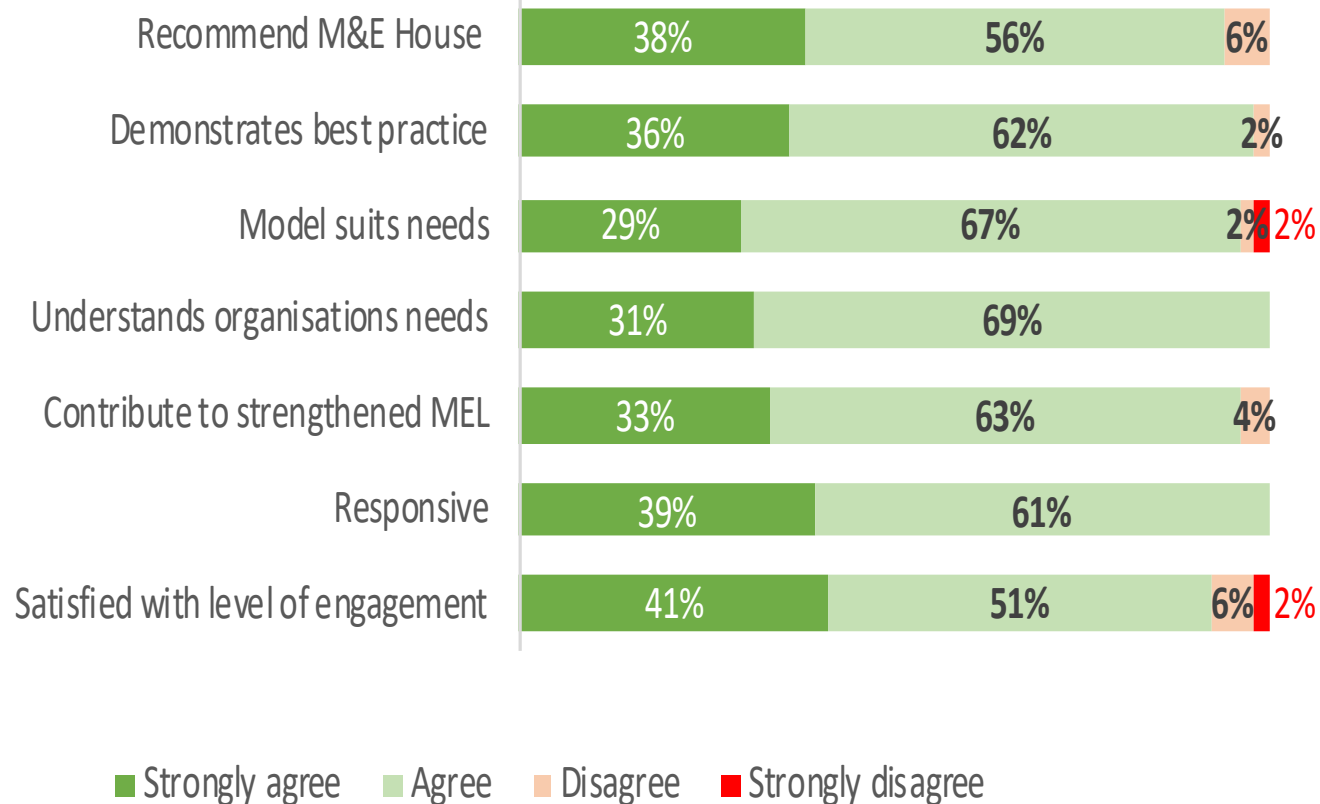SSC Rating – 27 SSCs for 2017

Not Significant 14%

Moderately Significant 25%

Highly Significant 61%

Investment Partner M&E Systems are Improving

Extent to which investments fully meet DFAT Standard for Investment Monitoring & Evaluation Systems

SSC: Improved MEL Systems at WDPTL

Before M&E House intervention with WDPTL:

- Had a complex TOC and MELP
- Challenges in collecting the right data
- Limited team engagement in M&E
- Reports were more activity focused
- Program managed as three components

"One of the issues with this is we operate in silo" (WDPTL, P.2)

What did M&E House do?

- Facilitated workshops on revising TOC & MELP
- Facilitated a learning dialogue
- Engaged all the program staff through the processes

"After the workshops, I keep getting support from M&E House. M&E House is ready to help and guide me" (WDPTL, P.5)

The changes occurred

- WDPTL now has a clear TOC and MELP (combining all the 3 program components)
- Team have improved understanding of M&E
- The reports are more evidence-based and outcome focused

"Besides the product, the process was very valuable. It really engaged our staff and broke down the silo" (WDPTL, P.3)

M&E House
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Stakeholders are satisfied with our services

	Strongly agree	Agree	Disagree	Strongly disagree
Recommend M&E House	38%	56%	6%	
Demonstrates best practice	36%	62%	2%	
Model suits needs	29%	67%	2%	2%
Understands organisations needs	31%	69%		
Contribute to strengthened MEL	33%	63%	4%	
Responsive	39%	61%		
Satisfied with level of engagement	41%	51%	6%	2%

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree

Stakeholder Quotes

MEH "brings all programs into one unified system"

"I have never had such comprehensive support to M&E on any program I have worked on. M&E House is strengthening M&E and use evidence to inform program decisions for DFAT investments"

"I am grateful with the support that M&E House provided. After the workshops, I keep getting support from M&E House. M&E House is ready to help and guide me"

"MEH has helped us have a more consistent approach to M&E across all our programs. That has helped raise the quality of M&E overall"

"We are starting to get into that interesting space around how we use evidence to help partners make decisions. However, we are still in the start-up phase."

"It is the best set up to support M&E I have ever had in a post"

"The SSC is giving us a good qualitative tool to focus partners to talk in terms of results rather than output or activity indicators"

"The nutrition review has been a useful exercise. There was a high level of independence and rigor in the results."

Stakeholder Feedback Summary Findings:

M&E House:

- has created a consistent approach to M&E across the network

- has increased skills and capacity in M&E, and analytical thinking

- has strengthened the quality of M&E systems at all levels

- will strengthen whole-of-program reporting and adaptation

- has "*convening power*" – people across the program networking more

- Is positioned in a way to catalyse systems level change

- *"is a bunch of good people with great cake"*

5. Reflections on the Model
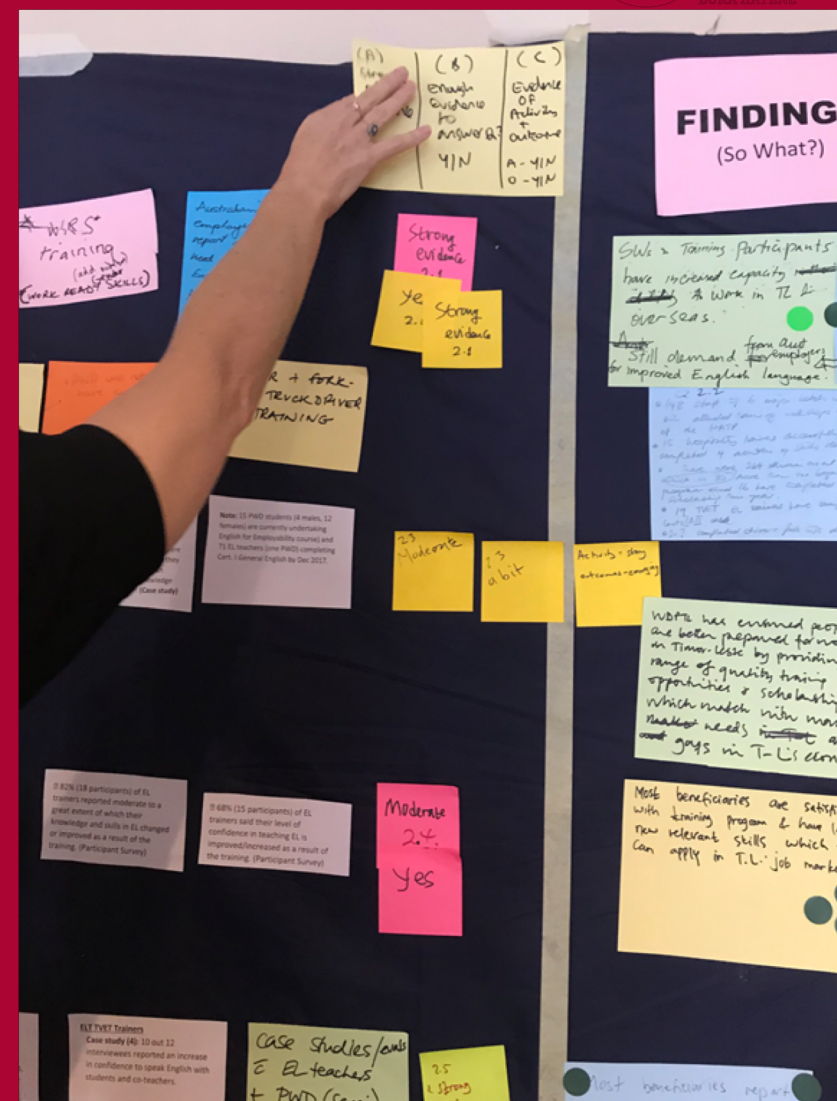
Key Learning Points from Year 1

- M&E House model is appropriate and useful to DFAT and IP
  - *we need to continually adapt and strengthen our approach based on stakeholder feedback*

- Our people are the key resource and feature which enable us to deliver
  - *we need to ensure our team delivers consistent and high-quality services*

- It is important for M&E House to have trusted relationships and engage effectively with our DFAT and IP stakeholders.
  - *We were most effective with partners whom we allocated a dedicated in-country advisor*

- The services which M&E House provide are in high demand from our key stakeholder
  - *we need to have sufficient resources to meet this demand with consistency and high quality*

- We need to have sound M&E strategies in place to answer questions on quality, best practice, innovation, and capacity building

Benefits of M&E House Model

- A consistent in-country presence of M&E expertise accessible to stakeholders
- Allows for the application of a single M&E approach
- Builds capacity across the network in a consistent way
- Builds analytical thinking skills
- Enables M&E methods to be trialled, improved and scaled out
- Keep M&E on the agenda and front of mind across the network
- Ensures targeted information is available for decision makers
- Increases opportunity for addressing learning, reflective practice, and adaptation
- Allows trusting relationships to develop, for enhanced participation and engagement
- Convening power - to bring the network together

Design

Monitor

Evaluate

Learn

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