
AusAID Fiji Program

**Performance
Assessment
Framework**

**A Tool for
AusAID Staff**

Version 1.1

January 2012

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Glossary

The following provides clarification of some key terms used by AusAID generally, and by the Fiji Program specifically in this Performance Assessment Framework.

Monitoring	The regular collection and analysis of information to provide indications of progress towards objectives. Includes monitoring inputs, processes (activities), outputs and progress towards outcomes.
Evaluation	The systematic and objective assessment of an on-going or completed project, program or policy, its design, implementation, and results in relation to specified evaluation criteria. The intent is to make some judgements about the merit or worth of an intervention, and to inform program improvements (management) as well as accountability. Evaluations may be internal or external (independent) and must have a clearly defined purpose and focus.
Performance Management	The continual improvement of aid effectiveness through a systematic process of monitoring, review and evaluation (self-assessment and independent evaluation) which informs policy and direction setting, design and planning, and implementation./.
Outputs	The tangible (easily measurable, practical), immediate and intended products of an intervention. This could be goods, services or infrastructure produced or events resulting directly from an intervention, such as adults completing literacy courses, or new businesses established. Generally outputs are within the control of the program to deliver and programs are fully accountable for them.
Outcome	The changes that are expected to occur after the delivery of an output or several outputs. They describe an end state – how things are – not <i>how</i> they are achieved or the activities that are undertaken. Outcomes are often broken down as follows: <ul style="list-style-type: none"> • <i>Short-term outcome</i> – may occur immediately after an output has been produced (for example, literacy training completed for a district); • <i>Intermediate outcome</i> – an outcome achieved in the medium term that contribute towards achievement of a goal or long term outcome; • <i>Long term outcome</i> – (sometimes called “development goal”, “development outcome” or even “impact”). An example of a long term outcome would be 100 percent literacy levels achieved in Fiji. We do not control the achievement of outcomes, but we should be confident that our program will contribute to them.
Indicators	Specific evidence that shows progress (or not) towards objectives. Evidence can be quantitative (a number) or qualitative (not a number). In order for the indicators to be useful for monitoring and evaluation, it is important to identify indicators that are relevant, objective, practical and adequate, and to regularly update them.
Results	Specific data against an indicator (output or outcome) that provides evidence of progress towards a development goal.

Attribution	This means that there is a direct cause-effect relationship between something that was <i>done</i> , and something that <i>occurred</i> .
Contribution	There is not a direct cause-effect link, but there is a plausible link – in other words, the program influenced the event (or the change), without necessarily causing it completely.

1. Background

AusAID Fiji is seeking to enhance its approach to the monitoring and evaluation of the Fiji program, and strengthen its use and implementation of the agency's performance and quality systems. This requirement is especially important in light of the recent announcement of a major scale up of the Fiji bilateral program. Therefore AusAID Fiji post commissioned a Monitoring and Evaluation Specialist to prepare this Fiji Program Performance Assessment Framework (PAF), and to provide associated staff capacity building and support. The Specialist worked with the staff of the Fiji post to develop this first version of the Fiji PAF over the period August to December 2011.

The Fiji PAF is designed to operate as a practical handbook and guide for the program staff of the Fiji program. It will assist them in the monitoring and management of the initiatives for which they are responsible; it will support forward planning of monitoring and evaluation activities; and it will provide a framework within which staff and managers can engage with the reporting they receive from implementers. This should enable program staff to more effectively manage the Fiji program for improved performance, and to make best use of initiative reporting to meet their own analysis and reporting obligations. The PAF is intended to support and complement AusAID's corporate M&E systems, not to duplicate them, and it will be adjusted as necessary when those systems require it.

This document describes version 1.1 of a performance assessment or monitoring and evaluation (M&E) system for the Fiji program. It will be revised in mid 2012 after a few months of implementation and as the Fiji program develops.

2. Fiji Program

Australia's development assistance to Fiji is described in the Australia Fiji Aid Program Strategy 2012-2014 ("the Strategy"). It provides a single framework for all programs comprising Australian development assistance to Fiji during the strategy period. Australian development assistance targets poverty and vulnerability in Fiji's most disadvantaged communities, and is focusing on supporting service delivery and creating economic opportunities. Assistance is being provided through a range of bilateral and regional programs and in partnership with community organisations, business groups and international development partners. Use of partner government systems will be limited.

The Strategy states that Fiji program over 2012-2014 will have three objectives:

- Improving access to quality education;
- Strengthening primary health services; and
- Building resilience and economic opportunities in disadvantaged communities.

In implementing the Strategy objectives, AusAID will advance four cross-cutting priorities which reinforce the focus and coherence of Australia's development assistance:

- Poverty analysis and mapping;
- Support for civil society organisations;
- Deepening engagement between people and communities of Fiji and Australia; and
- Integration of disaster risk reduction approaches.

Recent history has seen the Fiji program characterised by a large number of small initiatives, which maintained support in high priority areas while AusAID invested in the development of several major new initiatives. Thus the program in 2011-12 is relatively fragmented. But from early 2012 on it will be increasingly consolidated into a more coherent set of initiatives, including:

- Fiji Health Sector Strengthening Program (FHSSP)
- Access to Quality Education (AQE)
- Fiji Community Development Program (FCDP)
- Multi-country Market Development Facility (MMDF)
- Pacific Horticultural and Agricultural Market Access Program (PHAMA) (managed from AusAID Canberra, as a regional program)
- Pacific Agribusiness Research for Development Initiative (PARDI) (managed from AusAID Canberra, as a regional program)

In the immediate period, the program includes many more initiatives that will mostly conclude by mid-2012. These include:

- Education sector support for: Fiji Society of the Blind; Hilton Special School; UNICEF Water, Sanitation and Hygiene (WASH) program; Habitat for Humanity, Health Promoting Schools with WHO; etc
- Resilience and Income Development support for: Fiji Financial Inclusion Initiative (FFII) delivered through the Pacific Financial Inclusion Program (PFIP), Asian Development Bank (ADB) and Consumer Council of Fiji (CCF); Fiji Rural Development Initiative delivered through Australian Centre for Agricultural Research (ACIAR), United Nations Entity for Empowerment of Women (UNWOMEN) and Architects Without Frontiers (AWF).
- Community sector support through: Australia Civil Society Support Program (ACSSP).

The Fiji program also includes several significant ongoing initiatives, including:

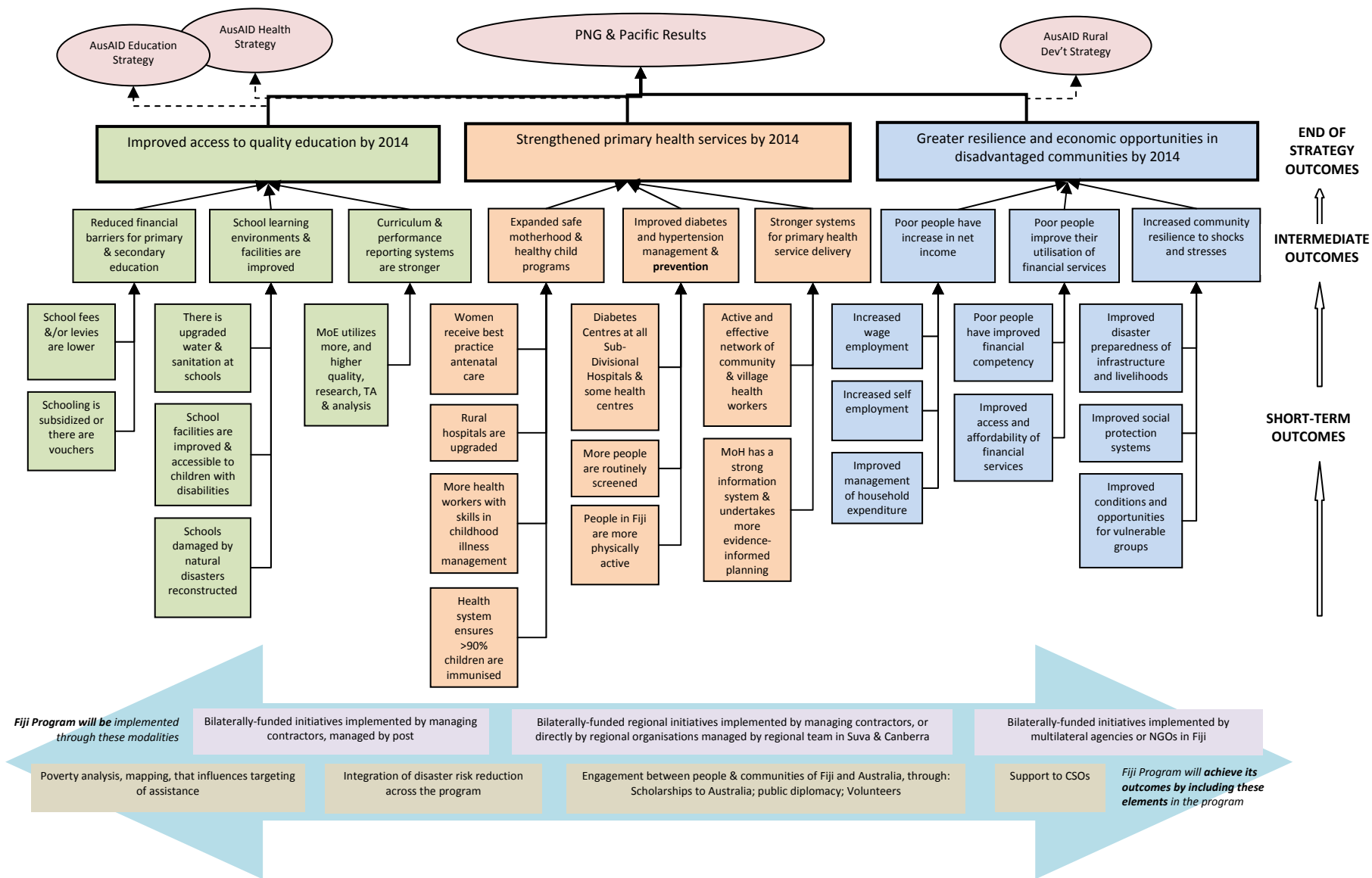
- Australia Awards (Australian Development Scholarships, Leadership Awards and Regional Development Scholarships); and
- Support for Fiji Women's Crisis Centre.

In late 2011 the Australian Government announced a significant increase in the Fiji program over the period to 2014, which is likely to expand or deepen efforts in line with the objectives and priorities set out in the Strategy.

Fiji Program Logic

In preparing this PAF, the Specialist worked with Fiji program staff to develop a simple program logic diagram for the Fiji program, as shown in Figure 1 below. The intention of the diagram is to illustrate the links between the various elements in the Strategy and their links to broader aid program objectives. The logic model presents the Fiji program at a summary level, rather than providing a comprehensive theory of change, reflecting the fact that detailed theories of change are embedded in the designs of the major program initiatives and do not need repeating in full in this document.

Figure 1. Fiji Program Logic Overview



3. Aid Program Context

As part of the reforms to the aid program arising out of the 2011 Review of Aid Effectiveness, AusAID is developing a four year budget strategy for consideration in the 2012 budget process. The budget strategy is expected to align with the strategic goals for the aid program that were announced in response to the Review¹. The Fiji program will need to contribute to the achievement of those strategic goals, and its M&E system will be required to enable management and reporting towards that end. The diagram at Figure 3 highlights where the Fiji program aligns with the aid program’s strategic goals, and with the aid delivery priorities for Australia’s aid program.

The diagram at Figure 2, overleaf, highlights the areas in the aid program’s strategic priorities to which the Fiji program is making a contribution.

The budget strategy includes a Results Framework for the aid program setting out a simple set of high level, quantitative indicators that will be routinely reported to Cabinet and Parliament. This Results Framework provides a set of ‘headline results’ and is structured over three tiers of indicators:

1. At the level of **development goals**: the extent to which social and economic development is occurring where Australia is contributing aid effort;
2. At the level of **Australia’s contribution** to the scope, scale, pace and quality of development, bearing in mind all the influencing factors; and
3. At the level of AusAID’s operational and organisational effectiveness.

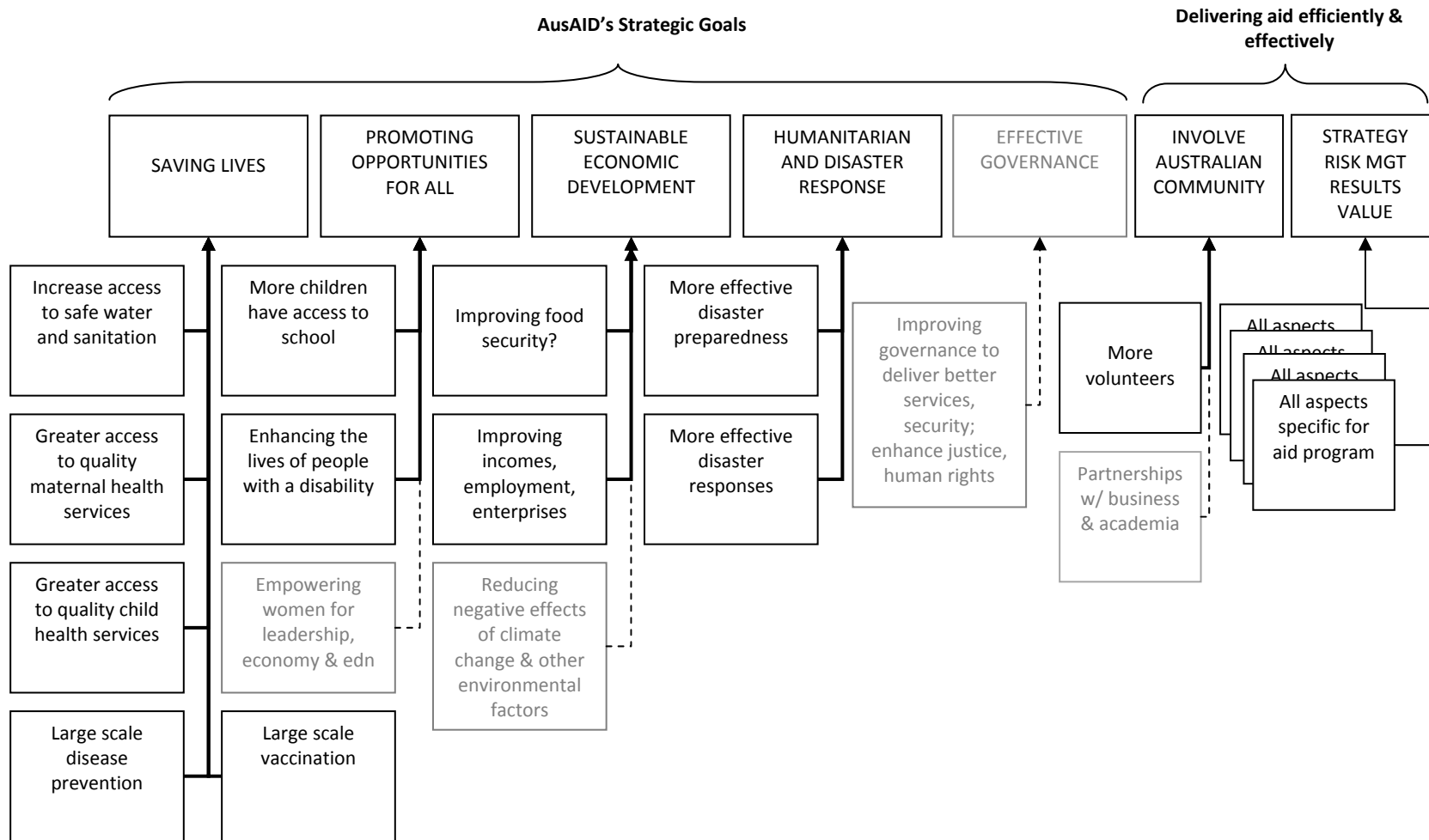
In order to ensure that all parts of the aid program can contribute to the overall corporate framework, AusAID’s Pacific Division is developing tailored approaches to performance and quality reporting for Pacific programs and has prepared a Division Results Framework for the period to 2015. That framework sets out a series of indicators (‘headline results’) against which Pacific programs such as Fiji will need to report, starting with the 2012 Quality at Implementation reports and the next Fiji Program Annual Program Performance Report (see below). Thus the required indicators² from the overall aid program results framework, and from the Pacific Division results framework, are included in the summary set of indicators that form part of this PAF (see section 4 below).

¹ These are set out in “An Effective Aid Program for Australia: Making a real difference—Delivering real results”; the response to the Independent Review of Aid Effectiveness, 2011

² The indicators included are drawn from the Results Framework for Tier 2 – Australia’s contribution or the aid goals.

Figure 2. Major Fiji Program Contributions to Australian Aid Program Strategic Goals

This diagram illustrates those aspects of the aid program strategy to which the Fiji program making a significant contribution. The Fiji program will also make lesser contributions to some other priorities.



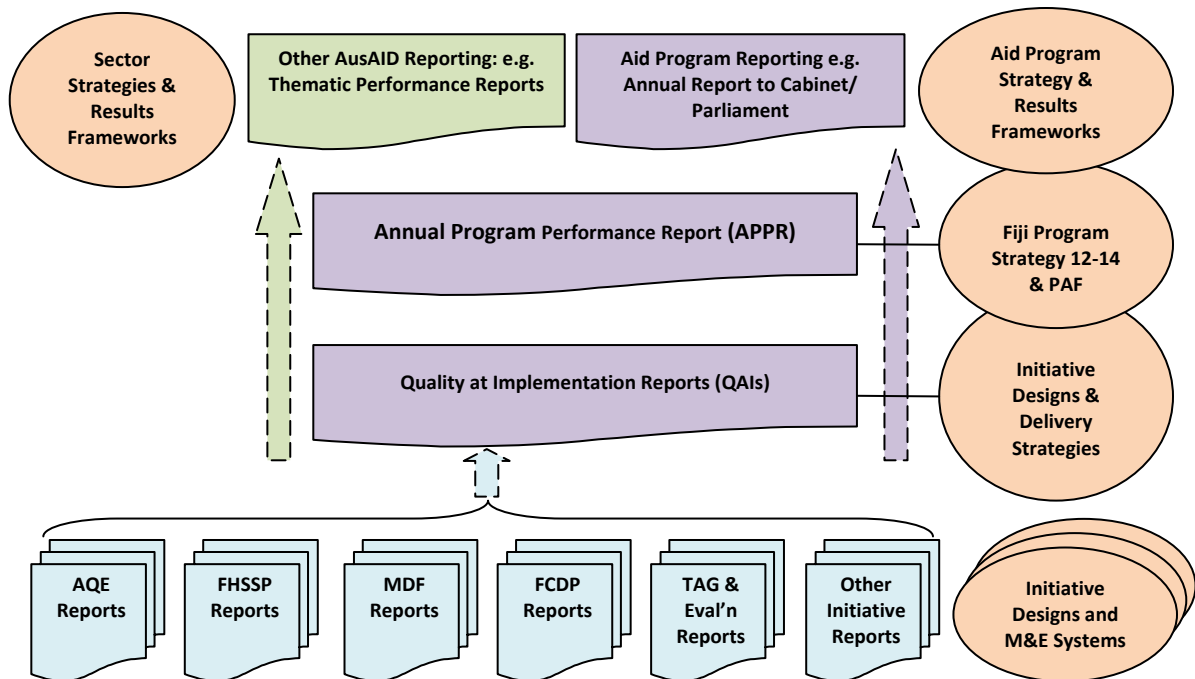
AusAID Performance and Quality System

The monitoring and evaluation of the Fiji program sits within the broader context of AusAID performance and quality systems. It links to results frameworks at the sector levels (such as health, and education), and to the PNG and Pacific Division Results Matrix, and ultimately to the Agency’s overall Budget Strategy Results Framework. Arising from AusAID’s performance and quality system, the Fiji program must meet corporate M&E obligations, including:

- the regular quality reporting requirements, including Quality at Implementation Report (QAI), which is prepared for each initiative; and Quality at Entry and Completion reports as well as Contractor Performance assessments;
- The Annual Program Performance Report (APPR), which is prepared for each bilateral or regional development cooperation program – in this case the Fiji Bilateral program;
- Annual Aid Program report to Cabinet and Parliament, reporting against the Agency’s Results Framework – this system is being developed; and
- Sector Performance Reports prepared by Thematic Groups in AusAID Canberra.

As noted above, some elements in the overall aid program architecture are, however, very new and in some cases (particularly the results framework and reporting to Parliament) are still in development. The major initiatives in the Fiji program were designed and contracted before these requirements were conceived. As such, the aid program in Fiji is unlikely to entirely align with the new architecture. However, over time it is intended that M&E systems in Fiji will deliver the necessary data and analysis to contribute to the agency’s overall reporting requirements. The diagram below shows how the Fiji PAF sits within the Agency’s performance and quality reporting system:

Figure 3. AusAID Fiji Performance and Quality Reporting Hierarchy



4. Fiji Program Monitoring and Evaluation

The Fiji PAF is prepared at a time of considerable change in the Fiji program. For the first few months of the Plan's operation, the program will be in transition from a large number of small initiatives to a much smaller number of multi-year initiatives managed by managing contractors. Thus, where relevant, the PAF provides for different approaches in the short-term in order to meet AusAID M&E requirements, while also providing for the longer-term approach to M&E in the Fiji program. With the major scale-up of the aid program to Fiji over the period to 2013-14, effective monitoring and evaluation will be even more important for program management.

In the absence of formal commitments from Fijian authorities, and given the small size of Australia's development assistance relative to Fiji's total GDP, it is unlikely that Australia's aid program will influence country level development outcomes over the three-year period of the Aid Program Strategy. Performance reporting will therefore emphasise aggregation of outputs achieved under the aid program, but will continue to report contributions to changes in outcomes-level results where possible.

Australia's aid program to Fiji will be subject to regular whole of government review. AusAID's Annual Program Performance Report (APPR) will be the primary vehicle for reporting of progress against objectives set out in the Aid Program Strategy. This process will inform overall program management including review of, and changes to, objectives of Australia's assistance, and resultant resource requirements.

Each of the initiatives of the strategy will have monitoring and evaluation plans. As much of the program has just mobilised or is yet to be mobilised, the process of developing the Fiji PAF has included the provision of advice to, and input from, implementing partners on linking administrative data to higher level results. This will need to continue throughout 2012 as more new initiatives develop and implement their new M&E systems.

Some aspects of the PAF, particularly associated with annual reporting, also seek to capture non-funded contributions to program success, including (but not limited to) the extent and success of Australia's role in coordinating approaches amongst development partners in Fiji.

Matrix of Indicators

In order to assist with monitoring, evaluation and reporting, this PAF includes a matrix of indicators. Provided at Annex 1, it specifies a set of indicators aligned to the Fiji Program Logic, and to the aid program and Pacific Division results frameworks. The intention of the matrix is to provide a framework for the staff of the AusAID Fiji post to engage with the key data being reported by their initiatives, and provide a foundation for using those data in internal and public reporting on the performance of the Fiji program. The indicators are one component of the overall M&E system and should be utilised in combination with the other elements described in the PAF.

The matrix is built using indicators that are being (or will be) routinely reported by the main initiatives, so that Fiji program staff are collecting little or no additional data in order to monitor and report performance. The matrix is also designed to ensure that AusAID program staff are able to report in line with AusAID's agency-wide Results Framework (specifically the '30 headline results') and the Pacific Division Results Framework.

Because a number of major initiatives are still to develop or finalise their own sets of indicators, and the AusAID corporate results framework is still being developed, the matrix in this first

version of the PAF will need further development and refinement as both initiative-level and corporate indicators are finalised. This work will take place over the course of 2012 and future versions of the Fiji PAF will include an updated matrix of indicators.

5. Monitoring

Monitoring is a central aspect of AusAID program management. It is the responsibility of program managers who manage individual initiatives, with their supervisors and senior managers providing oversight of this work. Monitoring is informed by the ongoing flow of information (data) from the initiative reports, from day-to-day contact with implementers, and from partners, colleagues and other sources. In addition, monitoring is informed by specific monitoring tasks such as field monitoring (see Section 9 below).

Often program managers may not realise that their work is monitoring, but much of a program manager's routine work does indeed constitute monitoring through one means or another. The information collected and received through monitoring should be considered, discussed, and acted upon through regular processes of reflection and learning.

Monitoring is guided by the activities and methods described throughout this M&E Plan and sits in tandem with evaluation, which is described below.

6. Evaluations and Reviews

The new corporate evaluation and performance management policy is likely to require AusAID to undertake one independent evaluation of each monitored initiative over the life of its implementation³. This provides greater flexibility for program managers to design an evaluation workplan that is tailored to the specific needs of the program in terms of management and reporting. Each program manager will determine the most useful evaluation schedule for the initiative or initiatives they manage, in discussion with senior management. This will be reflected in the M&E workplan (see Section 13 below).

For the coming year, only one major evaluation is planned in the Fiji Program. AusAID will commission an Independent Completion Report (i.e. an end-of-program evaluation) for the Australian Community Sector Support Program (ACSSP). This evaluation is scheduled for February 2012.

For some of the new major initiatives in the Fiji program, some sort of evaluative process (ie a review or evaluation) will be needed before deciding to proceed with second phases of two-phase initiative designs (this applies for FHSSP and AQE). However an independent evaluation may not be necessary because assessment by Technical Advisory Groups (see Section 9 below) may be sufficient to inform these decisions and an independent evaluation may be more valuable at a later stage in implementation. This will be determined closer to the time. For FHSSP and AQE the end-of-phase-1 reviews will be scheduled as follows:

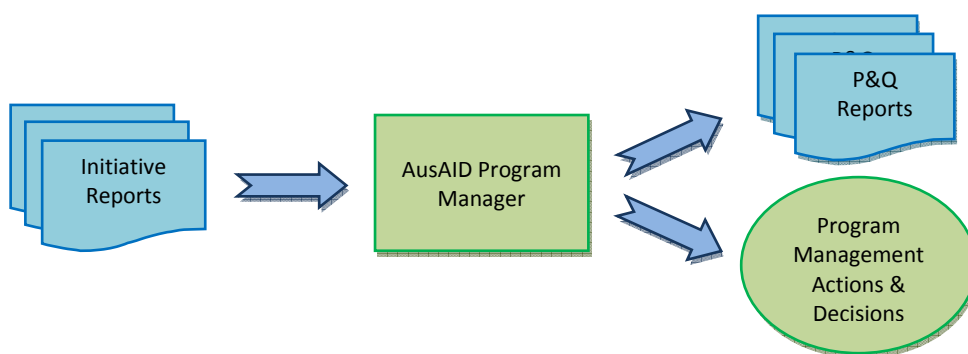
- FHSSP – towards the end of year 2 (this is approximately June 2013)
- AQE – towards the end of year 2 (approximately August 2013)

³ These are currently required for every initiative of more than \$3m at least once every four years and on completion.

7. Fiji Program Quality and Performance Reporting

The regular reporting that AusAID receives from the activities that make up the Fiji program are a central *input* to the M&E of the program, as shown in Figures 2 and 4. The reporting *outputs* of program-level M&E are prescribed by AusAID at a corporate level, as set out in Section 3. The two main reports that AusAID program staff prepare are the Quality at Implementation Reports (QAIs) and the Annual Program Performance Report (APPR).

Figure 4. Use of Initiative Reports



Quality at Implementation Reports

The quality reporting process⁴ is designed to improve program quality and provides a valuable additional catalyst for AusAID to consider quality, and discuss it with key partners. QAI reports for the Fiji program will align with AusAID's quality principles, which require that every initiative is:

- **Relevant** – contributing to high level objectives as outline in country and thematic strategies;
- **Effective** – achieving clearly stated objectives and continually managing risks;
- **Efficient** – managing the activity to et maximum value for money;
- **M&E** – able to effectively measure progress towards objectives;
- **Sustainable** – appropriately addressing the sustainability of benefits after funding has ceased; and
- **Gender Equality** – advancing gender equality and promoting the role of women.

Corporate quality standards require AusAID program staff to prepare QAI reports for all initiatives that are more than \$3m in total value or otherwise significant, unless otherwise agreed. Programs are also encouraged to update or replace QAI reports for individual initiatives throughout the year, following major reviews or significant changes in initiative circumstances. The Fiji Program has agreed that, in 2012, its QAI reports will be completed by **31 March**⁵.

In keeping with existing practice, for 2012 Fiji program managers will prepare the first draft of initiative QAI reports, drawing on the reporting they have received from implementers, field monitoring, independent assessments and other relevant data sources. Immediate line managers

⁴ AusAID's Quality principles expect that activities will: (i) achieve clearly stated objectives that contribute to higher level objectives in the program strategy; (ii) effectively measure progress towards meeting objectives; (iii) continually manage risks; (iv) appropriately address sustainability; and (iv) be based on sound analysis and continuous learning.

⁵ The corporate AusAID deadline is 28 February, but Fiji program has negotiated a later completion date for 2012.

will provide feedback on first draft reports. A process of QAI moderation will follow, involving the Fiji Focal Point. Staff of the Pacific P&Q Section and Program Effectiveness and Performance Division (the owners of this process) may be invited to participate. The M&E Specialist may also participate. Once finalised, reports are approved by the Counsellor and in Aidworks.

Unless it is not possible – and this will be determined by senior management – some involvement of implementing partners will be included in the QAI process. This will be through participating in QAI drafting, or in the moderation process, or in both. In most cases this would involve managing contractors or funded implementers such as UNICEF. In some cases it may also involve Government of Fiji partners, such as those from the Ministry of Health.

In addition to the regular annual QAI reporting, AusAID will require updated QAI reports whenever external review processes are implemented, such as a Technical Assistance Group (TAG) mission, or an evaluation (see relevant sections below). In these cases the Fiji post will require those missions to provide an assessment against the QAI criteria, which can be used by program staff to prepare the initiative QAI. In some cases, depending on the timing of those missions (e.g. within three months of the QAI deadline), this will mean that program staff do not need to prepare another QAI for consideration in March. Alternatively, AusAID could require a TAG to review and confirm a QAI assessment prepared by AusAID Program Managers.

Annual Program Performance Report

The Annual Program Performance Reports (APPR) is an important document that underpins senior management accountability for the performance of the Fiji program. As with all aspects of the evaluation and performance system in AusAID, the requirements for APPRs are being revised, but there will nevertheless still be a requirement for the preparation of an APPR for Fiji. The emphasis of the APPR is an evidence-based discussion of the performance of the Fiji program –both positive and negative – in order to develop a considered, comprehensive management response that will guide the actions of the post over the coming financial year. This management response will then be used to refine staff workplans as well as M&E activities in line with this M&E Plan.

Just as it is with QAI reports, the *process* of APPR preparation is as important as the document itself. Preparation is led by the Fiji Focal Point in Canberra who will set out a detailed set of steps each year through the required Commissioning Minute. QAI reports are a central input to the APPR process, as are other initiative, sector and country level analyses or reports. The APPR will increasingly report against the agency’s results frameworks, and against this M&E Plan of the Fiji program.

Following initial drafting in Canberra, drawing on documentary sources, the Fiji Focal Point will come to Suva and workshop the draft APPR and traffic light ratings with all staff of the Fiji program. The M&E Specialist will also participate in this process. Fiji post may also invite other stakeholders to participate in the APPR workshop process, such as other donor partners or implementers. Fiji post will also make use of existing mechanisms for interaction with other partners in order to collect feedback on AusAID’s effectiveness as a donor in Fiji.

In 2012 the Fiji APPR will be prepared by **31 July**, in accordance with corporate requirements, and will report for the preceding financial year of program implementation. Preparation will include a period of circulation, peer review, editing and final approval by the due date.

8. Regular Reflection and Learning

In addition to the routine processes of data flows, monitoring, evaluation management and reporting, Fiji program staff will undertake a regular process of reflection and learning. This is an important aspect of *using* M&E to inform decision making and improve program quality. This process will become a routine part of the Fiji program's regular Program Planning Meeting, which in 2012 will be held quarterly. Originally designed to focus mainly on forward planning and expenditure management, from 2012 onwards there will be a targeted reflection and learning component to every second Program Planning Meeting (i.e. six-monthly), beginning in March 2012.

The reflection and learning process will entail the Fiji program team spending at least half a day reflecting on the M&E data that has been collected for the program over the preceding six months. The process may be facilitated by the M&E Specialist or another facilitator, at least initially, in order to assist the program team to focus on the discussion. An agenda for each meeting will be designed and will vary from meeting to meeting, but it is expected that program managers will need to do some preparation for the meeting. This preparation will include ensuring that their data collection for their initiatives is up-to-date, that all outputs from their initiatives have been received and considered in full, and that they have current data for program indicators where possible.

9. Key Tasks for Program Staff

As noted above, M&E is a central aspect of a program manager's work. Much of the information that arises during the day-to-day contact with initiatives will inform monitoring, but formal monitoring also includes a number of significant M&E tasks:

- Assessing and utilising initiative reports and other technical outputs
- Field monitoring
- Participating in Program Coordinating Committee meetings
- Development and use of Technical Advisory Groups
- Contractor performance assessments
- Commissioning and utilising evaluations and other reviews
- Participating in M&E planning for the program and their initiatives
- Preparation of performance and quality reports

Many of these tasks are described in AusAID corporate processes or have already been described above. Others are specified below.

In addition, senior management at the Fiji post has additional M&E responsibilities. These include:

- Monitoring movements in QAI rankings across the Fiji program over time;
- Monitoring the health of partnership across the Fiji program; and
- Monitoring the progress in reducing proliferation of initiatives across the Fiji program.

Field Monitoring

Program management staff make visits to the implementation sites of initiatives as part of their routine management and monitoring, both in Suva and elsewhere in Fiji. Often these visits are

opportunistic and prompted by other events such as visits from Canberra-based AusAID staff or a public event. Less often they are planned as stand-alone activities. However they are a critical part of program management and monitoring. These visits are collectively known as field monitoring⁶, and are differentiated from the day-to-day meetings and other interaction a program manager has with initiative implementers.

In preparing this PAF, program staff identified the absence of a simple system for planning, conducting, and recording field monitoring as a concern. There are also often challenges associated with allocating time to field monitoring relative to other tasks. So, in order to maximise the value of these visits, a simple field monitoring guide is provided at Annex 2⁷. In summary, the intention is to ensure that field monitoring is planned and designed with a view to serving an explicit purpose, beyond a vague perception that ‘it is useful to have a look at what is going on every now and then’. Without developing an onerous, bureaucratic process, the guide is designed to ensure that there is a systematic approach to planning and conducting field monitoring, and to capturing and using the data that is collected during field monitoring visits. It is also intended to enable resource allocation and staff work planning for field monitoring.

Field monitoring enhances the ability of program staff to manage performance, and has three main purposes, which will vary in significance between individual field monitoring visits to:

- Verify the claims made by implementers (contractors, development partners etc) in reports, by ‘seeing things in action’ and talking directly to stakeholders;
- Increase their understanding of the operating context, the challenges, the opportunities, and the initiative itself; and
- Build relationships with program implementers, partners and participants.

Field monitoring also provides a valuable opportunity to increase the visibility of the initiative as an Australian aid activity funded by AusAID and contribute to Australia’s public diplomacy in Fiji.

Data collected during field monitoring will be useful for quality and performance reporting, and may also contribute to, or identify opportunities for, public communications about the aid program. Field monitoring is also an important input to Contractor Performance Assessments.

The field monitoring guide at Annex 2 described the field monitoring system in detail, and includes the following steps:

- General planning for field monitoring
- Detailed planning for field monitoring
- Field monitoring reporting

Program Coordinating Committees

The major initiatives in the Fiji program each have a high level governance mechanisms include in their management structures. There is a Program Coordinating Committee (PCC) for AQE and FHSSP; for FCDP it is known as the Executive Committee, and there are two mechanisms for MMDF – a Country Steering Committee and a Multi-country Management Group. At

⁶ Some other AusAID programs use the expression “supervision visits” but the Fiji program staff prefer “field monitoring” to describe this activity.

⁷ This guide is a simplified approach that draws on AusAID’s draft *Standards for M&E*, which was developed for the Indonesia program and updated in November 2010 as part of its Evaluation Capacity Building Program.

various levels the Fiji post participates in these management committees. The role of these groups includes the consideration of the performance and effectiveness of the relevant initiative, and as such they are part of the M&E system for the Fiji program.

Program staff with initiative management responsibility will prepare for each PCC meeting by reviewing the most recent M&E documents, such as reports from implementers, field monitoring reports, and TAG reports. It may also be useful to have pre-meeting discussions with implementers and other key stakeholders (such as Government of Fiji partners) on *operational* details, so that discussion at the PCC meeting can focus on the *strategic* issues. This means the discussion at PCC meetings should focus on questions such as:

- Is the initiative making progress towards its objectives?
- Are those objectives still relevant in the context?
- Do we have our strategy, and our activities, correctly aligned to the context and the objectives?
- Can we improve our implementation to increase our success (or our likelihood of success)?

Although managing contractors generally prepare the minutes of PCC meetings, AusAID program staff should ensure that the minutes are sufficiently detailed records of discussion that can be useful as inputs to QAI reports.

Technical Advisory Groups

The three major bilateral initiatives in the Fiji program – AQE, FCDP and FHSSP – will each establish a Technical Advisory Group (TAG) to provide advice to AusAID program managers that assists them with the management, monitoring and evaluation of their initiatives⁸. The role of a TAG can encompass some or all of the following functions:

- Develop an understanding of the initiative and the context in which it is operating;
- Periodically examine extent to which the initiative is performing and progressing towards its objectives by undertaking evaluations or reviews;
- Appraise annual plans and other major documents submitted to AusAID (if such appraisal is required);
- Advise post on key management decisions; and
- Provide technical advice to program managers on request, and sometimes also to program partners or contractors.

Often a TAG will provide its inputs via a periodic review mission, although this is not the only mechanism to utilise TAG members' expertise. A TAG (or individual TAG members) may also be asked to provide additional ad hoc input for tasks such as appraising a key document (e.g. an Annual Plan or Annual Report) or providing advice on a technical issue to program staff.

TAG inputs are intended to contribute to improved initiative implementation, by providing a fresh perspective and offering suggestions for AusAID and the managing contractors to consider. A TAG mission is generally not a full evaluation of an initiative. Instead it takes the form of a group of well-informed specialists working with implementers and program managers

⁸ The fourth major initiative – the Markets Development Facility (MDF) has a similar mechanism although it is managed from Canberra.

to undertake structured reflection and analysis of initiative progress. Missions will be designed to respond to specific questions of concerns for each initiative, at a certain point in time. They may include conventional ‘review’-style consultations as well as workshops or other activities that enable TAG members to work with implementers and partners to identify issues and develop responses. The overall approach will be a supportive and collegiate one, where the TAG provides advice and support to AusAID program staff, but sometimes also to implementers and/or partners.

There are two approaches to establishing and using a TAG. The first is to establish a TAG for the duration of the initiative (the ‘ongoing TAG’), in order to achieve continuity of membership and the efficiencies and increased depth of contribution that can result from that continuity. The second approach is to establish a TAG for a single event (the ‘one-off TAG’). This provides greater flexibility and a lesser commitment to individual TAG members. Program managers will develop terms of reference for each TAG that include the specification of the required skills and knowledge of TAG members. Each TAG will comprise two to three members, and will include at least one specialist with relevant technical knowledge, and one evaluation specialist.

Ongoing TAG

For a TAG that is established for an extended period, members will have a sustained engagement with an initiative – not just a one-off input – so as to develop an understanding of the initiative and its context, and develop relationships of mutual respect with implementers and program staff. The program manager will develop a terms of reference drawing from the template guide provided at Annex 3, which is based on generic AusAID guidance. The program manager will also develop an indicative forward program of activities to assist TAG members to ensure their availability well in advance.

In addition to the over-arching TOR, program managers will prepare individual event TOR for each input required from a TAG or from individual TAG members, again utilising the guidance provided at Annex 3.

One-Off TAG

When AusAID is not engaging a TAG on an ongoing basis, but simply for a one-off input, program managers will prepare a TOR that is particular to that input only. Annex 3 provides guidance.

For those initiatives managed from Canberra (such as MMDF) with similar mechanisms, relevant program staff will maintain their contact with the initiative manager on the development and planning of TAG and TAG-like activities. For example, MMDF includes an Independent Review Group that will undertake annual reviews. It will be important that these reviews meet the needs of the Fiji program as well as those of the initiative managers in Canberra. Thus involvement of post in the development of TOR, selection of members, and design and planning of missions is essential. Program staff will be proactive in staying engaged in this discussion with AusAID Canberra.

The first two TAGs will be established for FHSSP and AQE, with the first TAG missions taking place in February 2012. These missions will enable the TAGs to examine the early months of mobilisation and implementation, in order to identify early any risks to implementation, weaknesses in initiative design or implementation plans, or issues in the wider context that require resolution. These missions will also provide advice on the concept notes for proposed scale up of the two initiatives.

Contractor Performance Assessments

A key task for AusAID program staff with responsibility for initiatives implemented by managing contractors is the completion of regular contractor performance assessments. For AusAID staff the completion of these assessments is a formal contractual requirement, treated seriously by contractors. The monitoring and evaluation of contractor implementation of initiatives should provide the basic information program staff need to complete a well-informed, robust contractor performance assessments.

10. Information Management

Most M&E information (data) is drawn from initiative-level reporting and is thus stored within the information management arrangements –both electronic and hard copy – operated by each program manager.

In addition, this PAF will require the establishment of a Fiji Program M&E Database to manage data against the indicators specified in Annex 1. The M&E Specialist will prepare an initial database in Excel which will be ready for population with data by the time of QAI preparation in late March 2012.

11. Roles and Responsibilities

The implementation of this PAF is ultimately the responsibility of the **Counsellor** (Development Cooperation) at the Fiji post, as are all aspects of the program, its management, and its reporting. This responsibility includes:

- Monitoring movements in QAI rankings across the Fiji program over time;
- Monitoring the health of partnership across the Fiji program; and
- Monitoring the progress in reducing proliferation of initiatives across the Fiji program.

The Counsellor will be supported in program M&E by the **M&E Focal Point(s)** at the Fiji post. The role of the Focal Point(s) will be to:

- Develop particular knowledge of the PAF and of AusAID's performance and quality systems
- Participate in AusAID's Performance and Quality Network, and ensure that information disseminated through that network is passed on to the rest of Fiji post and to the M&E Specialist
- Develop and maintain an ongoing relationship with, and exchange of information with, the Performance and Quality Section in Pacific Branch, Canberra
- Assist program staff to make regular use of the PAF, providing explanations or clarification where needed, or advising staff of how to access other support from AusAID specialists or the Fiji program M&E Specialist
- Coordinate and oversee the M&E workplan or the M&E elements in the Program Management Plan (see Section 8 below)
- Manage the M&E Database, coordinating program managers to provide the necessary data to ensure that the database is up-to-date
- Maintain regular contact with the M&E Specialist and act as that person's key point of contact, including assisting with the planning and implementation of visits by the Specialist to post.

Program managers in the Fiji program play an important role in implementing this PAF, and in the monitoring and evaluation of the initiatives for which they have responsibility. Their role includes responsibility to:

- Review initiative M&E systems with a view to ensuring that they provide sufficient and meaningful information for AusAID to make well-informed management decisions, and to meet reporting obligations, by working with implementers as those systems develop;
- Ensure initiative M&E systems and reports provide sufficient information to enable reporting on cross-cutting issues such as disaster risk reduction, gender, and aid effectiveness;
- Be the *operational* audience for the reports that are the product of initiative M&E systems, providing advice to AusAID senior management on those reports, and the necessary AusAID responses to those reports;
- Utilise the reporting and other information from initiatives to make informed decisions about the management of the initiative, or to advise senior managers on those decisions;
- Prepare forward plans for key evaluation activities, such as Independent Progress Reports and Completion Reports, so that they can be designed and resourced for maximum value;
- Participate in AusAID's corporate analysis and reporting activities, making use of the reporting and other information provided by initiatives, especially the preparation of QAI reports; and
- Act as a conduit between AusAID and the implementer on changes in AusAID's M&E or reporting requirements so that initiatives can adapt their systems to meet AusAID's needs in a timely way.

The **Fiji Focal Point** in AusAID headquarters in Canberra will take a leading role in the preparation of the APPR each year. The Focal Point will also participate in selected other monitoring and evaluation activities, and will maintain lines of communication between Fiji post and the Performance and Quality Section in Pacific Branch.

AusAID's Canberra-based **Performance and Quality Section in the Pacific Branch** is an important point of contact for M&E and performance and quality matters, and staff there will contribute to the flow of information from Canberra to the Fiji post. The P&Q section takes the lead in planning and preparing the APPR each year, and participates in the moderation of QAI reports. Staff in the P&Q section will form an ongoing relationship with the M&E Focal Point(s) to assist with the flow of information between Canberra and Fiji.

At least until June 2012, the Fiji post will be supported by an **M&E Systems Specialist**. The Specialist will provide support in response to requests, including:

- Review and revision of the Fiji Program PAF in response to the changing organisation context or new requirements for the Fiji program;
- Support and guidance to program staff regarding the M&E systems and processes of managing contractors and other initiative implementers;
- Capacity building support for program staff in their use of the PAF and their participation in performance and quality activities;

- Advice (through AusAID) to managing contractors or other initiative implementers regarding the M&E requirements of the AusAID Fiji program, including the provision of feedback on proposed M&E arrangements for initiatives;
- Participation in the moderation of QAI reports and the preparation of the APPR, if necessary;
- Support for regular M&E work planning and for reflection and learning – the ‘use’ of M&E across the Fiji program;
- Advice to individual program staff on request, including assistance with appraising key M&E documents produced by implementers, and assisting with the preparation of terms of reference for TAGs, field monitoring and other relevant M&E tasks.

12. Building Fiji Program Staff Capacity in M&E

There is scope to expand and deepen the capacity of Fiji post program management staff for M&E. The preferred approach to building that capacity is not to undertake more formal training. Instead, Fiji post will implement a process of action learning where staff develop their skills and understanding by being supported in their day-to-day program management work and the utilisation of the tools provided in this PAF. The main mechanisms to provide this support are the guidance of AusAID senior staff at post and the advice and support of the M&E Specialist.

13. Monitoring and Evaluation Workplan

The original intention was that this PAF would include a detailed workplan of M&E events for 2012, which would serve as a guide for staff and the program overall. There was also consideration given to the extent to which AusAID’s Program Management Plans could serve the necessary work planning purpose. During the development of this PAF, however, Fiji program staff decided that they would expand an existing work planning tool – the Scale Up Workplan – to incorporate the M&E activities that require similar work planning. These activities include:

- Preparation of QAI reports – which are due on 31 March 2012;
- Contribution to preparation of APPR – which is due on 31 July 2012;
- TAG missions and other TAG inputs;
- Evaluations and reviews; and
- Field monitoring visits.

The Fiji program staff will work together to develop the Scale Up Workplan to incorporate the M&E workplan over the December-January period. Subsequently, the workplan will be reviewed and updated on a rolling basis during the program’s quarterly Program Planning Meetings.

Updating the M&E Plan

An important element in the M&E workplan for the Fiji program will be the regular review and updating of this PAF, and especially of the M&E Workplan. Updates will be required whenever major changes are made to AusAID’s corporate systems for M&E and reporting, and at least six monthly otherwise. Initially this revision will be led by the M&E specialist although over time it will be integrated into the role of the Fiji M&E Focal Point.

14. M&E Resources

Every M&E Plan requires resources for its implementation. For the Fiji program PAF, the following resources have been allocated, or will be allocated in future program planning:

Resource	Input
Post M&E Focal Point(s)	Approximately 15% of an equivalent full-time staff member's time
M&E Specialist	Up to 35 days between January and June 2012. Any further inputs to be considered following the initial implementation of the M&E Plan, and dependent on other sources of support on advice to Fiji post.

Each major initiative will have a budget allocation for AusAID M&E tasks, including field monitoring. In addition, the Fiji program has a cross-program budget allocation for program performance management and M&E work.

Annex 1. AusAID Fiji Program Matrix of Indicators

The following set of indicators will be utilised in tandem with the other tools described in the Fiji Program PAF. They are aligned with the outcomes described in the Fiji Program Logic and are drawn from the specifications of AusAID's global, and Pacific Division results frameworks, and from the M&E Plans of the major Fiji program initiatives.

Data against these indicators will be drawn mainly from initiative reporting and will be assembled over time in a Fiji Program M&E database.

Data will be disaggregated by gender.

Fiji Program Outcome	Agency Headline Result ⁹	Pacific Outcome Indicator ¹⁰	Pacific Output Indicator ¹¹	Additional Fiji Program Indicator ¹²	Data Source
Improved access to quality education by 2014	1. # children enrolled in school				MoE Data
	2. % grade 3 students reading to national standard				MoE Data
			3. # children enrolled in basic education		MoE Data
Reduced financial barriers for primary & secondary education	4. # students provided with financial or nutritional support				AQE Reporting

⁹ This is an indicator in the Australian Aid Program's Headline Results which is relevant for the Fiji program and which must, therefore, be reported.

¹⁰ This is an indicator from the Pacific Division Results Framework which is relevant for the Fiji program and which must, therefore, be reported.

¹¹ This is an indicator from the Pacific Division Results Framework which is relevant for the Fiji program and which must, therefore, be reported.

¹² These indicators are mainly drawn from initiative-level M&E Plans. They will be further detailed as the major initiatives develop and finalise their detailed M&E Plans, reporting schedules, and indicator definitions.

Fiji Program Outcome	Agency Headline Result ⁹	Pacific Outcome Indicator ¹⁰	Pacific Output Indicator ¹¹	Additional Fiji Program Indicator ¹²	Data Source
				5. <i>To be expanded when AQE indicators are finalised</i>	AQE Reporting
School learning environments and facilities are improved	6. # classrooms built or upgraded				AQE Reporting
	7. # children able to access schools that have been made more accessible				AQE Reporting
		8. # students with disabilities enrolled in school --			MoE Data
			9. % schools upgraded with aid funding that comply with universal standards for disability access		AQE Reporting
				10. <i>To be expanded when AQE indicators are finalised</i>	AQE Reporting

Fiji Program Outcome	Agency Headline Result ⁹	Pacific Outcome Indicator ¹⁰	Pacific Output Indicator ¹¹	Additional Fiji Program Indicator ¹²	Data Source
Strengthened primary health services by 2013	11. # additional births attended by a skilled birth attendant				MoH Data
		12. % births attended by skilled health worker			MoH Data
Expanded safe motherhood and healthy child programs			13. # midwives trained		FHSSP Reporting
				14. % women who have first antenatal visit in their first trimester	FHSSP Reporting
	15. # children vaccinated				FHSSP Reporting
		16. Coverage of childhood immunisations			MoH Data
			17. % children receiving measles vaccination at one year of age		FHSSP Reporting

Fiji Program Outcome	Agency Headline Result ⁹	Pacific Outcome Indicator ¹⁰	Pacific Output Indicator ¹¹	Additional Fiji Program Indicator ¹²	Data Source
				18. % facilities equipped to minimum standards	FHSSP reporting
Improved diabetes & hypertension management & prevention				19. % people over 35 engaged in sufficient leisure time activity	FHSSP Reporting
				20. % facilities with established diabetes centres	FHSSP Reporting
Stronger systems for primary health service delivery				21. % villages/ communities with functioning VHW/CHW in their community	FHSSP Reporting
Building resilience and economic opportunities in rural/poor communities by 2013					
Disadvantaged people in Fiji have increase in net income	22. Increase in crop value (dollars)				MMDF Reporting

Fiji Program Outcome	Agency Headline Result ⁹	Pacific Outcome Indicator ¹⁰	Pacific Output Indicator ¹¹	Additional Fiji Program Indicator ¹²	Data Source
	23. # poor people with (net) increase incomes through market development programs	Same			MMDF Reporting
		24. # net jobs created for poor men and women			MMDF Reporting
Disadvantaged households have increased resilience	25. # poor people with increased access to financial services	Same			PFIP reporting
Poverty analysis and mapping				26. Extent to which AusAID initiatives demonstrate poverty targeting	TAG assessments of major initiatives
Support for civil society organisations				27. # CSOs supported	FCDP and other initiative reports Aidworks data on direct grants to CSOs in Fiji
				28. <i>To be expanded when FCDP M&E system is developed</i>	

Fiji Program Outcome	Agency Headline Result ⁹	Pacific Outcome Indicator ¹⁰	Pacific Output Indicator ¹¹	Additional Fiji Program Indicator ¹²	Data Source
Deepen engagement between people of Fiji, Fijian and Australian people and communities				29. # Australian volunteers in Fiji per year	VIDA Reporting
	30. # people awarded tertiary scholarships				OASIS
			31. # additional scholarships for Fiji		OASIS
				32. # Fijian ADS scholars graduating and returning to Fiji	OASIS
					Tracer Studies
Disaster risk reduction approaches integrated across aid program				33. Extent to which initiatives demonstrate DRR approaches in infrastructure	Initiative reporting
Additional Cross-Cutting Priorities Across the Aid Program	34. # people provided with disability services like prostheses and assistive devices				
	35. # additional people with increased access to basic sanitation	Same			

Fiji Program Outcome	Agency Headline Result ⁹	Pacific Outcome Indicator ¹⁰	Pacific Output Indicator ¹¹	Additional Fiji Program Indicator ¹²	Data Source
	36. # people with increased knowledge of hygiene practices				
	37. # people with increased access to safe water	<i>same</i>			
	38. # public servants trained				All initiative reporting
Violence against Women		39. # women survivors of violence receiving services			FWCC reporting
			40. # counsellors or other specialist workers trained to provide services to women survivors of violence		FWCC reporting
Humanitarian and Disaster Preparedness and Response	41. # vulnerable people provided with life-saving assistance in conflict and crisis situations				AusAID disaster response data

Fiji Program Outcome	Agency Headline Result ⁹	Pacific Outcome Indicator ¹⁰	Pacific Output Indicator ¹¹	Additional Fiji Program Indicator ¹²	Data Source
	42. # disaster responses launched within 48 hours of request for assistance				AusAID disaster response data

Annex 2. Field Monitoring Guide

When Fiji post program managers are planning to undertake field monitoring – beyond just attending a major initiative-related meeting or ad hoc visits to implementers – several key steps will be followed¹³:

1. General forward planning
2. Detailed mission planning
3. On Mission: recording and managing information
4. Field monitoring reporting

If several staff are involved in a field monitoring mission, only one plan and one report is required, although they should be prepared jointly.

1. General Planning for Field Monitoring

As part of developing the overall M&E workplan, each program manager will develop an indicative forward plan of major field monitoring activities. Each major initiative will have at least two major field monitoring visits each year, although some may warrant more frequent visits and the exact number and schedule will be determined by program needs. This general work plan will be approved by the Counsellor and will be reviewed and updated on a rolling basis during Program Planning Meetings. Counsellor approval will ensure that staff time and program funding is allocated.

The forward program will be designed to meet the needs of program managers for monitoring data, while also scheduling visits at times that provide the greatest opportunity for learning without placing excessive demands on implementers or program partners. It will also provide the opportunity to identify overlaps and commonalities which may mean field monitoring visits for different initiatives can be combined or coordinated.

Field monitoring will also be included in program managers' Individual Performance Plans.

2. Detailed Planning for Field Monitoring

Each field monitoring mission will be planned and that plan documented for approval by the Counsellor. A brief mission plan will set out the purpose, schedule and approach of each mission. Program staff will be assisted by senior managers and/or the M&E Specialist to plan field monitoring missions if necessary.

Mission Plan

The Plan must include a description of:

- The broad **purpose of the visit**. Field monitoring is useful to fill in gaps in knowledge about the initiative that are important for QAIs and general management and decision making. It can also be used to learn more about the context in which the initiative is operating. Therefore the broad purpose can address a range of relevant information needs.

¹³ As already noted, this guide is an adaptation of the Supervision Visits guide in the AusAID Indonesia Evaluation Capacity Building Program *Standards for Monitoring and Evaluation* (Version 2)

- The **key questions** (related to the purpose). Like in an evaluation, field monitoring is guided by key questions that need to be answered. It must be clear how the information generated from these questions will be used, and that this is consistent with the purpose.

The scope of the questions must be suitable for the time and skills available for the mission. Developing an in-depth understanding of a few focused issues will be more valuable than trying to cover a wide range of issues poorly. The scope of the questions should therefore be quite focused. The questions should not require complex methods to collect and process the information. The questions should be simple questions that a generalist using good common sense has a reasonable expectation of answering.

- **How the information will be collected.** The plan should describe who will be interviewed, what will be observed, what documents will be reviewed, and where informal interactions are expected. It is not a lengthy description, but provides sufficient guidance to ensure that the visit will deliver the expected information without major gaps.

The proposed ways of collecting the information must be suitable for the questions that are to be answered. For example, it may be more effective to observe training, or review a training agenda, to discover the quality of training, rather than asking the participants if it was good quality. However, interviewing participants or their supervisors is more effective if you want to learn about the application of training.

- The **proposed schedule** of activities and/or meetings. The plan must set out the schedule of activities, the people who will be met and interviewed, and the places to be visited. The schedule must align with the purpose of the mission and the key questions to be answered. The proposed schedule must allow enough time to address the key questions.

The field monitoring mission plan must be approved by the sector senior manager at post before each mission. A template is provided below.

3. On Mission

During the mission, the AusAID staff member responsible for the interview, site visit, or other information collection activity will ensure that there are dot points recorded against the key questions after each activity. These recorded notes will provide the basis for the final report. Dot points must address the visit questions in terms of actual information provided by respondents, or observed; and the impressions of the AusAID staff member. It should also record any other information collected that may have been unexpected or which is additional to the key questions.

4. Field Monitoring Reports

After each field monitoring mission, the program staff who participated will prepare a Field Monitoring Report as described in the guide attached. This report will be an important input to QAI reports and may also be provided to TAGs and evaluation teams, so it must be accurate and detailed enough to be useful. It should also include descriptive stories that may be useful for other public communication about the Fiji aid program, such as short descriptions or snapshots of individual sites visited or program participants' stories.

The report must include:

- A **background** section (from the mission plan) that describes: the purpose of the visit; the visit questions; the dates of the visit; participating visit team members (this could be

AusAID and joint visits with other partners); the cost (person days and expenditure). If there are any important issues that led to the visit, these should be very briefly summarized.

- A brief **summary of findings**, against each of the key questions.
- Important **lessons learned or insights** are listed, that may be important to the sector more broadly, the country program, or AusAID corporately ded. This section can be left out if there is nothing of note.
- Important **information for a QAI update**, in very brief language in a format that can be cut and pasted into a QAI report. This information is arranged in accordance with QAI criteria (relevance etc).
- The proposed **management responses (i.e. action required)**, listed according to who is required to take responsibility for the recommended action (e.g. Implementation Partner, Activity Manager, Unit Manager, Counsellor, and/or National Partner). Each management response should have a time frame for action, a description of the steps required, and whether or not it has been negotiated with partners if they are responsible. Resource implications are highlighted where relevant.

The mission report will be submitted to the sector senior manager at post and filed for use in future evaluation and reporting. A template is provided below.

5. Field monitoring follow-up

All management responses are expected to be followed up, or a reason noted for non-follow up.

Field Monitoring Mission Plan (Template)

AusAID Fiji – Field Monitoring Mission Plan	
Initiative Name	
Proposed Location of Field Monitoring	
Proposed Dates and Duration	
Purpose of the Mission (This should briefly state why you are going to this location, at this time.)	
Key Questions (This is very important: the key questions will set out the areas of focus for the mission and identify the main issues of interest or concern that will be addressed in the mission, and in the report. Consider using the QAI criteria as the starting point although not all may be a priority for every visit.)	
People or Groups who will be visited (Be as specific as possible here, to ensure that all possible groups are involved, including women and other disadvantaged groups, and to ensure that the key questions can be answered)	
Any other important information about this proposed Mission	
Proposed Participants (i.e. AusAID staff and others who will travel with them)	
Proposed Means of Transport	

Please attach a draft program or schedule of meetings, if one is available.

Field Monitoring Mission Report (Template)

Background

This is drawn from the mission plan and briefly summarises the purpose of the visit; the key questions; the dates of the visit; participating visit team members (this could be AusAID and joint visits with other partners); the cost (person days and expenditure). If there are any important issues that led to the visit, these should be very briefly summarised.

Summary of Findings

This section should summarise the main findings from all the consultations and observations carried out. It is generally best to use each key question as a sub-heading.

Main Lessons or Insights

This section will list any lessons or other insights that may be important to the sector more broadly, the country program, or AusAID corporately. This section can be left out if there is nothing of note.

Additional Points for in QAI

If there is additional information relevant to the QAI criteria, that is not already reported in other sections, this should be included. It should be written in very brief language in a format that can be cut and pasted into a QAI report.

Actions Required

It is important that the report includes a clear statement of any action that is required (i.e. management responses) to information gathered during the field monitoring mission. Actions should be listed according to who is required to take responsibility for the recommended action (e.g. Implementation Partner, Activity Manager, Unit Manager, Counsellor, and/or National Partner).

Each management response should have a time frame for action, a description of the steps required, and whether or not it has been negotiated with partners if they are responsible. Resource implications are highlighted where relevant.

Attachment: People and Groups Consulted

The report should attach a list of all the people, groups and organisations visited or consulted during the mission.

Annex 3. Templates and Guidance for TAG Terms of Reference

The two template TOR provided here should be read and used in concert with the relevance sections of the Fiji Program M&E Plan.

Template Terms of Reference for *Ongoing TAG*

The following provides an annotated template to assist program managers prepare a terms of reference for a Technical Advisory Group that is being established on an ongoing basis. In other words, this TOR is required when a TAG (and its membership) is intended to continue with periodic inputs across an extended period of initiative implementation. These TOR should be considered as ‘over-arching’ TOR, which must be accompanied by additional mission-specific TOR for each individual TAG input or mission.

Program managers should delete any aspects of this TOR that do not apply to the specific requirements of the TAG they are establishing, and add additional elements where necessary.

This TOR is based on guidance from AusAID procurement specialists.

Objective

To support AusAID’s effective engagement in **[health, education or civil society]** sector by providing high level technical advice on key aspects of the **[insert name of program]** (the “Program”) and how it contributes to the overall economic and social development of Fiji.

Services

The Contractor will perform the following Services required of Technical Advisory Group (TAG) members in accordance with the terms and conditions of this Contract. Operating with a significant degree of flexibility, the TAG will be required to advise AusAID on a range of issues associated with:

- the strategic direction pursued by the above-mentioned Program;
- technical matters being dealt under different components of the Program;
- operational and contractual management of the Program to support the delivery of Program objectives;
- overall performance of the Program and developments in Fiji affecting the achievement of Program objectives; and
- overall performance of the Contractor in the delivery of Program Objectives.

The TAG will assist AusAID Fiji Post through the combined strengths of their professional expertise to ensure the technical and practical soundness of the Program, and may participate in regular periodic missions to:

- provide advice on the effective implementation of the Program including strategic program directions, institutional arrangements, relevance, quality and feasibility of work programs and activities and – if required – recommend improvements to the mix or design of activities supporting implementation;
- help ensure the consistency and appropriateness of the Program results, deliverables or targets;

- assess performance with respect to policy actions and triggers key to AusAID engagement,
- assess the effectiveness of associated technical assistance and assess progress towards high level development objectives;
- assess and provide recommendations on the scalability of the Program;
- advise on risks affecting successful implementation of the programs and recommend possible measures to manage such risks;
- advise on developments in the Fiji economy or system of government that have implications for the operations;
- assist in the development and/or assessment of M&E frameworks; and
- provide advice on how to strengthen links between the various programs supported by AusAID and other donor programs in order to improve the outcomes.

While the TAG's primary responsibility is to advise AusAID, members may be directed by AusAID to provide briefings and presentations to the relevant Fijian Ministry and other AusAID partners on their findings. AusAID may also direct a TAG or its members to provide advice or other inputs to implementing partners or contractors.

NOTE: A TAG requires a team leader, so the TOR should clearly specify which member is the designated team leader. The TOR for the TL should include additional responsibilities such as: coordinating other team member inputs; taking overall responsibility for the preparation of TAG reports or other outputs (unless otherwise specified); and contributing to the planning and management of TAG activities. The TOR for other team members should state that they have a responsibility to respond to the team leader's leadership, to contribute to reports as agreed (unless individual outputs are required).

Inputs

The Contractor will provide up to **XX days** of inputs over the period **XXXXX** to **XXXXX**. Subject to AusAID's evaluation of Contractor Performance, the Contractor may be required to provide an additional **XX days inputs** over the period **XXXXX** to **XXXXX** [**extension period**].

NOTE: where possible the TOR should provide at least an indicative schedule for inputs, for example, "...It is estimated that the TAG will be required for at least one TAG mission each year, with the likely timing to be in February/March...". If such estimated timing can be provided, this will assist TAG team members to forward plan their ongoing availability.

The Contractor will be tasked by AusAID for each assignment through the issuance of a Tasking Note providing a terms of reference for that input and specifying the timing, duration, location and required outputs for each assignment.

Outputs

The outputs will be provided in accordance with requirements of the relevant Tasking Note. These could include but are not limited to:

- reports prepared following participation in a scheduled supervision, preparation or review mission for [insert program name];

- Reviews of the performance, outcomes and impacts of the programs and related activities;
- Development and facilitation of workshops, meetings, or other group activities to assist with program management and implementation; and
- Recommendations to improve program documents and tools such as monitoring and evaluation frameworks and/or the risk management matrix.

Template Terms of Reference for *One-Off TAG* AND *specific TAG Mission/Input*

The following provides an annotated template to assist program managers prepare a terms of reference for a one-off TAG or for each individual input of an ongoing TAG. In preparing this TOR, the program manager should consider carefully what the purpose of the exercise is, and ensure that the TOR focus on this. A TOR that includes a long, all-encompassing list of possible questions for investigation will not give a TAG sufficient guidance regarding the key areas of interest or concern for AusAID.

Objective

To support AusAID's effective engagement in **[health, education or civil society]** sector by providing high level technical advice on the following key issues facing AusAID's management of the **[insert name of program]** (the "Program"):

- Specify the broad area or areas of focus for the TAG input.

Services

The Contractor will perform the following Services required of Technical Advisory Group (TAG) members in accordance with the terms and conditions of this Contract.

NOTE: *If this TOR is for an input from an ongoing TAG, the TOR should refer to the fact that it is linked to the over-arching TAG TOR.*

The TAG will undertake a mission OR desk-based exercise (*delete as required*) in order to provide advice e to AusAID on the following questions:

- The questions or issues for investigation by the TAG in this particular input.

NOTE: *While the TAG's primary responsibility is to advise AusAID, members may be directed by AusAID to provide briefings and presentations to the relevant Fijian Ministry and other AusAID partners on their findings. AusAID may also direct a TAG or its members to provide advice or other inputs to implementing partners or contractors. This TOR should make this clear.*

NOTE: *If this TOR is for a one-off TAG, it should also include specification of the TAG team leader and the roles and responsibilities of the team leader and the rest of the group. Please see the Ongoing TAG TOR template for guidance.*

Inputs

The Contractor will provide up to XX days of inputs over the period XXXXX to XXXXX.

NOTE: *It is common practice to include an indicative schedule of inputs in this TOR, showing the days allocated to preparation (in home office), any in-country time and report-preparation time. AusAID senior staff can provide guidance, or advice could be sought from the Fiji program M&E specialist. Alternatively, if the team leader has already been identified or the TOR is for an ongoing TAG, the team leader should be consulted in planning the schedule of inputs.*

Some things to remember include: team members generally need 1-3 days of home office preparation time before commencing any in-country time; in-country mission timings should include provision for travel days – often one day each way; it is useful to build time for the TAG team to meet together at the start of their mission and at the end, so they have time to discuss their plans and their conclusions before the end of the in-country mission.

Outputs

NOTE: *This section must specify the outputs and due dates*

If an Aide Memoire is required at the end of the mission, it is essential that the team is given time in the program to work together in preparing the Aide Memoire (see notes above).

If a TAG is requested to prepare a draft Quality at Implementation Report, this should also be specified here.

Reference Documents

NOTE: *It is often useful to list any documents that will be required reading for the TAG for this input.*