

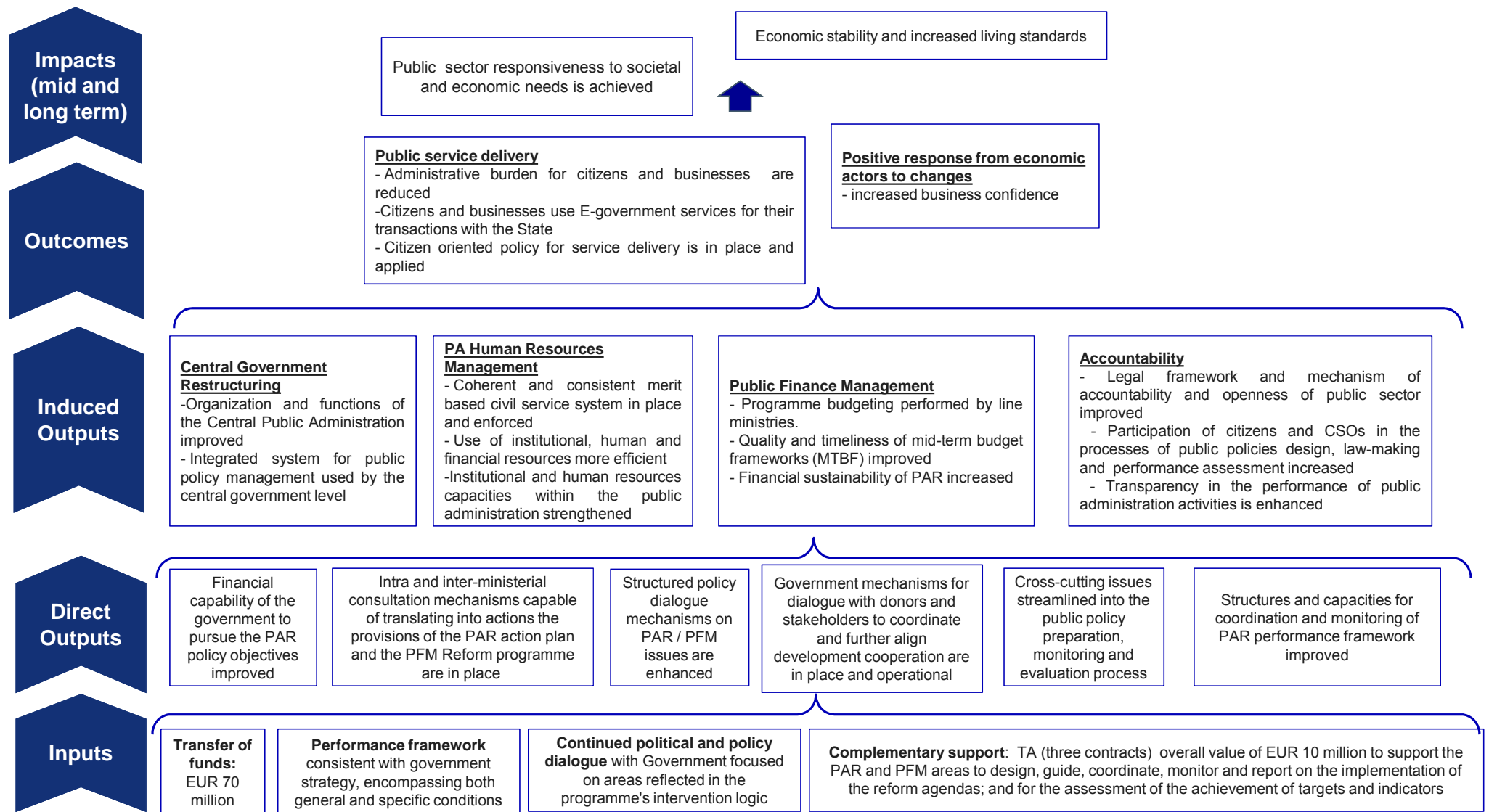
	<ul style="list-style-type: none"> - Coherent and consistent merit based civil service framework in place - Use of institutional, human and financial resources more efficient - Institutional and human resources capacities within the public administration strengthened 	<ul style="list-style-type: none"> - Law on Salaries, Law on Civil Service and Law on Organisation of Public Administration developed/ revised according to inclusive and evidence based approach and in line with the Principles of Public Administration AND/OR - Degree of completeness of the legal and policy framework of the HRM system - Extent to which the institutional set-up enables consistent HRM practices across the public service (Sigma indicator) - Extent to which the remuneration system of public servants is fair and transparent and applied in practice (Sigma indicator) - Extent to which political influence on the recruitment and dismissals of senior managerial positions in the public service is prevented - % of yearly recruitment based on merit - % of civil servants participating to (or graduating from) institutional training schemes in relevant areas (to be further detailed as relevant) 	<ul style="list-style-type: none"> - Concept papers and Laws not yet developed - Amendments to the Law on civil servants not adopted, by-laws not adopted. - 2 out of 5 (Sigma indicator) - 3 out of 5 (Sigma indicator) - 2 out of 5 (Sigma indicator) - No data available - XX% of civil servants 	<ul style="list-style-type: none"> - Package of Laws adopted by the Assembly (2018) - Adopted Amendments of the Law on Civil Servants include the detailed basic and functional competences required for civil servants (2017) & Programmes for career development of civil servants are adopted in accordance with the amended Law (2018) - 4 out of 5 - 4 out of 5 - 4 out of 5 - At least 60 % of yearly recruitment based on merit (2019&2020) - +25% (2018) & +50% (2019) 	<ul style="list-style-type: none"> Government /Line ministry reports SIGMA assessments Reports from government / line ministries SIGMA assessments Reports from government / line ministries
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Induced outputs	<p>3. Improved Public Finance Management</p> <ul style="list-style-type: none"> - Selected Line Ministries are capable of preparing and implementing programme-based budgets - Quality and timeliness of mid-term budget frameworks (MTBF) improved - Financial sustainability of PAR increased 	<ul style="list-style-type: none"> - Number of line ministries performing programme budgeting - Extent to which programme budgeting is being improved (qualitative assessment: quality features include for example establishing, measuring and reporting performance indicators) - % of the indicators included in the previous year's annual budget that is reported as achieved by the Line ministries - Ratio between total funds estimated in the sectoral strategies and funding identified for corresponding sections within medium-term budgetary framework (MTBF) - MTBF strength index (Sigma indicator) - Annual costs for implementation of PAR reform planned and allocated in state budget for respective years - Recurrent budget execution rate for PAR reform allocations 	<ul style="list-style-type: none"> - One sector (PAR/PFM) in 2016 - No assessment currently prepared by the MoF nor included in the PEFA report - No assessment currently prepared by MoF on compliance of line ministries with indicators included in programme based budget - 20% - 2 out of 5 (Sigma indicator) - XX% of annual costs budgeted are actually allocated (2016) - Less than 75% of allocated budget is executed (2016) 	<ul style="list-style-type: none"> - 3 (2018) then 5 (2020) - Assessment carried out by MoF which reports improvements (also PEFA repeat reports) - Line ministries meet 30% (2018) and 50% (2020) of the indicators included in the previous year's annual budget - 50% (2018) / 70% (2020) / - 2.5 (2018) then 3 (2020) out of 5 - 90% of annual costs budgeted are actually allocated (period 2017-2020) - 85% of allocated budget is executed (2017) then up to 95% (2018-2019) 	<p>SIGMA assessments PEFA assessments MoF reports</p>
Induced outputs	<p>4. Improved accountability</p> <ul style="list-style-type: none"> - Legal framework and mechanism of accountability and openness of public sector improved - Participation of citizens and CSOs in the processes of public policies design, law-making and performance assessment increased - Transparency in the performance of public administration activities is enhanced 	<ul style="list-style-type: none"> - Extent to which the legal framework enables the participation of public and CSOs in the processes of law-making and creation of public policies. - Extent to which public consultation is used in developing policies and legislation - Extent to which the right to access public information is enacted in legislation and applied in practice. - Transparency of Government policy making index - Number of processed requests to access public documents - Degree of access and dissemination of data collected; 	<ul style="list-style-type: none"> - Baseline to be established based on qualitative assessment (Sigma or others) - Strategy for the development of an enabling environment for participation of public and CSOs is being developed, but the legal framework has not been completed. - 3 out of 5 (Sigma indicator) - Baseline value is 3,6 - 70% - Access to official statistics is restricted or difficult (2016) 	<ul style="list-style-type: none"> - Targets to be set in line with qualitative assessments (Sigma or others) - Legal framework enabling enhanced participation of public and CSOs underway (2018), adopted (2020) - 4 out of 5 (Sigma indicator) - 3.7 (2018), 3,8 (2020) - 80% (2018) – 90% (2020) - Annual reports published regularly and available on the internet (2019) 	<p>Reports from government / line ministries</p> <p>SIGMA assessments</p> <p>World Economic Forum Competitiveness Index</p> <p>Official statistics, annual reports of line ministries</p>
D --	SRC Direct outputs:				

<p>1. Improved financial capability of the government to achieve the PAR policy objectives;</p> <p>2. Intra and inter-ministerial consultation mechanisms are capable to translate into actions the provisions of the PAR action plan and the PFM Reform programme</p> <p>3. The formalized policy dialogue mechanisms on PAR / PFM issues are enhanced and linked to sector budget support</p> <p>4. Increased use of Government mechanisms for dialogue with donors and stakeholders to coordinate and further align development cooperation with a view to avoiding duplication of activities and relieving the Government from multiple reporting duties.</p>	<ul style="list-style-type: none"> - Number of tranches disbursed on time and in accordance with amount agreed under the SRC - Extent to which the intra and inter-ministerial consultations support implementation of PAR AP and the PFM Reform - Number of regular technical and high level meetings to discuss and review implementation of the PAR strategic package focusing on continued overall relevance/credibility of the reforms; / Number of ministries and different stakeholders represented / Focus of dialogue (inclusion of cross-cutting issues) / Level of informal exchanges on performance - Extent to which government-led coordination mechanisms enhances alignment of donor-support measures 	<ul style="list-style-type: none"> - The Government has currently no budget support from the EU - The consultation mechanisms are under development - The dialogue mechanisms are under development (2016) - Coordination mechanism established but not fully functional (no regular meetings taking place, not all actors / donors invited, focused on isolated actions) (2016) 	<ul style="list-style-type: none"> - Up to 70% of the disbursement plan completed (2018), up to 100% (2020) - Regular (at least four times per year) inter-ministerial meetings are held and are effectively supporting the implementation of the PAR AP and the PFM Reform programme (revision of PAR action plan, discussions and decision on measures, discussion of delays and corrective measures) - Dialogue instances have been established and are operational: are effectively supporting the implementation of the PAR (at least two high level meetings per year and four technical meetings per year), dialogue covers both process and contents of PAR reform, sector-stakeholders and CSOs are associated to dialogue instances (period 2017-2020) - Coordination mechanism is operational and ensures full coordination and alignment of donor support: i) regular meetings, ii) extensive government and donor participation, iii) measures in support of PAR are discussed, no overlaps of support provided; iv) Technical assistance, twinning and grants address strategic weaknesses in the PA reforms and increasing civil society participation to PAR (progressive improvements from 2017 to 2020). 	<ul style="list-style-type: none"> - Budget support disbursement files; MoF and line ministries financial reports - Government (PAR council) reports and minutes of meetings (if available) - Annual PAR reports, minutes of meetings (donor and government), Donor matrix, reports on donor coordination meetings, consultation meetings with CSO - Minutes of meetings (donor and government), Donor matrix, reports on donor coordination meetings, consultation meetings with CSO
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	<p>Complementary support:</p> <p>1. Capacity of the mandated ministry / institution to coordinate and monitor the implementation of the PAR Action plan improved</p> <p>2. Cross-cutting issues streamlined into the PAR related public policy preparation, monitoring and evaluation process;</p> <p>3. Capacity of the MoF to coordinate the implementation of the PFM reform programme improved</p>	<ul style="list-style-type: none"> - Extent to which PAR Action Plan coordination and reporting institutional structures are in place and operational - Number of reports which include explicit and in-depth assessment of the cross-cutting issues (gender equality, rights-based approach / minorities rights, climate change / environment - Extent to which PFM reform programme institutional structures, including coordination, monitoring and reporting are in place and operational 	<ul style="list-style-type: none"> - Structures for monitoring PAR are in place with limited capacities. - Cross-cutting issues are only partially considered in reporting and monitoring - Structures for coordination and monitoring of PFM reform are in place with limited capacities 	<ul style="list-style-type: none"> - Structures in place and staffed (mandates and responsibilities assigned); reporting lines established; operational procedures defined and applied; reports produced (progressive improvements from 2017 to 2020). - 75% (2018) and 100% (2020) of reports to the SPP include assessment of cross-cutting issues - Structures in place and staffed (mandates and responsibilities assigned); reporting lines established; operational procedures defined and applied; reports produced (progressive improvements from 2017 to 2020). 	<p>Progress and final reports of the complementary support TA contracts</p> <p>PAR coordination structures (e.g. PAR Council) meeting minutes and reports.</p> <p>MoF reports</p>
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EXAMPLE OF INTERVENTION LOGIC DIAGRAM: PUBLIC ADMINISTRATION REFORM (PAR)



Opportunity framework / Context (enabling and hindering factors)

Country XX – EU partnership: (Stabilisation and) Association Agreement ; Indicative Strategy Paper for Country XX; National Plan for Public Administration Reform and PFM reform 2014-2018 ;

Context features and feedback processes: PAR strategy adopted in 2014 and the related action plan for the period 2015-17 adopted in 2015 address a number of problems outlined in assessment reports (OECD-SIGMA, World Bank and EC annual progress reports)

Assumptions and risks: 1. Persistent and effective Government commitment toward the implementation of the PAR and the consolidation of the country's democratic framework, including the independence of judiciary, the fight against political interference and corruption and the full exercise of freedom of expression. 2. Effective Government policies for macro-economic stabilization to limit the risks connected with high levels of public debt and problematic gross financing needs; 3. Moderate developmental risks: firm commitment to EU accession but criticisms of accuracy of the MTFF, lack of progress in the areas of environment and climate change and little movement with regard to social policy and employment issues. There are also risks concerning the PAR strategy/action plan implementation such as delays with implementation, lack of capacity, problems with coordination. 4. Low to moderate Public Financial Management risk. 5. Moderate risk regarding corruption and fraud.

Cooperation with other donors: World Bank operations on rightsizing and competitiveness and growth;

Target groups / involved partners: i) Ministry for Public Administration and Local Government; ii) Ministry of Finance; iii) European Integration Office or similar; v) State audit institutions; vi) CSOs and other stakeholders such as trade unions, chambers of commerce, media in public policy and legislation making.

Final beneficiaries: citizens at large. **Time Frame:** XX years

ANNEX III - INDICATIVE LIST OF RESULT INDICATORS (FOR BUDGET SUPPORT) – THIS IS A FAIRLY COMPREHENSIVE THOUGH NOT EXHAUSTIVE LIST OF POSSIBLE RESULTS AND INDICATORS. IT SHOULD SERVE AS AN EXAMPLE WHICH WILL NEED TO BE ADJUSTED ON THE BASIS OF THE PRIORITIES SUPPORTED THROUGH THE SPECIFIC BUDGET SUPPORT PROGRAMME

The inputs, the expected direct and induced outputs and all the indicators, targets and baselines included in the list of result indicators are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The table with the indicative list of result indicators will evolve during the lifetime of the action: new columns will be added for intermediary targets (milestones), when it is relevant and for reporting purpose on the achievement of results as measured by indicators. Note also that indicators should be disaggregated by sex whenever relevant.

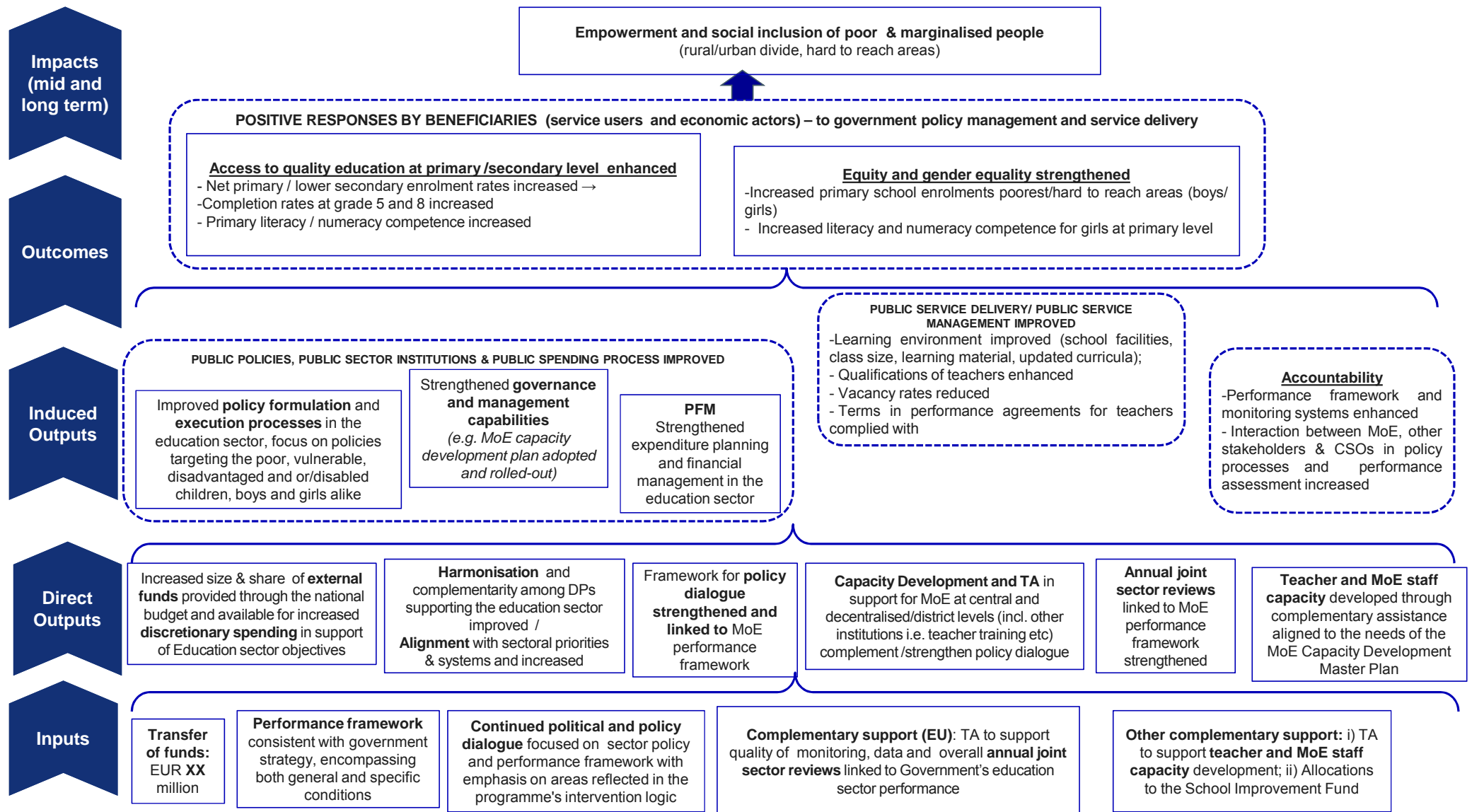
	Results chain	Indicators	Baselines (2015/16)	Targets (2020/21)	Sources and means of verification
Overall objective: Overall Impact	Empowerment and social inclusion of poor people & marginalised people (rural/urban divide, hard to reach areas)	<ul style="list-style-type: none"> Adult literacy rate 15-above 	78.1% (2014)	+5% (2019/20)	<p>MoE annual Education Reports</p> <p>MoE annual education indicators and statistics (EMIS)</p>
Specific objective(s): Outcome(s)	<p>Country xxyy achieves its targets as set in the successive Education Strategic plans (ESP) in terms of equitable access to, and completion of, quality education.</p> <p>SO1: Access to quality education at primary / secondary level enhanced</p> <p>SO 2: Enhanced inclusiveness and equity and quality of primary and lower secondary education</p>	<ul style="list-style-type: none"> Primary education completion rate Lower secondary completion rate Net enrolment rate primary education Net enrolment rate secondary education Student learning achievement scores in grades 5 Student learning achievement scores in grades 8 PISA scores <p>Similar indicators to those above but focusing on gender / minority gaps and poorest / lower performing districts. For example</p> <ul style="list-style-type: none"> Gap between results of minority pupils and the national average in final exams (elementary school, all subjects) 	<ul style="list-style-type: none"> xx % (2016/17) xx% (2016/17) xx % (2016/17) xx % (2016/17) Maths xx% & English xx% (2016/17) Maths xx% & English xx% (2016/17) Xxx (2016/17) xx% (2016/17) 	<ul style="list-style-type: none"> +4% (2019/20) +3% (2019/20) +6% (2019/20) +4% (2019/20) Maths +10%, English +8% (2019/20) Maths +8%, English +6% (2019/20) +5/10 points Reduced by 5% (2019/20) 	<p>MoE annual Education Reports</p> <p>MoE annual education indicators and statistics (EMIS)</p> <p>Annual Report of National Minority Council</p>

	Results chain	Indicators	Baselines (2015/16)	Targets (2020/21)	Sources and means of verification
Induced outputs	IO1: Enhanced public service delivery and Education Sector Plan implementation	<ul style="list-style-type: none"> MoE's capacity development plan (CDP) adopted and rolled out % of teachers participating in institutional training schemes to implement learning outcome oriented curricula and develop students' competences # of qualified and trained subject teachers in English, Science and Maths in primary and lower secondary schools 	<ul style="list-style-type: none"> CDP in the process of being finalised (2016) X% of primary and secondary education teachers are trained to implement learning outcome oriented curricula and develop students' competences (2016) EMIS data collects info on schools and on teachers but not yet possible to identify through EMIS how many schools have full complement of subject teachers (2016) 	<ul style="list-style-type: none"> CDP adopted (first quarter of 2017) & CDP rolled out as per plan (mid 2017) +25% of primary and secondary education teachers receive regular training (2018) & +50% (2019) 50% of upper basic and 30% of secondary schools have full complement of trained Maths, Science and English subject teachers 	<p>MoEYS annual Education Reports</p> <p>MoE annual education indicators and statistics (EMIS)</p>
	IO2: Improved targeting and implementation of policies addressing the poor, vulnerable, disadvantaged and or/disabled children, boys and girls alike	<ul style="list-style-type: none"> pupil /classroom ratios at the primary level # of classrooms (re)constructed as per revised technical standards No. of primary education scholarship recipients 	<ul style="list-style-type: none"> XX:1 (2016) XXXX (2016) XXXX (2016) 	<ul style="list-style-type: none"> (XX-5):1 (2016) + 5000 (2019) & +10000 (2020) + 10000 (2019) & +15000 (2020) 	
	IO3: Strengthened governance and management capabilities	<ul style="list-style-type: none"> Level of school management capacity (SMC) and accounting system Percentage of primary and junior secondary school principals and supervisors enrolled in Continuing professional Development Degree of teacher satisfaction with teaching conditions 	<ul style="list-style-type: none"> Low and unequal SMCs in some geographic/population groups. Poor quality of financial record-keeping at school level (2016) XX% (2016) XX% of teachers satisfied with conditions for giving classes (2016) XX% of annual costs budgeted are actually allocated (2016) 	<ul style="list-style-type: none"> All schools have had SMC and Head teacher capacity strengthened (2019) +25% (2018) +25% of teachers satisfied with conditions for giving classes (2019) 	<p>MoF annual reports</p>
	IO4: Improved overall public financial management in the education sector	<ul style="list-style-type: none"> Annual cost for implementation of ESP planned and allocated in state budget for respective years MoE recurrent budget execution rate School improvement Fund (SIF) execution rate 	<ul style="list-style-type: none"> Less than 75% of allocated budget is executed (2016) SIF is being set up (2016) 	<ul style="list-style-type: none"> 100% of annual costs budgeted are actually allocated (period 2017-2020) 85% of allocated budget is executed (2017) then up to 95% (2018-2019) As above 	<p>MoE Department of Finance Reports</p>
					Official statistics

	Results chain	Indicators	Baselines (2015/16)	Targets (2020/21)	Sources and means of verification
	IO5: Strengthened accountability processes and mechanisms	<ul style="list-style-type: none"> Degree of availability and reliability of data on selected indicators; Degree of access, use and dissemination of data collected; # of monitored indicators which are sex-disaggregated # of monitored gender-sensitive / specific indicators 	<ul style="list-style-type: none"> Significant discrepancies between data released by the National Statistical office and the MoE (2016) Access to official statistics is restricted or difficult (2016) XX of indicators are sex-disaggregated As above 	<ul style="list-style-type: none"> Good alignment and correspondence of data between the two key sources (2020) Annual reports published regularly and available on the internet (2019) +10% of indicators informed through sex-disaggregated data (2018) then 20% (2019) As above 	
Direct outputs Direct Outputs	<p>Direct outputs of the budget support component:</p> <p>DO1: Improved financial capability of the government to achieve ESP objectives</p> <p>DO2: Increased use of Government mechanisms for dialogue with donors and stakeholders to coordinate and further align development cooperation with a view to avoiding duplication of activities and relieving the Government from multiple reporting duties</p> <p>DO3: The formalized sector policy dialogue mechanisms are enhanced and linked to sector budget support</p> <p>DO4: Annual joint sector reviews linked to MoE performance framework strengthened</p> <p>DO5: Support to government-led capacity development is delivered through harmonised</p>	<ul style="list-style-type: none"> Number of tranches disbursed in time and as per amount agreed Extent to which MoE-led coordination mechanisms enhances alignment of donor-support measures Number of high-level Coordination Committees (CC) and level of the discussion; / Number of ministries and different stakeholders represented, focus of dialogue (inclusion of cross-cutting issues) / Level of informal exchanges on performance Annual review of progress - in timely manner - to inform decision making / Level and regularity of government-led reporting on results Support to government-led teacher and MoE staff capacity development is provided in 	<ul style="list-style-type: none"> The Government has currently no budget support from the EU (2016) The Coordination mechanism is established but does not fully function (no regular meetings taking place, not all actors / donors invited, focused on isolated actions) (2016) The dialogue mechanisms are under development (2016) Comprehensive performance assessment framework based on the Education strategy approved but structures for monitoring of ESP have limited capacities (2016) 	<ul style="list-style-type: none"> Up to 70% of the disbursement plan completed (2018), up to 100% (2020) The Coordination mechanism is operational and ensures full coordination and alignment of donor support: regular meetings, extensive government and donor participation, measures in support of ESP are discussed, no overlaps of support provided (progressive improvements from 2017 to 2020). The dialogue instances are effectively supporting the implementation of the ESP (at least two high level meetings of the CC per year; dialogue covers both process and contents of ESP, sector-stakeholders and CSOs are associated to dialogue instances (period 2017-2020) Annual reporting in line with the comprehensive performance assessment framework (as of 2017) 	<p>Budget support disbursement files MoF and MoE Department of Finance Reports</p> <p>Minutes of meetings, Donor matrix, reports on donor coordination meetings</p> <p>Education strategy / ESP monitoring report</p>

	Results chain	Indicators	Baselines (2015/16)	Targets (2020/21)	Sources and means of verification
	<p>multi-donor arrangements to support the implementation of the Education Sector Plan</p> <p>Direct Output of Complementary support such as TA: Capacity of MoE at central and decentralised/ district levels (incl. other institutions i.e. teacher training etc) to implement the MoE Capacity Development Master Plan strengthened</p>	<p>alignment to the needs of the MoE Capacity Development Master Plan (CDMP).</p> <ul style="list-style-type: none"> ▪ Perception by recipients of TA as a relevant and useful tool (peer to peer exchanges, effective opportunities provided); ▪ Number and quality of studies produced (needs assessments, analytical studies, reports) ▪ Number of training modules and training plans developed in line with MoE Capacity Development Master Plan ▪ N. of forms, templates and instructions drafted to facilitate implementation of MoE Capacity Development Master Plan strengthened ▪ Extent to which institutional structures to oversee, coordinate, monitor and report on the MoE Capacity Development Master Plan are in place and operational 	<ul style="list-style-type: none"> ▪ MoE CDMP finalized, including a clear distribution of roles among donors active in the education sector (2016) ▪ No TA / other TA ▪ Zero ▪ No quality assessment ▪ Zero ▪ No quality assessment ▪ Zero ▪ Structures for oversight, coordination and monitoring of Capacity Development Master Plan are in place with limited capacities 	<ul style="list-style-type: none"> ▪ At least 80% of measures envisaged for year 1 by the CDMP implemented with donor support (2017), year 2 (2018),.... ▪ Positive / improved perception ▪ XX studies produced by 2017 ▪ YY studies produced by 2018 (details to be included as per ToRs of complementary TA, e.g. capacity needs assessment conducted at decentralised level - 2017) ▪ Acceptable/improving quality ▪ XX training modules / training plans produced by 2017 ▪ YY training modules / training plans by 2018 (details to be included as per ToRs of complementary TA) ▪ Acceptable/improving quality ▪ XX forms, templates and instructions drafted produced by 2017 ▪ forms, templates and instructions developed by 2018 (details to be included as per ToRs of complementary TA) ▪ Structures in place and staffed (mandates and responsibilities assigned); reporting lines established; operational procedures defined and applied; reports produced (progressive improvements from 2017 to 2020). 	<p>Education strategy / ESP monitoring report</p> <p>Interviews, MoE reports, dialogue minutes</p> <p>Progress and final reports of the complementary support TA contracts</p> <p>MoE Capacity Development Master Plan oversight and coordination structures meeting minutes and reports. MoE reports</p>

EXAMPLE OF INTERVENTION LOGIC DIAGRAM: EDUCATION SECTOR



Opportunity framework / Context (enabling and hindering factors)

Country XX – EU partnership: (Stabilisation and) Association Agreement / Indicative Strategy Paper for Country XX; existing policy framework in the education sector (both primary and secondary) and related implementation / action plan;

Context features and feedback processes: existing supporting framework and past experiences.

Assumptions and risks: 1. Persistent and effective Government commitment toward the implementation of the education strategy and the consolidation of the country democratic framework, moderate risk of social / regional inequities. 2. Effective Government policies for macro-economic stabilization to limit the risks connected with high levels of public debt and problematic gross financing needs; 3. Developmental risks: firm commitment to the implementation of the education policy which might be hampered by the absence of a high level strategic leadership and lack of capacity. 4. Moderate Public Financial Management risk with improving but still limited parliamentary scrutiny. 5. Moderate to high risk of corruption and fraud; petty corruption remains an area of concern.

Cooperation with other donors: Primary education (Netherlands, UNICEF, WB); Secondary Education (Belgium, Nether., GIZ). Cross-cutting issues (DFID)

Target groups / involved partners: i) Ministry of Education; ii) Ministry of Finance; iii) CSOs and other stakeholders. **Final beneficiaries:** citizens at large, focus on children from poor, vulnerable, disadvantaged areas, boys and girls alike. **Time Frame:** XX years