

Church Partnership Program Phase 3 – Mid Term Review Management Response

Area	Number	Recommendation	Response (Agree, Agree in part, Disagree)	Explanation	Action Plan	Timeframe
Outcome 1: Inclusive Partnerships - CPP3 partnership arrangements are leading to changes in governance practice, policy, organisational development and inclusive approaches that benefit communities	1.1	The Churches should develop more strategic and targeted approaches to influencing at national and provincial levels capitalising on their position as deliverers of health and education services, to influence wider health and education policies for development impact.	Agree	<p>The Australian High Commission (AHC) agrees there are opportunities to better capitalise on the Churches' substantial contribution to national development priorities particularly for health and education, as well as their efforts in peace and prosperity, to bridge the gap between communities and government. A more targeted influencing strategy will help strengthen CPP partners' advocacy efforts for greater development outcomes in PNG, acknowledging the breath of church reach and trust amongst citizens.</p> <p>This will require additional resources to strengthen monitoring, evaluation, reporting and learning, to amplify the Church Partnership Program (CPP) story and provide evidence-based communications to support church leaders' dialogue with national and provincial governments and other prospective partners.</p> <p>The Australian Pacific Church Partnership Program (PCPP) also provides an opportunity for PNG church leaders to influence regional dialogue on critical issues, including peace and prosperity, climate change and gender equality.</p>	<p>The CPP Partner Leadership Group (PLG) and the Strategic Development Team (SDT) to support alignment of CPP activities by strengthening engagement with government agencies - including alignment with the PNG Council of Churches (PNGCC), Christian Health Services (CHS) and Church Education Council (CEC).</p> <p>With support from the Church Partnership Coordination Office (CPPCO), SDT to explore the use of analytical tools (such as Political Economy Analysis) to support direction of advocacy efforts and to leverage international experience of Australian NGO counterparts and partnerships with research, theological institutions and civil society organisations. Building upon the theological frameworks, such as Theology of Gender, the PLG to also consider opportunities to develop a theological framework for advocacy and governance.</p> <p>A CPP Communication Strategy will be developed (recommendation 1.4) and a revised Monitoring and Evaluation Framework (recommendation 3.12) to support strategy testing, learning and improvement. Abt Associates to explore opportunities for the Media Development Initiative to offer targeted media training for PNG partners.</p>	By December 2020
	1.2	The churches should develop a structured, objective approach to fostering citizen engagement and social accountability through their existing services and programs, and seek ways to support citizens in voicing concerns and holding other service delivery agents to account. This would involve embedding principles of good, participatory governance and developing a culture of expectation of influence and voice in the communities. These efforts should be documented, and shared in one of the CPP forums, to demonstrate the effects of social accountability and further influence nascent accountability mechanisms of government or other key service providers.	Agree	<p>AHC agrees there should be a structured understanding of how churches engage with citizens and social accountability mechanisms. Building the capacity of churches to strengthen links between communities and government is an important objective for the rest of CPP Phase 3. This complements the Decentralisation and Citizen Participation Partnership's broader accountability aims at the subnational level. Community advocacy training could leverage the volunteerism encouraged by churches, strengthening emerging youth and women leadership in communities.</p>	<p>Acknowledging that churches undertake social accountability activities through their existing structures, the SDT (with support from the CPPCO) to analyse and document this engagement, particularly for health and education. The SDT to develop a work plan to improve mechanisms that support citizens in voicing concerns and holding other service delivery agents to account.</p> <p>The CPP to explore ways to pilot social accountability and governance approaches to increase transparency and responsiveness of government drawing on insights from other international and local programs. CPP to agree on pilot activities and location/s</p>	By August 2020

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	1.3	Church leaders should engage more systematically and proactively with the PNG Council of Churches (PNGCC) to increase the strategic nature of action by PNGCC, ensure it is rooted in evidence from CPP and perspectives from the individual churches and increase accountability of the PNGCC to the churches, which it represents. This could include efforts to share messages around key global awareness moments, such as International Women's Day or the 16 [20 in PNG] Days of Activism, linking influence at policy levels with influence and action at the level of congregations, as well as linking to broader influencing movements.	Agree	AHC agrees more proactive engagement with PNGCC is required to strengthen its strategic role as a vehicle for members' collective voice and maximise the impact of collective action undertaken through CPP.	<p>CPP to provide targeted support and capacity building to PNGCC to undertake a more systematic consultative process to collect input, gain agreement and informed sign-off from church leaders on issues of national concern. This could include supporting a Joint Organisational Assessment (JOA) to facilitate a capacity development plan of the PNGCC, including reviewing the 2017-2020 PNGCC strategic plan, evaluating achievements and developing a new set of strategic objectives.</p> <p>The process could also link to the development of the CPP communications strategy (recommendation 1.4) to ensure that CPP activities and impacts are captured in appropriate formats for use by the PNGCC and constituent church representatives.</p>	By December 2020
	1.4	A comprehensive communications strategy should be developed to ensure that CPP activities, and the impact of the broader development activities they support, are captured in appropriate formats for use in multiple ways to multiply impact. This should include: generation and uptake of research evidence, stories of change in the lives of Papua New Guinean citizens, and stories of good development practice. It should be carefully sequenced, long term in scope and linked to achievement of outcomes in the revised Monitoring and Evaluation Framework (MEF). It should also build on and harness churches' current communications capacities.	Agree	AHC agrees that investing in a CPP communications strategy is vital to elevate and disseminate the success and lessons of CPP to multiply the impact. The communication strategy will need to be supported by the revised Monitoring and Evaluation Framework (MEF) (recommendation 3.12) to ensure it is evidence based, inclusive and accountable. The new Decentralisation and Citizen Participation Partnership's Communications Specialist will be an important resource.	<p>Abt Communication Specialist and the CPPCO, in consultation with the Abt monitoring and evaluation team and support from the SDT to prepare a CPP communication strategy, and is also reviewed to take into account the revised Monitoring & Evaluation Framework (MEF) (recommendation 3.12).</p> <p>The CPP communication strategy be developed, based on principles and accountabilities outlined in the revised CPP Charter. PLG to endorse the CPP communication strategy by June 2020, with a review every six months.</p> <p>CPPCO to develop and implement familiarisation training of the CPP communication strategy and revised MEF for the PNG and Australian delivery partners (including the PLG and the SDT).</p>	Prepare CPP communication strategy by June 2020
Outcome 2: Resilient and Prosperous Communities - Communities that CPP3 work with are more resilient to address their own development challenges in partnership with others (Education/Health/	2.1	CPP should support the churches to reflect collectively on linkages between their pastoral and development missions. The churches should support each other to make better use of their reach and influence over ordinary citizens across PNG, acting strategically through their individual church structures to maximise these channels of influence for attitudinal and behaviour change to address key social issues, including FSV, SARV and forms of violent conflict.	Agree	<p>AHC agrees that by strengthening links between pastoral and development missions the churches will enhance their contribution to active citizenship, addressing key social issues (i.e. Sorcery-Accusation Related Violence, Family and Sexual Violence) and building community resilience (i.e disaster risk reduction).</p> <p>Integration of Gender Equality Theology into theological and educational curriculum, for example, is important in institutionalising social change but further strategies (such as social accountability and governance) are needed to support community-based church leaders and to link local church influencing efforts with national level</p>	<p>PNG churches to formalise an agreed simple definition of Gutpela Sindaun (Abundant Life) that takes a holistic approach to development and social issues. This agreed definition to be reflected in the revised CPP Charter (by May 2020 – refer to recommendation 3.1).</p> <p>PLG, with support from the SDT to explore ways to strengthen dialogue on social issues and community resilience activities (such as restorative justice and disaster risk reduction) within and between parishes/churches and instil a culture of peer learning and support to priests and pastors on development planning, and building skills to manage programs.</p>	By June 2021

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GESI/Peace Building and Prosperity/Disaster Risk Reduction				debates. The link between pastoral and development missions will be articulated through Melanesian Christian values and ethics, consistent with the PNG Church Leaders' vision for an holistic development approach.	A CPP communications strategy (recommendation 1.4) to reflect 'Gutpela Sindaun' concepts and consider strategies for behaviour change communication and advocacy, linking local level messaging and influencing with national level debates. In consideration of the CPP communication strategy the SDT to explore options for a centralised communication and information hub (such as the Melanesian Institute) for churches and development partners to draw information and resources from.	
	2.2	Partners should differentiate the collective programming approaches in different thematic areas based on their stage of development, potential to scale up or opportunities to enhance impact through linking programming with policy influencing.	Agree	AHC agrees that a) as core areas in building the nation, there should be a strengthened focus on improving how health and education services are delivered by the churches, government and other providers; b) in newer thematic areas, such as Restorative Justice, Disability Inclusion and Disaster Risk Reduction, CPP partners should showcase innovation by documenting new approaches, fostering cross-learning and influencing others to enable scale up or replication; c) CPP (and Senior Leader) forums should include space to flag emergent thematic or sectoral issues and approaches and identify potential pilots.	CPP to analyse and document thematic areas activities and build on lesson learnt, with a particular focus on improving how health and education services are delivered by churches, government and other providers. CPP partners to agree on priorities and to develop learning proposals for SDT review. Proposals should seek to support the piloting of more collective partnership programs and opportunities to leverage and scale up collective action across CPP's thematic areas.	December 2020
Outcome 3: An effective and well managed CPP3 - CPP3 is a model program, demonstrating the value of collective action, inclusive approaches, applied learning and management competency in their work at all levels	3.1	The Partner Leadership Group (PLG), on Strategic Development Team (SDT) advice, should endorse as a matter of urgency a new CPP Charter that clearly defines the structures and membership, roles, responsibilities, ways of working and performance standards for the program. This should reflect a participatory process to ensure that all stakeholders have a shared understanding.	Agree	AHC agrees that revision of the Charter to clarify institutional relationships and affirm PLG leadership is a priority.	Terms of Reference (ToR) have been developed for revision of the CPP Charter. The CPPCO to revised the ToR in line with this management response and seek approval by the SDT. The revised Charter to include an agreed simple definition of 'Gutpela Sindaun' and to be presented at the March CPP Forum in 2020 for finalisation by April 2020.	Charter finalised by April 2020
	3.2	PNG Church strategic leadership within the CPP should be strengthened through clarifying the role and structure of the PLG and the centrality of the Church Leaders Council (CLC) within this. Elements from the current Senior Leaders Meeting modality should be integrated, but with clear leadership and decision making by the CLC with Australian NGOs, DFAT and the Government of PNG advising but not leading. The PLG should take clear responsibility for a range of high level oversight functions that are currently lacking, with PLG meetings scheduled to align with planning and approval	Agree	AHC agrees ownership of PNG Churches should be affirmed in line with the ambitions of the CPP Phase 3 design. The need to clarify the role and structure of the PLG to ensure strategic leadership of CPP was raised at the Senior Leaders Meeting on 4 December 2018. The Senior Leaders Meeting, hosted by the Australian High Commission, provides a model that is high level, participatory and outcomes focused. PLG leadership and decision making should be focused through the seven Church Leaders Council representatives, with Australian NGO representatives providing technical advice. Consideration should be given to including at least one Australian Church leader on the PLG or, optimally, a Pacific Church leader given the already established links	PLG leadership, role and structure to be clarified through a consultative process and the PLG ToR revised. The ToR will be included in the revised CPP Charter. The revised Charter to be presented to the March CPP Forum in 2020 for finalisation by April 2020. Explore opportunities, such as through the Australian Pacific Church Partnership Program (PCPP) for PNG church leaders to meet with Australian and regional Pacific church leaders to discuss theological perspectives of the development and humanitarian framework.	Charter finalised by April 2020.

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		processes. The PLG and SDT should consider how to ensure good communication and that decisions are made by the former and turned into action by the latter.		with Pacific Church institutions. The nomination of a woman in this role would be welcome in light of recommendation 3.4.		
	3.3	The composition and functioning of the SDT should be revised. SDT representation should be elevated to heads of agency or development unit across all churches plus 2 Australian NGO representatives and DFAT and Government of PNG as full members. SDT functions should be those of an active working group servicing the PLG and driving implementation, including developing and reporting on plans, budgets, strategies and thematic action under endorsement of the PLG.	Agree	AHC agrees, noting it was agreed at the Senior Leaders Meeting on 4 December 2018 that clarification of the composition and function of the SDT was required.	SDT Terms of Reference to be revised through a consultative process. Composition and functioning of the SDT to be clarified in the new CPP Charter.	Charter finalised by April 2020.
	3.4	Specific processes should be introduced to ensure that church leadership is able to represent the voices of PNG women, including considering the appointment of a woman from within each church structure as an accompanier for the church leader in the PLG, and considering secondment of women from the church development units or other civil society organisations to advise the SDT.	Agree	AHC agrees that specific structures be instituted to increase the voice, participation and profile of women in decision making in CPP. A more inclusive CPP program must include empowerment training and support women church leaders to influence discussion and decisions.	CPP to seek opportunities to leverage experience and lessons learnt through the Public Sector Leadership and Reform (PSLR) program. The SDT to support the Gender Working Group (GWG) and women's networks to raise issues and agenda items and to develop governance and leadership training for young women future leaders, as well as seeking opportunities for women representatives to accompany church leaders to the PLG to briefings and contribute to church leaders' decision and direction.	By June 2020
	3.5	The Coordination Office team should be reconfigured to ensure that CPPCO leadership is able to focus on the CO's primary role of supporting the SDT with the bulk of administration and compliance functions undertaken through other, adequately resourced, team roles. This would raise the quality and responsiveness of secretariat services and increase the level of strategic action across CPP.	Agree	AHC agrees there is an urgent need to clarify expectations of the CPPCO, in delivering to different CPP stakeholders. At the same time, the visibility of CPP within the implementing partner for the PNG-Australia Governance Partnership should be increased to enable greater access to technical resources and ensure synergies are exploited. The CPPCO has contributed significantly to enhanced partnership and more inclusive participation in CPP. This includes collaboration within Decentralisation and Citizen Participation Partnership, e.g. working with District Advisers to support the formation of District and Provincial Church Councils in line with PNGCC strategy. It also includes supporting church agencies to strengthen capacity for collaboration and collective action and ensure increased ownership, leadership and decision making at the local level.	Director of Decentralisation and Citizen Participation Partnership to ensure visibility of the CPP program is increased within the PNG-Australia Governance Partnership. Role and functions of CPPCO to be clarified in the new CPP Charter and to be presented to the CPP March Forum 2020 for finalisation by April 2020. DFAT, PLG and SDT to agree to recruit one new Program Manager positions to support the CPP Team Leader and the Partnership Coordinator in the Decentralisation and Citizen Participation team.	By April 2020
	3.6	The areas in which technical support is required should be mapped and the best sources of different kinds of support	Partly Agree	AHC partly agrees, noting that CPPCO at Abt Associates has already done a significant amount of mapping. The CPP team has actively engaged with and leveraged the	CPPCO Team Leader will update and circulate the CPP3 Program Quality and Value Addition Paper developed and presented to the March 2018 Senior Leaders Meeting in Brisbane.	By April 2020

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		should be identified. The process to access different kinds of support via the Coordination Office should be clarified: the Coordination Office, as the first resort, to provide support directly, facilitate peer support from within CPP (church partners and ANGOs) and mobilise additional resources from within the Governance Partnership or external sources, as required. This may include sectoral programming advice, advocacy expertise, political economy analysis, M&E, GESI, communications, financial management and program administration.		resources of specialist church institutions including Melanesian Institute, Church Education Council, Christian Health Services, the Pacific Theological College, PNG theological institutions and agencies of individual churches. The CPPCO has also provided front of house services to partners, including referral to Abt technical teams including M&E, Grants, knowledge teams, Gender Equality and Social Inclusion and Child Protection training support. Abt CPP team has also contributed to programmatic planning, including CPP forums and logistics.	CPPCO ToR will be included in the CPP Charter review.	
	3.7	Planning budgeting and funding processes should be updated , based on best practice and lessons from Abt PNG experience. Abt PNG should enter into long term grant agreements with the ANGOs for the total estimated budget. Three-year activity plans should be agreed in broad terms with adaptive management principles to allow appropriate changes over time in response to the external environment. Annual plan and budget updating should be allowed within the original totals. Disbursement of funds should be on a rolling basis (based on cash flow forecasts with a trigger point at 75% expenditure of previous disbursement), six monthly narrative reporting with an enhanced focus on outcomes, and six monthly financial reporting supplemented by quarterly budget update meetings between the ANGO, PNG Church, DFAT, and Abt PNG to facilitate advice and decision making for any variations required. Reporting formats should be restructured to facilitate easy aggregation of results.	Agree	AHC agrees that planning budgeting and funding processes should be updated in line with Abt PNG best practice, to enable longer term strategic planning and more efficient disbursement of funds. Fixed funding arrangements should be reviewed to reflect the relative scale and scope of core themes such as health and education versus smaller programming areas. At the same time, relative value for money should be assessed against potential impact for different areas of work.	The SDT to review CPP reporting schedules with a view to transition from quarterly to six-monthly narrative and financial reporting. This will alternate with quarterly face-to-face budget / finance meetings and updates. ANGOs negotiate the viability of submitting next financial year Program Activity Plan (PAP) to April 2022 for approval by Abt Associates in consultation with DFAT, as an alternative to current arrangements. The approved PAP to be reviewed regularly based on best practice adaptive management principles. Changes in the work plan to be negotiated with the CPPCO for approval by DCPD at Abt Associates.	By March 2020
	3.8	Annual Audits should be simplified. For the PNG churches these should be conducted by a single auditor contracted by Abt PNG. The ANGOs should engage their preferred auditors to reduce the inconvenience of	Partly Agree	AHC partly agrees. The option for PNG Churches to conduct annual audits executed by a single auditor contracted by Abt PNG could enable a simplified process. This option would need to clarify which party has the proprietorial right to reply, negotiate and accept the	SDT, through CPP team to continue to monitor audit compliance. ANGO grant holders to support and build audit capacity of their PNG churches. CPPCO will continue to include PNG NGOs in capacity support activities.	By December 2020

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		multiple audits and potentially realise cost savings. As per DFAT requirements, Abt PNG has the right to send in Auditors but would avoid this if possible.		reports (to note the current CPP3 design framework, it is the Australian NGOs partners who hold the contracts with Abt Associates).	SDT to consider any expressions of interest from PNG partners who may seek access to a single auditor, engaged through Abt PNG with written approval of the respective ANGO grant holder, guided by the principles of value for money, and adopting an agreed, simplified processes in accordance with DFAT requirements and international standards.	
	3.9	The innovation fund should be replaced with a new mechanism to support collaborative action, managed strategically by the Coordination Office and using earmarked funds to ensure predictability.	Agree	AHC agrees the innovation fund should be replaced by a more efficient mechanism that enables reallocation and use of resources towards those most able to use the funds in collective ways. Given submissions have already been made to the SDT for 2019-2020, an interim strategy may be required until a new mechanism is in place.	SDT to commission the CPPCO to lead engagement across Abt Associates and DFAT to consider options for a mechanism to support innovation and collective action, including research and technical inputs; for distribution to PNG Churches and Australian NGO partners for comment and subsequently presented to the PLG for consideration and approval. All expressions of interest in accessing funds for collective purposes must be submitted to the SDT.	By August 2020
	3.10	The PNG churches, working with their ANGO partner, should be funded to report on and complete evaluations of the thematic areas that they are responsible for, as a means to drive performance, mobilise additional interest and demonstrate results.	Agree	AHC agrees. Additional funding for evaluations of the thematic areas may be sourced via the flexible fund.	Short-term Technical Advisor/s to support a collective evaluation across the five thematic areas. CPP funding will be allocated to support the thematic evaluations, which will also provide analysis to inform a new design for CPP Phase 4. The revised Monitoring and Evaluation Framework (MEF) (recommendation 3.12) to include clear indicators, means of verification (and responsibility for evaluation) for thematic areas that strengthens evidence based programs and new strategies, including linkages to the CPP communication strategy (recommendation 1.4).	By July 2020
	3.11	CPP should transition to a model whereby Abt PNG channels funds directly to those PNG partners who desire a change should be set in motion on an opt-in basis , considering the aspects outlined in the review. A structured three-year transition plan should be agreed, based on thorough organisational capacity assessments and risk assessments and incorporating measures to strengthen alternative partnership modalities between PNG Church and ANGO partners.	Agree	AHC agrees to a phased approach to transition to PNG Churches as lead partners of CPP, in line with the role they play as nation builders and the intent of the CPP Phase 3 design. This will require pathways for greater strategic control and contractual delivery of CPP Phase 3, acknowledging that all partners support the principle of transition but are at different stages of readiness.	CPPCO will continue to support standard capacity training for PNG partners, i.e. Humentum financial training in Q1 and a Joint Organisational Assessment (JOA) of PNG partners in Q3 of FY 2019-20. The SDT will oversee the JOA and capacity support. The JOA will include PNGCC, CHS and CEC and will identify options for opt-in pilot transition opportunities. SDT will consult on JOA findings with all partners and develop an opt-in/opt-out Action Plan/Schedule for capacity building for all partners, taking into account compliance with Abt pre-Grant Award Assessment process and standard requirements for receiving Australian aid funds. Partners can self-nominate to participate in pilot transition activities. Nomination will require written approval from respective ANGO and PNG partners and submitted to the SDT, subject to satisfactory Abt pre-grant award assessment. Any pilot transition will be supported in-principle by the program collective and require resourcing to ensure governance and management, with regular review and lessons learnt shared.	By December 2020

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					Abt and DFAT will consider options for placement of CPPCO within an appropriate host alternative to current arrangements.	
	3.12	The Monitoring and Evaluation Framework (MEF) should be revised as a more useful tool for both accountability and to guide an adaptive CPP based on a sound program logic agreed through a participatory process (supported by training in theory of change thinking). The revised MEF should be consistent with DFAT standards, it should contain specific and measurable outcomes, with intermediate outcomes clearly contributing to these and sources of data and processes for collecting them indicated. The MEF should support strategy testing, learning and improvement, operational management, as well as accountability reporting. The Program Logic should explicitly articulate the role of addressing the core thematic areas in achieving the higher level outcomes of CPP, drawing on CPP3 design concepts, but updating these to the current context.	Agree	AHC agrees the MEF should be revised in line with DFAT standards and underpinned by a clear program logic to allow CPP to track implementation and assess progress toward the achievement of outcomes, while supporting accountability and the continuous improvement of performance. AHC notes that the MEF also needs to be revised in line with the principles of the Gutpela Sindaun (Abundant Life) as agreed in the revised CPP Charter. Noting that a MEF should have a stronger focus on impact and being able to tell the 'change' story in relation to a program logic.	<p>DCPP MEL team/ CPP M&E Working Group (Abt Associates) to prepare a ToR (by February 2020) to develop a revised MEF and program logic or theory of change reflecting the MTR recommendations, results of the thematic evaluation (recommendation 3.10), and the definition of 'Gutpela Sindaun' in accordance with the revised Charter.</p> <p>The revised MEF to be facilitated by an independent M&E Specialist, who can support the articulation of a clear program logic or theory of change to develop a revised MEF in accordance with DFAT standards. The revised program logic or theory of change will support and inform a new design for CPP Phase 4.</p> <p>A CPP communications strategy (recommendation 1.4) to also inform sharing the impact and stories of change generated through program activities.</p> <p>DCPP MEL team and CPP M&E Working Group to develop and implement annual familiarisation training of the revised MEF to PNG and Australian delivery partners (including the PLG and the SDT).</p>	by November 2020