



Church Partnership Program

Mid-term Review

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QTAG

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About the QTAG

The QTAG provides strategic, advisory, review, and quality assurance capability and services to support the delivery of Australia's aid program in PNG. It is designed to assure both governments that the agreed development objectives are being addressed efficiently and effectively and that development outcomes are emerging.

The goal of the QTAG is to improve the quality and performance of DFAT and GoPNG programs that support stability and inclusive growth in PNG.

The objective of the QTAG is to enable DFAT and GoPNG to make more informed decisions and exercise greater accountability for the performance and quality of agreed strategies and selected projects.

The QTAG is implemented by Oxford Policy Management Australia.

List of Abbreviations

Abt PNG	Managing Contractor for the DFAT-funded Papua New Guinea Governance Partnership
AHC	Australian High Commission (Port Moresby, PNG)
ALWS	Australian Lutheran World Service
Anglican/ABM	Anglican Church of PNG and counterpart ANGO the Anglican Board of Mission Australia
ANGO	Australian-based Non-Government Organisation
APG	Australian Partner Group (Representatives of CPP's ANGOs)
Baptist/Transform	Baptist Union of PNG and counterpart ANGO Transform Aid International
C4D	Communication for Development
CAN DO	Church Agency Network Disaster Operations
Catholic/Caritas	Catholic Church and Catholic Bishops Conference of PNG and Solomon Islands and counterpart ANGO Caritas Australia and Catholic Bishops Conference of Australia
CEC	Church Education Council
CHS	Christian Health Services
CLC	Church Leaders Council
CPP	Church Partnership Program
CSO	Civil Society Organisation
CSPP	Church State Partnership Program
DCPP	Decentralisation and Citizen Participation Partnership
DfCDR	Department for Community Development and Religion (GoPNG)
DDA	District Development Authority
DRR	Disaster Risk Reduction
DFAT	Department of Foreign Affairs and Trade (Australia)
DNPM	Department of National Planning and Monitoring (GoPNG)
DRM	Disaster Risk Management
ELCPNG	Evangelical Lutheran Church of PNG
GDP	Gross Domestic Product
GESI	Gender Equality and Social Inclusion
GET	Gender Equality Theology
GoA	Government of Australia
GoPNG	Government of Papua New Guinea
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
PGF	Papua New Guinea Governance Facility
OoR	Office of Religion
PLG	Partners Leadership Group
PPG	PNG Partner Group (Representatives of CPP's PNG Church partners)
PNG	Papua New Guinea
PNGADP	PNG Assembly of Disabled Persons
PNGCC	Papua New Guinea Council of Churches
SARV / SNAP	Sorcery Accusation Related Violence / Sorcery National Action Plan
SDA/ADRA	Seventh-day Adventist Church and Adventist Development and Relief Agency
SDT	Strategic Development Team
SLM	Senior Leaders Meeting
SPF	Strategic Partnership Framework
The Salvation Army	The Salvation Army of PNG and counterpart ANGO The Salvation Army of Australia
ToR	Terms of Reference
United Church/ UW	The United Church of PNG and counterpart ANGO UnitingWorld

CPP Investment Profile

Agreement name	Deed of Standing Offer: PNG Governance Facility – Pillar 3 Communities and Civil Society (Church Partnership Program)		
Partner's name	Abt Associates		
Agreement number	72404/6		
Agreement start date	4 April 2016	Agreement end date	4 April 2020
Total approved value AUD	~AUD 28 million		
Country or program	Papua New Guinea		
Investment priority	Multi-Sector including Health, Education, Gender Equity and Social Inclusion, Peace building, Disaster risk reduction		
Reporting period	Phase 3 – 2017-2018		
Report drafted by	Quality and Technical Assurance Group		
Report approved by		Date	

Executive Summary

The Church Partnership Program (CPP) commenced in 2004 and is now in its third phase (2017-2020, with a possibility of extension). Informants to the review uniformly stated that CPP is an impressive initiative which capitalises on the unique roles of the mainline churches in PNG's national life, including the provision of core services like health and education.

The PNG churches described ways in which CPP enhances their existing development and service delivery work. Examples of good development practice were seen, including adult literacy and climate-resilient agriculture programming, Restorative Justice and Disability Inclusive Development interventions. Some CPP initiatives are unique in their potential to address cultural barriers to development, particularly development of a Gender Equality Theology (GET), integration of GET into education and theological training curricula, and using GET as a basis for gender mainstreaming. It was noted that, for a relatively small investment, CPP has a multiplier effect across the development sector. This is through emphasis on capacity building, cross-learning and, increasingly, on policy engagement. CPP has also helped the seven PNG churches to access additional funding sources.

In its third phase, CPP has shifted from a technical programming focus, with an element of collective learning, towards forming strategic partnerships and fostering collective action with an explicit intention to influence the policy and practice of government and other key stakeholders. This will be crucial to realising development goals in the context of PNG. The shift to an emphasis on partnership and collective action was well timed, capitalising on emerging CPP practice and broader partnership approaches. This review makes a number of recommendations to help CPP increase impact by connecting development programming with good practice in influencing. It argues that the churches should be supported to develop more strategic approaches to influencing at national and provincial levels, including more systematic engagement with the PNGCC and better use of the churches' reach and influence over ordinary citizens on issues such as gender-based violence and Sorcery Accusation Related Violence (SARV).

Despite the program being basically well established, for a number of reasons the CPP impact story is not being fully told. This weakness in conveying the impact of church development activities limits the potential for expanded impact with advocacy and influencing from the parish to the national level. PNG's churches are, for instance, not fully capitalising on their prime position as deliverers of health and education services to influence wider sectoral policy and practice. They could do more to gather and use evidence from that delivery as a basis for influencing.

At present the emphasis in MEL is too heavily on the accountability function. There are compelling reasons to prioritise the capturing and use of CPP stories of change or impact stories. These can variously be used: as tools for policy influencing; showcases of good development practice; to leverage further funding from donors; marketing material to solicit additional funds from within the Australian partners supporter bases; case studies to influence the practice of peers and other development implementation actors in PNG (and beyond); inspirational materials to foster behaviour changes; or to provide clarity to the Australian public on the uses of DFAT funding.

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 a variety of ways to multiply impact. This should include both generation and uptake of research evidence and stories of change in the lives of Papua New Guinean citizens. As the MEL processes are developed, it is important that the Monitoring and Evaluation Framework (MEF) be revised – the current version falls short of current DFAT design standards. It is limited as a tool for accountability and in supporting adaptive program management.

There is a strong desire for greater PNG church responsibility and leadership within CPP. There is a strong case for a more explicit and structured transition towards PNG partners taking over lead contractor responsibility. Moreover, in the transition to CPP3 some structural changes were made in the interest of efficiency and effectiveness (particularly countering a siloed approach). These have had unintended detrimental effects on the effectiveness of communication, decision-making and PNG church leadership within CPP. The concurrent shift to a managing agent delivery model has also introduced confusion and tension across the partnership around structure, leadership, management processes and provision of technical assistance. The review team believe these could be dealt with swiftly and ensure that CPP's structure is suited to achievement of its ambitious goals. All partners expressed a strong desire to continue working together, whatever changes were introduced in terms of contracting arrangements and financial flows.

It is important that these structural, communication and coordination issues are addressed and are not able to hinder an otherwise exciting program that represents an effective use of the development budget. There is a strong rationale for extension of the CPP3 contract in parallel with the current DFAT/Abt PNG head contract. Beyond that, a longer extension should be considered; that would not require a radical redesign but rather would build on regular reflection and iterative adaptation in the current phase.

Recommendation Headlines

A more detailed explanation of each recommendation headline is found at the end of each individual chapter.

Outcome 1

- R1.1** The churches should develop more strategic and targeted approaches to influencing at national and provincial levels.
- R1.2** 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.
- R1.3** Church Leaders should engage more systematically and pro-actively with the PNGCC.
- R1.4** A comprehensive communications strategy should be developed.

Outcome 2

- R2.1** CPP should support the churches to reflect collectively on linkages between their pastoral and development missions.
- R2.2** 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.

Outcome 3

- R3.1** The PLG, on SDT advice, should endorse as a matter of urgency a new CPP Charter.
- R3.2** PNG Church Strategic Leadership within the CPP should be strengthened through clarifying the roles and structure of the PLG and the centrality of the CLC within this.

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- R3.3** The composition and functioning of the SDT should be revised.
- R3.4** Specific processes should be introduced to ensure that church leadership is able to represent the voices of PNG women.
- R3.5** The Coordination office team should be reconfigured.
- R3.6** The areas in which technical support is required should be mapped and the best sources of different kinds of support should be identified. The processes to access different kinds of support via the Coordination office should be clarified
- R3.7** Planning, budgeting and funding processes should be updated.
- R3.8** Annual audits should be simplified.
- R3.9** The innovation fund should be replaced with a new mechanism.
- R3.10** The PNG churches, working with their ANGO partner, should be funded to report on and complete evaluations of the thematic areas.
- R3.11** 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.
- R3.12** The MEF should be revised as a more useful tool for both accountability and to guide an adaptive CPP based on a sound program logic.

Overview of the CPP Program

CPP commenced in 2004 and is now in its third phase (2017-2020, with a possibility of extension). It has supported the seven mainline churches to improve their internal institutional capacity and extend the reach and quality of development programming and service provision, reflecting the Government of Australia's (GoA) recognition of the critical role churches played in service delivery, civil society and good governance in PNG. The seven mainline churches are attended by over 70% of the population and are responsible for delivery of a significant proportion of core government functions, including the provision of about 50% of basic community based health and education services.

CPP is the most active forum, bringing PNG churches together and facilitating engagement of the churches, and their development offices or related independent agencies, with the Government of Papua New Guinea (GoPNG). The key stakeholders, seven PNG mainline churches and their Australian faith-based NGO partners (ANGOs), are committed to working together, including through the PNG Council of Churches (PNGCC), the legislated peak body for collective representation on national issues. The churches also come together through other forums, notably the PNG Church-State Partnership Program.

Table 1 - Australia-PNG Church Partnership Program

PNG Church	PNG implementation Partner	Related Australian NGO
United Church PNG	United Church PNG – Development Unit	UnitingWorld
Roman Catholic Church in PNG	Catholic Bishops Conference Development Commission with Caritas PNG	Caritas Australia
Anglican Church in PNG	Anglicare PNG (NGO founded by the Anglican Church)	Anglican Board of Missions Australia
Baptist Union	Baptist Union Secretariat	Transform Aid International Australia)
The Salvation Army PNG	TSA PNG - Development Unit	The Salvation Army Australia
Seventh Day Adventist Church	Adventist Development and Relief Agency ADRA PNG)	Adventist Development and Relief Agency Australia LTD (ADRA Australia)
Evangelical Lutheran Church of PNG	ELCPNG CPP Office	Australian Lutheran World Service
PNG Church-State Partnership Program		
PNG Council of Churches		

CPP church leaders have increasingly taken collective positions on issues of national and local significance, reflecting the churches' desire to exert positive influence and bear witness to the poor and marginalised throughout PNG. These collective views include: the 'Theology of Development' statement (2013), the 'Theology of Gender Equality' statement (2015) that has been followed up with a new Gender Strategy (2015), and a number of joint statements. CPP 3 was designed to leverage

the growing desire and capacity for collective action and the PNG churches' roles as service delivery providers. The CPP3 design seeks to enable advocacy by the churches, whether individually or collectively, on social issues and more strategic, prioritised and influential engagement with external stakeholders.

The 2013 Independent Review of CPP highlighted: that CPP was relevant and effective; that it leveraged existing church capacities; that there were positive changes occurring within churches; that it was increasing church capacity; and that CPP was promoting better dialogue and collaboration. Identified areas for improvement were: program coordination and communication; better monitoring, evaluation and learning (MEL) and articulation of results; knowledge management and research to inform programming; simpler governance and management arrangements; more joint programming; and more effective engagement with GoPNG.

The CPP3 design started with the preparation of a Strategic Performance Framework in late 2015, which progressed into the CPP3 Design Document (July 2017) and its companion volume, the CPP3 Implementation Guideline (April 2017). There were significant differences between CPP2 and CPP3 including: maturing from a 'program involving partnerships' to a 'partnership involving programs'; a move from an inward looking initiative to an outward focussed and motivated initiative; a shift in emphasis on the importance of collective leadership from the church leaders; more centralised strategic management capability; a shift to more transformational outcomes; a new structure and set of more efficient administrative and operational processes; more strategic, prioritised and influential engagement with key external stakeholders; and greater emphasis on knowledge management, learning and communication.

Table 2 - Outcomes overview

Outcome 1: Inclusive Partnerships
CPP3 partners collaborate to achieve efficiencies and capacity building plans. There is a focus on supporting policy and strategy delivery through national and local partnership agreements and supporting GoPNG and community collaboration on issues of national and local community importance.
Outcome 2: Resilient, prosperous communities
Five focus areas: Education, Health, DRR, GESI, Peace and Prosperity. Outcome 2 targets Communities that CPP3 partners work with to be more resilient and able to address their own development challenges, drawing on wider networks. Citizens will be more engaged with local services and supporting local service delivery.
Outcome 3: An effective, well managed CPP3
CPP3 as a model program, demonstrating the value of collective action, inclusive approaches, applied learning and management competency at all levels.

During CPP1/CPP2, the aid investment delivery contract was held by ANGOs, which sub-contracted their implementing partner. For CPP1 and CPP2, the Government of Australia (GoA), through AusAID and then DFAT, contracted the ANGOs. CPP and the Coordination office transitioned to the PGF on 1 July 2016, with a 12-month transition phase. Abt PNG Ltd replaced DFAT as the head contract holder and the CPP now sits within the Decentralisation and Citizens Partnership (DCP) of the wider Governance Partnership (formerly PGF), managed by Abt.

Table 3 - Overview of CPP Phases

Phase	Dates	Funding Amount	Management Arrangement
CPP 1	2004-2010	AUD 33 million	Managed by AusAid
CPP 2	2010-2016	AUD 50 million	Managed by AusAid/DFAT
CPP 3	2016-2020	AUD 28 million	Managed by Abt PNG Ltd

The Governance Partnership was supported by a facility that was designed to provide centralised strategic management, administrative and operational capability and processes aiming at improving efficiency and accountability for the seven merged programs. There was to be greater emphasis on gender and social inclusion, knowledge management, learning and communication. The impact of these changing arrangements will be discussed further as central to achievement of Outcome 3.

Mid-Term Review Purpose and Approach

The Review has two main purposes:

1. To assess the continuing relevance of the program (CPP3) and progress made to date towards achieving its three outcomes. It also aims to identify lessons learnt and propose modifications to improve effectiveness, delivery of quality outputs, and strengthening CPP3 for the remaining period.
2. Based upon the analysis, findings and recommendations, the Review will provide DFAT and partners with options for the preparation by DFAT of an investment concept for a next phase of the program. The review will include an analysis of the development context, strategic intent, transition from CPP3, draft outcomes, investment options, management arrangements and risk analysis.

The Review Team comprised: Team Leader and GESI Specialist (Michelle Spearing); Governance and Sub-national Specialist (Steve Bertram); Capacity Development & Design Specialist (John Mooney); Monitoring, Evaluation and Learning Specialist (Scott Bayley); Papua New Guinea Government Specialist (Warren Marape); Papua New Guinea Churches Specialist (Bena Seta).

The Review process consisted of: extensive discussions in late 2018 with AHC to produce the concept for the review and a draft terms of reference; interviews in early 2019 with all PNG Churches and ANGOs on the terms of reference for the review; document review; in-country data collection in Australia (12 to 16 March 2019) and PNG (16 to 30 March 2019), during which time the team visited a variety of church-implemented development projects around Port Moresby, Lae, Mul-Baiyer and Mount Hagen; and the presentation of emergent findings to the CPP3 Forum held in Lae (8 March 2019) and to AHC, Abt and CPP senior leaders in Port Moresby (29 March 2019). AHC, CPP3 partners, the GoPNG and DFAT Canberra were given an opportunity to comment on a draft report and further in-country consultations with AHC and church leadership were offered during May 2019, prior to finalisation. The full Mid-Term Review Plan is found in Annex 1.

Annex 4 lists the people consulted, including representatives of:

- the PNG churches leadership and development offices (or related agencies);
- the ANGOs;
- church service delivery agencies;
- national government departments;
- other counterparts and those who potentially hold an informed view on CPP and the church-state relationship.

The Review has four overarching review questions:

1. To what extent are CPP's activities, program approaches and future plans likely to lead to the three Outcomes being realised? What evidence and analysis is available to support the conclusions reached?
2. What results (both 'hard' facts and good stories) has CPP3 achieved to date? Will these results be sustainable? Have the achievements been effectively show-cased?

3. Is the balance in the allocation of resources, roles and responsibilities appropriate considering the context, the capacity of the partners and the desire of all partners to achieve greater PNG ownership and leadership of the program?
4. Where CPP3 is underperforming, or constraints are evident, what improvements should be made to enhance CPP3's ability to achieve its outcomes.

The review addresses these questions in relation to the three outcome areas under the MEF, before making recommendations for the remainder of CPP3 and a potential extension of future programming under the Church Partnership.

Limitations to the Review

The relatively short, intense timeline of the review presented some limitations and the assessment of effectiveness should be viewed in light of these. They include the following:

- Analysis was based on evidence from documentation, interviews, and fieldwork. Where appropriate and reliable, quantitative data provided by program implementers was used to triangulate fieldwork findings. However, considering that the available quantitative data was disaggregated across the seven partners, except for consolidated participant numbers and individual activity reports, the key informant interviews are the primary source of information of a qualitative nature.
- One of the limitations of CPP3, identified in the design and review of CPP2, is the inability to tell the story of CPP. There is a lack of qualitative data and therefore evidence about the effectiveness of interventions is very limited.
- Given a lack of consolidated reporting, QTAG has collated reported results for the last nine months of 2018 in Annex 2 and has undertaken a summary of spending across different Outputs and partners in Annex 3. In both cases these are best efforts based on information made available to the review team and may not be comprehensive. The most significant activities and outputs have been extracted from the individual partner reports for that period and posted against relevant elements in the MEF. These have been posted against the CPP 3 MEF. However, it was not possible to use the evaluative questions to populate the indicator column in a meaningful way.
- This exercise provides pointers on where effort has been exerted and illustrates the high level of activity in CPP. However, it is not sufficient to analyse the effectiveness of interventions. Current M&E systems document intervention inputs and outputs rather than for outcomes or impact. Most data are transaction or activity based, i.e. people trained, meetings held, etc. Data were largely gender disaggregated.
- There was little opportunity to obtain primary data from service users and beneficiaries.

Outcome 1: Inclusive Partnerships

Headline findings

The key thrust in terms of how partnerships operate has been the shift towards 'collective action'. The 'elements' in the MEF are, in combination, limited in terms of the extent to which they incorporate this shift and in encapsulating the achievement of the outcome as whole.

Outcome 1 taken from the CPP MEF (see annex 1)

CPP3 Partnership arrangements are leading to changes in governance practice, policy, organisational development and inclusive approaches

1.1 PNGCC, GoPNG, non-state leaders and communities are increasingly engaged on issues of importance to the nation

1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement

1.3 CPP3 Partners achieve their capacity building plans

1.4 CPP3 Partners demonstrate improved GESI practices and are collaborating and advocating for inclusivity broadly

Notwithstanding these weaknesses in the MEF, both church and ANGO partners consider this to be a major success. The review team largely concurs with this positive view. The headline findings are:

- The establishment of norms for collaboration between churches is a major achievement. The approach builds appropriately on relationships of trust between the churches (and between churches and their ANGO partners) which have developed over many years.
- This has shifted CPP from a more technical programming focus, with an element of collective learning, towards a partnership with an explicit intention to influence the policy and practice of government and other key stakeholders. This will be crucial to realising development goals in the context of PNG.
- However, Outcome 1 has not been described in a sufficiently specific and measurable fashion. As such, its good intentions (signalled by its 'sub-elements') get lost. The power and logic of the underlying theory around the value of collective action and influencing in the development space is not fully reflected.
- The strategy, building on work under Outcome 2 in terms of development programming, has been for individual churches to take leadership of core themes, defining the approach in close consultation with their peers. This enables churches to work flexibly, deciding how they work collectively and on which issues. They are able to balance playing to their own existing strengths but also play to their own capabilities. Churches have space to pursue their own non-collective action priorities, choosing when they want to work collectively.
- Partnerships, particularly at sub-national levels, can be fluid and responsive to local needs and opportunities. This approach has potential to build on existing development work delivered across the churches, which differs according to church experience, skills and historical engagement, by local need and by geographical coverage (including whether multiple churches are present in a given location).

Emerging results

In general, it has been difficult to systematically determine progress on Outcome 1 elements and indicators from the aggregated CPP reporting in Annex 1, particularly in the absence of targets in the MEF. However, some trends emerge, together with examples of good practice, that suggest progress in some areas.

1.1 PNGCC, GoPNG, non – state leaders and communities are increasingly engaged on issues of importance to the nation.

As described above, the CPP partners have gone through an appropriate process to select issues for collective action – building consensus across partners, identifying areas of comparative advantage for the churches and giving attention to neglected issues. Whilst these issues support national development priorities, maintaining independence from the government in the selection was important given that part of the envisaged role of the partnership is to hold government to account. Some issues selected relate to areas where church partners deliver core services in health and education that impact the lives of a large proportion of the population and where the churches are more engaged than other actors and so have a unique ability to influence. These are core areas in building the nation. Other areas have emerged due to demands for action, particularly around disaster response, where church collaborations had demonstrable success and have led to subsequent DRR programming. Yet other areas are those that are under-resourced but of agreed importance across the development sector, such as disability inclusion or restorative justice. Gender stands out as a crucial focus across PNG, given trends in gender-based exclusion and gender violence.

The focus of collective action of the churches builds on the thematic programming areas instituted under Outcome 2. This has ensured continued work at community level, including delivery of services. The shift has encouraged collaboration whilst allowing some agencies to focus where they had existing strengths and others to develop new areas of expertise. However, the emphasis on collective action in the new thematic areas may have led to a dilution of focus on the core service delivery areas of health and education, where there is a need to develop the evidence base to influence government policy.

Adult literacy has been an ideal area in which to pilot collective action: there is government interest in raising PNG's remarkably low literacy levels and, crucially, there are no particular vested interests in opposition; there is an identifiable problem to be solved; and combining the strengths of the churches makes change more likely. Adult literacy, with Anglicare and ADRA at the fore, provides an excellent case study on how CPP has taken forward the collective action agenda. Alongside valuable sharing of capacity and learning, the focus has been on the development of a national curriculum for adult literacy. The CPP partners have identified potential advantages of a recognised national curriculum, including: the provision of a bridge to the formal education system; consistency across providers and greater likelihood of quality delivery; increased likelihood of government recognition of adult literacy providers as educational institutions, and associated potential to attract government funding in the future. There are indications from the quality of engagement with government, articulated by the partners, that many of the recommendations may be adopted.

Church leaders are committed to the Papua New Guinea Council of Churches (PNGCC), the peak body for all churches in PNG, as the vehicle for their collective voice. The issues on which PNGCC advocates are wide-ranging and not exclusively matters that CPP advocates on. Nevertheless, particularly in the context of the development of a more explicit advocacy agenda in CPP, the existence of an established and recognised mechanism to influence collectively at national level has been a significant positive factor. The PNGCC has demonstrated the ability to speak out on a number of important and often politically charged issues, with some success. For instance, it was

recently influential in changing the provisions of a Bill that would have made prostitution at least semi-legal. To some extent, this willingness has reduced the pressure for CPP as a collective to negotiate this more tricky territory.

Nevertheless, the PNGCC could gain strength and influence, whilst reducing its levels of risk, by undertaking a more systematic consultative process to collect input, gain agreement and ensure informed sign-off from church leaders for any given issue. Church Leaders expressed a desire for a more pro-active engagement in PNCC to make that body more strategic and to increase the linkages with the actions they are taking through CPP.

CPP has positive relations with the Church-State Partnership, which was conceived as a mechanism to channel infrastructure funding from the state to the churches. Due to a lack of funding, it has not progressed as intended and its focus is evolving. A broader Church-State Partnership policy is under discussion, and there is potential for CPP to pro-actively support CPP partners and a wider body of churches to work with the state to develop this policy, placing the churches' development roles at the centre.

The level of control that the CPP has in determining GoPNG engagement is relatively low. Arguably, GoPNG should not be included in this particular element of the results framework. Partners across collective action themes reported ways in which they had tried to engage government and on some themes there appears to be traction, as described above. However, a stronger advocacy planning and reporting process is needed to capture channels of engagement. There is also little attempt to explicitly report CPP engagement in relation to identified national development priorities and government commitments, which could further highlight whether GoPNG is suitably engaged and acting to meet its commitments.

1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement

The Consolidated Reporting table demonstrates an impressive range of activities that are related to the formation of partnerships with non-church organisations. It is fair to say that the focus of the effort has been at national level, where progress has been made in particular in the education, adult literacy, disability and DRR spheres.

There has been less progress at provincial level but arguably, by this stage of CPP3, that was not a realistic ambition. The absence of targets and timeframes in the MEF makes this hard to assess. There has been a greater focus of effort at District level but with mixed results. The account the review team heard of attempts by the Baptist Union to obtain funding for their impressive agricultural extension centre in Mount Hagen district was consistent with blockages documented in last year's QTAG 'deep dive' on decentralisation. Nevertheless, given that most churches operate nationally or locally, the focus on the lower tier of government largely makes sense in the current context. That may change if the pattern of intergovernmental fiscal flows changes.

The review team was exposed to an impressive example of localised collective action across a wider range of churches in Mul-Baiyer. Twenty-two local church leaders have formed a local Council of Churches which responds to local issues and has forged a valued role in conflict. The CPP Partnership Coordinator has worked closely with the Mul-Baiyer based District Development Officer to support this local/District Council of Churches as it emerges, including facilitation of linkages with the DfCDR OoR and the PNGCC. CPP could harness this energy through further technical assistance and advice as well as small funds to facilitate action, but this should be done carefully, as institutionalisation and funding can hamper efforts at the grassroots. Learning from Mul-Baiyer is being applied to other priority districts for inter-church collaboration, including Manus, as these are identified by DfCDR, DFAT or CPP.

Such initiatives should be tracked and documented – this has the potential to inform how CPP expands its activities beyond the seven mainline churches and develops relationships and mutual understanding that can underpin the inclusion of a broader range of churches. The Evangelical Alliance, for instance, represents a myriad of churches that accounts for over 10 percent of the population. It is growing and there is a strong case for its inclusion in some CPP activities. More formal expansion may need to specify criteria and expectations for participation, given the ‘mushrooming’ of churches described by informants and the lesser focus many churches have on a development mandate.

The PNGCC also has plans to develop sub-national structures by establishing subsidiary bodies in all 89 districts and 21 regions. Whilst it is dangerous to extrapolate from one incident, this example from Mul-Baiyer provides an alternative model for growth.

1.3 CPP3 Partners achieve their capacity building plans

The Consolidated Reporting demonstrates a high level of effort in the area of capacity building. It is difficult to judge whether the partners are achieving their aims. Whilst the individual partner PAFs itemise activities, they do not project a coherent set of measurable organisation development outcomes against which progress could be measured. Nevertheless, the partners are generally convinced that capacity building is yielding results and the flexibility that CPP3 grants them means that to a large extent the activities are relevant to their priorities.

The review team questioned on a number of occasions whether the continued focus on capacity building, after roughly 17 years of CPP implementation, was justified. The very reasonable responses included the existing low levels of capacity, high rates of turnover of key staff and the changing priorities that the churches had to address. In that context the focus is largely justified – but there is always a risk that, when funding is perceived as being ring-fenced in a particular area, it will eventually yield diminishing returns. It would be useful for the individual partners to formalise their aims of capacity building within a coherent plan and to track progress.

The MEF recognises the ongoing need to build capacities to support collective working and this has included support to institutional development, provision of opportunities to bring partners together to learn from each other’s programming approaches, and shared spaces to develop common positions (notably on GET). However, there are key gaps in terms of building capacities: specifically, for collective influencing, including political economy analysis and development of strategic approaches to advocacy. This is addressed in the concluding section for this outcome.

1.4 CPP3 Partners demonstrate improved GESI practices and are collaborating and advocating for inclusivity broadly

Development of a Gender Equality Theology (GET) is seen across the partnership as a key success, bringing churches together through the process and enabling them to reach a point of commitment to address gender in their work. It should be noted that this process took a long time, reflecting the need for deliberation and consensus building on key issues. This lengthy process serves as a reminder of the differences across the churches and the factors to be addressed in achieving collective positions on fundamental issues.

There are high levels of support for GET and current activities of the Gender Working Group, led by the Uniting Church of PNG, seek to increase space for women’s leadership within and through CPP. GET is now established across CPP partners and could be used as a way to engage other churches and civil society more widely, to influence behaviour change and mobilisation for gender equality at community levels. It is also a point of connection with churches across the Pacific. However, the focus on GET risks diverting attention from broader work on gender, including the gender strategy developed under CPP2 and multiple functions of the nascent gender working group under CPP3.

Activities to strengthen support for people living with disabilities are becoming increasingly prominent across CPP, with potential to build further on this both from a theological perspective and as a focus for collective action. Under the leadership of the Lutheran Church, disability activities are being taken up by other churches in provinces such as West and East New Britain.

Analysis: successes, constraints and potential remedies

In general, the development impact of the churches could be better reflected in national development plans, with clearer proactive attempts to influence key policies and practices.

The shift to an explicit emphasis on collective action in CPP3 was well timed, capitalising on emerging practice within the partnership. In other words, this was not an externally imposed change in strategy, rather it reflected the will of the partners. The churches have been given the space to select issues on which they are comfortable to work. The issues selected have been relatively non-controversial and non-confrontational. That may seem like playing to the lowest common denominator, but it has allowed churches to build confidence in policy influencing whilst embedding their legitimacy to act in that sphere. This has been a politically savvy approach to changing the orientation of the CPP.

That shift has been particularly valuable given the more general limitations of civil society as force for greater accountability in PNG. The weakness of the culture of collective action has been a contributing factor. However, to increase impact beyond the disparate examples observed, a more concerted, strategic approach to influencing is needed. PNG's churches are, for instance, not capitalising on their prime position as deliverers of health and education services to influence wider policy (beyond attempting to secure their own funding). They are not doing enough to gather and use evidence from that delivery as a basis for influencing.

The approach recognises the importance of actions at both national and provincial levels but is left extremely open ended and flexible. Whilst this allows for the collective approach to respond to all development themes and issues, it misses an opportunity to focus on joined up efforts to influence key development sectors, such as health and education, where concerted, informed, evidence-based advocacy at provincial and national levels could yield significant development gains. It instead runs the risk of spreading the churches collective energy and resources too thinly for maximum impact.

There is also limited evidence that the inherent understanding of power and incentives that exists amongst the members of CPP is being used in the development of issue-specific advocacy tactics to engage government actors. This is understandable at this stage of an explicit public policy engagement within the CPP. However, this is an area in which the international experience of the ANGOs could be better utilised. There exist well-developed approaches to Political Economy Analysis that have been developed that would make advocacy more effective for faith-based organisations¹.

At present, the churches in PNG play an important role in *speaking on behalf* of their congregations. The extent of church-going in PNG confers considerable moral authority when they do speak. The CPP3 design goes further: it envisages that the churches would also support citizens to *speak for themselves*. Much less progress has been made taking forward this relatively new role. In a context where the rest of organised civil society is relatively weak (and the sheer predominance of the churches possibly restrains the development of other civic organisations), developing ways for the churches to facilitate a dialogue between the people and government should be an important objective for the rest of CPP3.

¹ See for instance <https://www.christianaid.org.uk/sites/default/files/2016-03/power-analysis-programme-practice-paper-jan-2016.pdf>

This would provide an important synergy with the rest of DCP where the need for more accountable sub-national government is fully recognised and where churches are potentially important actors. There is potential to work collectively at sub-national level to intervene in community disputes and engage with local governance structures to influence development strategies and spending.

There is an important role for the Australian partners to play in taking forward this agenda. Experience has been gained elsewhere in the developing world with Social Accountability approaches. A review of the work of TearFund in East Africa illustrates the potential power of these approaches when used by churches in increasing levels of transparency, accountability and responsiveness of Local Government². Supporting the piloting of these approaches in PNG, using the simple kinds of context analysis referred to above, is an important way in which the ANGOs could exploit their international connections.

In considering this agenda, the largely unacknowledged potential conflict-of-interest in the relationship between the churches and the state in PNG has to be considered. The churches receive funding from the state, whether centrally or indirectly through the DSIP. Over time, this is likely to put limits on the willingness of churches to criticise the effectiveness with which the state uses its resources or manages its own service delivery. That is likely to be especially the case at sub-national levels of government, where personal relations between the actors may develop. In the long term, the churches will have to consider their position in Papua New Guinea's nation-building project and reassess their role in delivering services as GoPNG capacity to deliver core government functions evolves.

The partners of CPP have only very tentative plans to engage other churches on national issues. Many of the newer churches in PNG have less focus on a development agenda but are relevant on social issues. There is scope to leverage the impact of CPP by working alongside other churches at national or regional levels. This could include CPP members sharing materials and mentoring other churches that have an interest and potential to build on the investments made in, for instance, Adult Literacy. It could also extend to widening the range of churches that participate in collective action and advocacy on issues of common interest in a particular locale. It may also involve gradually expanding the partnership at central level, by for instance bringing the Evangelical Alliance into CPP on specific issues.

CPP's main government interlocutor, the Office of Religion in the Department for Community Development and Religion (DfCDR), holds a broader vision of inclusion, with plans to engage a wider range of churches. This issue is likely to move increasingly centre stage through the Church-State Partnership within DfCDR. The Office of Religion is developing a new policy framework for the relationship between the state and churches. This represents both an opportunity and a challenge. There is an opportunity to influence how the Office uses its funding, for instance to better integrate its infrastructure development with the need identified by the churches. There is also a feeling in government that CPP funding is not doing enough to deliver real change on the ground. That may largely be the fault of not telling the CPP story fully – that the support delivers greater value for money if used to increase the efficiency with which churches deliver their core services (an argument that could also apply to the resources of the Office of Religion).

It is not clear that the church leaders have sufficiently considered the potential challenges of the new policy. For instance, will government seek to regulate the committees of churches in a way that would constrain their ability to engage in a good governance debate? The 'mushrooming' of new churches could eventually give the government a prima facie case to regulate. It would make sense for the mainline churches to prepare for the situation.

² Bridging the gap: The role of local churches in fostering local-level social accountability and governance. Tearfund 2016.

Finally, there are unintended positive consequences of the way partnerships have been managed, including indications that CPP has had a wider effect on how participating churches operate beyond PNG. For instance, ADRA described to the review team the caution with which advocacy has been viewed in the SDA church. They have gained confidence through CPP, particularly from the adult literacy program and engagement with government on the curriculum. ADRA is also taking a more positive view of partnerships with other churches as a result of CPP. In general, the CPP experience was quoted by respondents as having had an impact on how the ANGOs relate to each other outside of CPP/PNG. In particular, they noted that the experience of working together through CPP enabled the partners to work together through the Church Agency Network Disaster Operations (CAN DO), within the Australian Humanitarian Partnership, which focusses on humanitarian response and rehabilitation programming. In DFAT Canberra, the potential of CPP to change how the Australian churches act in the development arena more widely is recognised.

Recommendations

Outcome 1

- R1.1 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. This should be founded on:
- Building capacities for collective influencing within CPP partners, including political economy and policy analysis, development of strategic approaches to advocacy and monitoring the impact of influencing;
 - Gathering of monitoring data and creation of an evidence base around needs, effective modes of delivery and impacts of key policies as a basis for influencing;
 - Forging of strategic partnerships outside of CPP, which could include other churches, civil society organisations and development agencies, research institutes and the private sector. It may include a close working relationship with stakeholders within the DCP;
 - Efforts to increase the engagement of citizens in the influencing process.
- R1.2 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 and 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.
- R1.3 Church Leaders should engage more systematically and pro-actively with the 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 raising moments, such as International Women’s Day or the 16 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.

R1.4 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 MEF. It should also build on and harness churches current communications capacities.

Outcome 2: Resilient and Prosperous Communities

Headline Findings

Arguably this outcome should be at the top end of a program logic. Results in this area represent the ultimate impact that CPP can achieve and should be the result of combined efforts in programming and collective influence. However, the MEF is not internally coherent or logical, with the sub-elements not contributing directly to the very broad and high level Outcome statement.

Outcome 2 taken from the CPP MEF

Communities that CPP3 work with are more resilient to address their own development challenges in partnership with others (Education/Health/GESI/Peace Building and Prosperity/Disaster Risk Reduction)

2.1 Local level partnerships are in place and are demonstrating citizen engagement

2.2 CPP3 partners are delivering improved strategies and integrated workplans at community level

2.3 Communities improve their development status

(and the learning related to this improvement)

The PNG churches described ways in which CPP enhances their existing development and service delivery work through improved technical knowledge, cross-learning and support. They also described how these improvements at a programming level, together with resultant increased management capacities, have enabled them to deliver more efficiently and effectively. CPP support helps many of the churches widen their access to alternative sources of funding and to manage that better. Improved grant management capacities and a demonstrated programming base with good development practices, have been instrumental in the churches leveraging the CPP funding to greater impact. The review team believes that these claims are credible. But the principal message from our review of this outcome is that the story is not being fully told for a number of reasons. This inability to convey the impact of church development activities limits potential for expanded impact.

Emerging results

2.1 Local level partnerships are in place and are demonstrating citizen engagement

Given that partnership is the major emphasis in Outcome 1, we have addressed most of the relevant CPP effort under Outcome 1 (at sub-national level, the focus has been at district level and districts are at least in theory part of the provincial administration). As noted in that analysis, the development of approaches to facilitating groups of citizens to engage on their own behalf is at a nascent stage at best.

At present, the churches in PNG play an important role in speaking on behalf of their congregations. The extent of church-going in PNG confers considerable moral authority when they do speak. However, the CPP3 design envisaged that the churches would also support citizens speak for themselves. Much less progress has been made taking forward this relatively new role. In a context

where the rest of organised civil society is relatively weak (and there is a case that the predominance of the churches actually restrains development of other civic organisations), developing ways for the churches to facilitate a dialogue between the people and the state should be an important objective for the rest of CPP3. As a precursor for citizen-state engagement, the churches could also foster citizen engagement through their existing services and programs: modelling principles of good, participatory governance and developing a culture and expectation of influence and voice amongst the communities served by church-led development programs and services.

It would provide important synergies with the rest of DCP, where the need for more accountable sub-national government is fully recognised and where churches are recognised as potentially important actors. There is potential to work collectively at sub-national level to intervene in community disputes and engage with local governance structures to influence development strategies and spending. There is an important role for the Australian partners to play in taking forward this agenda. Much experience has been gained elsewhere in the developing world with Social Accountability approaches. A review of the work of TearFund in East Africa illustrates the potential power of these approaches when used by churches in increasing levels of transparency, accountability and responsiveness of Local Government³. Supporting the piloting of these approaches in PNG, using the simple kinds of context analysis referred to above, would be an important way in which the ANGOs could exploit their international connections.

2.2 CPP3 partners are delivering improved strategies and integrated workplans at community level

This MEF element is unfit for the purpose of capturing the work of the partners in facilitating development at the community level. It pre-supposes that 'integrated workplans' will be the foundation of all community work – this is too prescriptive and too narrow an interpretation of the different ways in which the partners operate.

The review team did witness some impressive examples of integrated programming. For instance, Anglicare is developing a link between the adult literacy program and a wider livelihoods enhancement effort, through their Asset Based Community Development program. Given that community decision-making is part of this program, there is also a potential link to citizen engagement with government. The churches have also been able to integrate gender issues within the adult literacy programming and Anglicare have the means to follow up on individual outcomes. This results from participation in adult literacy using mobile phone records to track whether participants have been able to secure employment or enter other forms of education.

Improved development programming within CPP is driven through designated core themes, in which specified agencies take a thematic lead and engage others in learning, sharing and some joint actions. The five themes identified in the CPP3 design are: Education, Health, Peace and Prosperity, GESI and DRR. CPP partners' activity priorities largely correspond to these categories. Based on these, five thematic lead areas and corresponding Lead Agencies were prioritised by the program group and approved by the SDT, in acknowledgment that programmatic capacity was primarily held by one partner and that the rest of the program group wanted to benefit from that lead. The five lead agencies and program foci are:

1. UWA/UCPNG – *Gender Equality Theology*

³ Bridging the gap: The role of local churches in fostering local-level social accountability and governance. Tearfund 2016

2. Caritas Australia – *Disaster Risk Reduction*
3. TAI/BUPNG – *Health*
4. The Salvation Army – *Restorative Justice*
5. ALWS/ELCPNG – *Disability Inclusive Development*

There are also two emerging sectors which may be approved by the SDT in due course: Child Protection (led by Caritas Australia) and Adult Literacy (led by ADRA and Anglicare).

Thematic thinking, action and influencing is at different stages of evolution. In general, the lead agency helps define approaches, convenes interested agencies (in some cases through a formalised working group), promotes cross-learning and identification of opportunities to work collaboratively. There are differences between the themes, with broad programming or service delivery bases, such as health and education, and newer emergent themes where fewer agencies are active and programming is smaller scale or more localised, such as restorative justice. Approaches do not need to be uniform.

It is less clear how candidate issues could take root within CPP. For example, different respondents suggested initiatives were needed on: the environment, land management and social protection. But without a clear 'accession' process that leads to a designated lead agency, there is some likelihood of these issues not being raised for collective discussion at a forum or through other CPP mechanisms. This limits the potential for cross-learning and momentum building in newer thematic areas. A regular space to reflect on emerging social issues would enable thematic leadership to develop and be supported in new areas and ensure that the churches remain at the forefront of development practice in PNG.

2.3 Communities improve their development status

The team witnessed a variety of impressive projects on the ground, with evidence of good development practice, bolstered by thematic work in which churches learn from and support their peers. Some projects demonstrated thinking around sustainability.

During the field visit to Lae, the review team visited a Seventh Day Adventist adult literacy class and a small scale water supply project. Both had excellent foundations in church commitment and support and sustainable structures to take them forward. The water project will expand into a larger water and sanitation project, once the current project is functional and secure.

At Lae Secondary School the review team saw the impact of a citywide School Based Counsellor training held in 2016/17, supported by the Lutheran Church and using the national government curriculum. This has resulted in a sharp reduction in inter-school student fights with none reported in the last 18 months. [Independently verified by the review team with provincial law and justice adviser.] The National Education Department has conducted an independent evaluation that reported a positive impact on school management and student behaviour. This was a significant achievement, given the widespread violence that attracted national media attention. The Lutheran Church has recommended this program as an example to be taken up by the PLG at a national level. Counsellors are teachers who do this work as volunteers.

The Lutheran Church is the thematic leader of Disability Inclusive Development for CPP. The church leaders have shown active support for recognising the rights of the disabled. In Benong Parish, Tent City, Lae, the review team witnessed the Lutheran church leadership and community supporting a disability support agency, Callen Services, to provide hearing and eyesight tests for the people living with disabilities and their families. Disability has been integrated into the curriculum of the church-run elementary school. In Lae, the Lutheran church is providing continuous support to build the capacity of communities in disability support and work is being demonstrated through Community Based Rehabilitation awareness/training and formation of Community Disability groups. Training

included mind-set empowerment to change communities' negative perception of disabilities to better support disability work and ensure that people living with disabilities are not hidden away. They and their families are accessing services and support. With Lutheran Church leadership, CPP is demonstrating a commitment to work together and strengthen Disability Inclusive Development practice and partnership with Department of Community Development and Religion (DfCDR) and implementation of the National Policy on Disability (NPD).

The review team also saw impressive livelihoods and resilience work being delivered by Caritas Australia and local Catholic Church parishes in Mul-Beiyer. At one parish, a high level of community commitment was delivering a fish pond that would boost protein in diets directly and enable others to enter fish farming with a supply of fingerlings. At another parish-based project site, a number of investments in grain milling, livestock and climate resilient agriculture was generating considerable community interest. In both cases, the churches had large amounts of land available for utilisation.

Whilst these are exciting investments, planning for the distribution of the benefit streams and for sustaining community cohesion was at a very early stage. For instance, it had not yet been determined how the income from the fish pond would be divided between the local church, the community members working on the project and the wider community, and plans for further reinvestment of income for wider benefit had not yet formed. Similarly, a simple business plan for the grain mill would have helped ensure sustainability. There is understandable excitement around visible investments that deliver development on the ground, but longer-term sustainability and potential multiplier effects should be considered early to avoid frustration and maximise benefit over time and to the wider community. This sort of community-based investment should be balanced with longer term, and arguably more sustainable investments, to improve core services.

In Mount Hagen the review team visited the Baptist Theological College. There is impressive enthusiasm for the integration of the Gender Equality Theology into the curriculum for training pastors and other church officers. Much work has gone into contextualising gender messaging through Scripture and the trainees are said to be enthusiastic. The review team also saw how other social issues are approached through Theological exploration, such as emphasising the radical nature of Jesus as a disruptor of earlier culture, in relation to efforts to end harmful traditional cultural practices that continue to affect people, such as sorcery or tribal fighting.

What was less clear was whether the level of support available to these pastors as they introduced these messages to their congregations was sufficient to sustain that enthusiasm when faced by the scepticism and doubt that is almost inevitable as people are asked to change attitudes and behaviour. Across the churches, there appeared to be a gap in thinking strategically about how to influence behaviour change, to support development outcomes through regular engagement at the level of individual congregations, given the enormous reach and influence of the churches in the lives of Papua New Guinean citizens.

In core areas of service delivery by churches, notably education and health, there are examples of the churches engaging with government to influence budget allocations. CPP has enhanced the collective nature of these efforts. This reflects one of CPP's original purposes in recognising the central function of the churches in delivering core services and the need for this to align with emerging state capabilities in planning and financing services. However, this sectoral engagement does not yet seek more strategic influence at systemic levels beyond its current focus on budget allocations.

There is increasing capacity of development offices or related agencies, with each church according to each unique organisational structure and culture. The churches largely manage their multiple missions well. Generally, this includes definition and recognition of their Theological basis for social action and church mission to address the needs of the poor. Development work is seen as an expression of core faith values and this provides a solid basis for their continued development work.

Analysis: successes, constraints and potential remedies

We relate above some impressive examples of the development efforts of the churches. A scan of the consolidated reporting in Annex 1 shows a large number of activities that will eventually yield development outcomes. However, because much of CPP's reporting is for accountability purposes (demonstrating what has been done with the funds) and because of a tight interpretation of what can be attributed to the program, there is a strong possibility that these outcomes will not be reported.

Much CPP funding supports the more efficient and effective delivery of the existing programming of the churches, providing added value and improved technical approaches through capacity building and learning, as well as some funds to support additional programming. It therefore makes sense to look at contribution rather than direct attribution in terms of results. For instance, the Baptist Union of PNG uses a portion of its funding to employ two advisers who monitor delivery of core services. If the reporting focuses on the activities of those advisers rather than the improvements they deliver, the impact of the program will not be fully expressed even though that is an effective use of resources. Similarly, the impact of capacity building that leads to better designed programs that other donors subsequently fund is not in itself an exciting story but it is an important one to capture to demonstrate the CPP multiplier effect.

The development achievements of the churches are not being sufficiently captured for use as a further basis for influence as envisaged in the CPP3 design. It is difficult to see what it all adds up to and whether the whole is more than the sum of its parts. The opportunity to tell the story of CPP is being missed – whether to congregations and local constituencies, to government or to potential partners.

There is some concern over a loss of focus on the core areas of health and education where churches are recognised as leading in service delivery. The greater part of the development funds that are deployed by churches are those channelled through the Church Health and Education Boards from GOPNG. There remains scope to improve these services further and both the health and education sectors are ready for a more joined up approach, leveraging church experience through generation of key data, generation of evidence around good (and less good) delivery models and sectoral approaches and analysis of the potential impacts of key policy changes across the sector (not just for the services provided by the churches). Increasing the focus on monitoring and improving these core services would be an important element of the additionality that has been a strength to CPP. The return on investments to monitor, learn and improve in these areas are potentially higher than most other uses of CPP resources. Such an effort would also produce the evidence needed to influence government policy and enable better provision across the sectors.

At the same time, there are new thematic areas emerging. In the context of such diversity it is important that the PLG and the SDT create the space to think strategically about priorities. It is important that a drive to act collectively and report thematically does not overly influence the allocation of funding and technical input to projects that may not be priority. At the same time thematic reporting across partners could enhance learning and results focus.

There is a clear need for knowledge and behaviour change interventions to address key social issues such as harmful traditional practices, SARV and family and sexual violence in PNG. This was reflected in material taught at the Baptist Theological College, particularly relating to radical changes in culture. The churches also have a stronger role to play in fostering understanding of active citizenship to address social problems and to encourage engagement in development activities at local level. However, it was unclear to what extent this understanding filters down to parish level through the various different church structures, which have different levels of hierarchy and centralisation, particularly given the remote and isolated nature of many parishes. Integration of GET and Theological interpretations of other key social issues into theological training institutions is an

important step and CPP could do more to document this and its subsequent impacts. However, further strategies are needed to support parish priests and pastors in their ongoing roles and to link parish level messaging and influencing with national level issues and debates. Explicitly fostering dialogue on social issues within and between parishes is crucial and instilling a culture of peer support to priests and pastors within and across churches is one way to foster this.

Recommendations

Outcome 2

- R2.1 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 traditional forms of violent conflict.
- R2.2 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.** In particular:
- a. In the core areas of health and education, in which all partners are engaged in some form, there should be a greater focus on generating evidence through monitoring of services and other research with a focus on improving how services are delivered by the churches, government and other providers.
 - b. In newer thematic areas, such as Restorative Justice, Disability inclusive Development and DRR, CPP partners should showcase innovation by documenting new approaches, fostering cross-learning and influencing others to enable scale up or supporting replication.
 - c. CPP forums should routinely give space to reflect collectively on the development programming space and flag emergent problems to be addressed, opportunities presented and emergent thematic or sectoral approaches – bringing in external perspectives where necessary. For example, there may over time be potential to: pilot social protection schemes through church structures; address broader environmental justice and natural resource management issues; focus on emerging youth issues, or, introduce more economic interventions.

Outcome 3: An effective and well managed CPP3

High Level Findings

Outcome 3 reflects a commendable desire to improve the management efficiency and results orientation of CPP. However, the formulation of Outcome 3 is confusing and misplaced within the MEF, illustrated by the fact that intermediate outcome 3.3 (misnamed as an 'element') would logically require M&E of the CPP MEL.

Outcome 3 taken from the CPP3 MEF

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 Partnership management and coordination functions are efficiently and effectively delivered

3.2 Strategy development and planning functions are efficiently and effectively delivered with results shared.

3.3 Community level programs are efficiently and effectively delivered with results identified and shared through improved MEL and communication approaches

Outcome 3 combines several aspects which would be better demonstrated under other outcomes. For example, 'demonstrating the value of collective action', 'inclusive approaches', 'applied learning' are fundamental elements of more effective partnerships and contribute to achieving more resilient communities. These are at the heart of Outcomes 1 and 2 and are, to an extent, covered in those parts of the MEF (the exercise of posting the results to the Consolidated Reporting table illustrated the extent of the overlap). 'Management competency' and the sub-elements 3.1 and 3.2 are vital parts of program implementation but they are not *outcomes* of a development intervention. As such, Outcome 3 does not provide a useful guide for measuring the achievements of CPP 3, despite being well intentioned in its desire to make CPP more effective and efficient.

Given this confusion, it was difficult to determine progress against Outcome 3, particularly as partners have reported very little against this area (see Annex 3). From in-country data collection, it was evident that efforts are being made to improve management and coordination and these are analysed below rather than reporting against the MEF elements. The construction and utility of the MEF itself will be addressed further within the section on MEL. High level findings are:

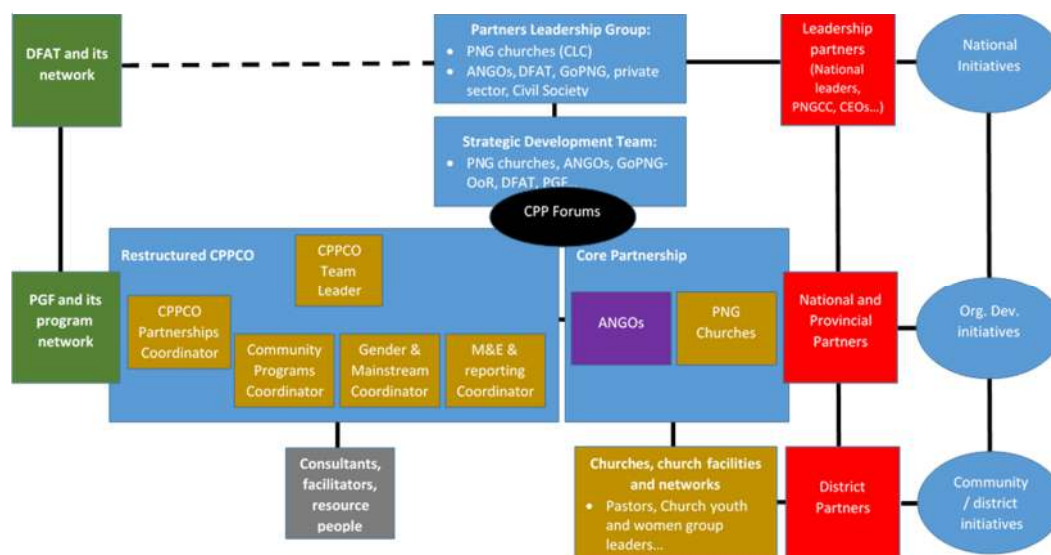
- There is a strong desire for greater PNG responsibility and leadership within CPP, including through an explicit and structured transition process towards PNG partners taking over lead contractor responsibility from their ANGO partners. Simple changes could enhance strategic leadership by the PNG churches as well as improving programmatic coherence and optimising avenues for influence.
- The opportunity to address these issues through a review of the CPP Charter has not been exploited (though it is now in sight).
- The Monitoring and Evaluation Framework falls far short of DFAT standards, does not provide a useful tool for program planning and implementation and does not enable adequate reporting of results for either accountability or extension of impact.

Analysis: successes, constraints and potential remedies

Structure, Management and Coordination

The CPP3 design provided a detailed leadership and management structure to improve what existed previously – visualised below.

Figure 1 - CPP Structure



This aimed to build collective leadership, facilitate continuous communication, integrate the Coordination Office (CO) into the PNG Governance Facility (PGF) and reflect the change of the contracting arrangements with the ANGOs from AusAID/DFAT to Abt PNG. The structure, roles and responsibilities are described in the Design Implementation Guide (April 2017), including:

- A description of church, GoPNG, DFAT, PGF and other stakeholder roles;
- Terms of Reference for all CPP3 structures;
- A description of roles for delivering against the M&E framework;
- A performance management framework for promoting individual and organizational performance standards;
- A theory of change;
- A capacity development framework;
- An updated Program Activity Plan format that captures new outcomes focus; and
- The common implementation plan, outlining possible meeting times for CPP3 structures.

Some of the intended changes were introduced. The Coordination Office is now located within the wider Governance Partnership office, and particularly within the DCP, which offers potential for support and synergies. It is led by two staff who previously worked within CPP partners' programs; they bring a high degree of continuity. Efforts of these key individual CPPCO staff were recognised by the stakeholders; moreover, the senior staff is gender balanced. The SDT is also increasingly active, under a new independent Chair.

CPP was, uniquely, given a year to transition to management under Abt PNG and has taken time to establish new working norms and procedures. Thorough due diligence and compliance processes

have been undertaken in line with DFAT requirements and a new MEF has been introduced. However, some of these changes have been sub-optimal and, whilst CPP partners accept the need for the new structure managed by Abt PNG, there are lingering frustrations with current arrangements.

The design structure and processes have not been fully implemented, which limits the effectiveness of communication, decision-making and PNG church leadership within CPP. The concurrent shift to a managing agent delivery model has also introduced confusion and tension across the partnership around structure, leadership and management processes, which was conveyed to the review team by all CPP partners. In particular, under CPP3 there has been a perceptible loss of the feeling of ownership from the PNG churches perspective. This is in contrast to the intent of design which anticipated an enhanced role in managing the program and its finances. If left unaddressed, these tensions could grow further and weaken CPP. However, the review team believe that relatively simple changes and clarifications could address this swiftly and ensure that CPP's structure is suited to achievement of its ambitious goals. Key elements are discussed further below.

The CPP Charter, which sets out the roles, responsibilities and working relationships within CPP, has not been updated to reflect the key changes instituted under CPP3. This was raised as a major constraint by most informants and has been a lost opportunity to clarify institutional relationships and affirm PNG leadership through a process of consultation and to have these clearly documented. The Charter revision was being commissioned by the SDT at the time of the Mid-Term Review and this presents a timely opportunity to make further changes arising out of the review.

The Partners Leadership Group (PLG) is the peak body of CPP3, made up of the leaders of the seven PNG churches or Church Leaders Council (CLC) and one ANGO representative. Representatives from DFAT and GoPNG may participate in meetings but not in formal decision-making. Yet the PLG does not convene as envisaged in the CPP3 design. It has effectively been replaced by the Senior Leaders meeting, chaired by DFAT, where all ANGOs are represented along with GoPNG.

The Senior Leaders meetings have progressed to substantive discussions. Respondents noted, however, that the balance of leadership and oversight has not shifted to the PNG churches as envisaged. There is also weak communication with other CPP structures that are needed to ensure translation of high level strategies into action, including a failure to align meeting schedules to ensure to ensure high-level decisions are turned into action. The PLG, and specifically the CLC grouping within it, are not acting proactively enough to drive collective agendas, including in relation to government engagement and acting through the PNGCC. Given the demands on church leaders, they need enhanced support and facilitation from CPP structures. They also need affirmation of the centrality of their position in CPP. It was further noted that women are under-represented within CPP leadership. Whilst there are women in leadership roles within several development units associated with church partners as well as current DFAT staff, there is no representation of women within PNG church leadership. It was suggested that specific structures to ensure PNG women's involvement are instituted.

The Strategic Development Team (SDT), currently consisting of five PNG church representatives and two ANGO representatives, was intended to provide operational oversight, manage planning processes, analyse outcomes and develop strategies to improve performance. They were to frame how the churches work together through the front line agencies that do service delivery. The SDT, chaired by an independent PNG leader, is increasingly active. However, its composition is not always at the correct level and it is not serving as the body with the prime responsibility to implement the high-level decisions of the church leaders. Its current role is more one of collating and presenting information to the PLG for discussion, approval and decision making. Gender balance is problematic for the SDT, given that only one head of a church development agency or unit is a woman.

The CO, together with a host church, has organized six monthly forums of CPP stakeholders. Forums are highly valued by all stakeholders, although concerns were expressed around the size, format and agenda setting for forums under CPP3. The effectiveness of CPP Forums and other gatherings could be enhanced through a greater level of consultative planning and convening, to ensure that forums support strategic needs, planning and learning agendas.

Clarifying the respective roles of the SDT and the Coordination office in such processes would also help. The CO is now housed within Abt PNG's offices. It's role within the PGF was envisaged as coordinating the program, managing new approaches under CPP, and drawing support from PGF, as required; particularly for M&E, communications, financial management, and gender equity. It is functioning as a respected secretariat of CPP3, providing front office services. However, the volume of activity, programming coordination and administration overwhelms the leadership of the current team and consequently higher level strategic inputs and programmatic oversight tend to be neglected.

Location within the Abt managed facility has also led to a loss of the distinct identity of the secretariat, which was previously hosted within a church partner office. Specific efforts are needed to rebuild this identity. At the same time, as a relatively small component of the DCP, which itself is one of six partnerships under the Governance Partnership, there has been a tendency for CPP to feel isolated from wider programming and from access to resources. Whilst the CO should have the low profile within CPP that befits an agent whose role is to facilitate not lead, there is a need for it to have more visibility within Abt PNG. That would help it ensure CPP needs are better understood, greater technical support is sourced and synergies exploited.

Within the CO, the dual roles of compliance and facilitation has led to frustrations. Compliance requirements and practices have changed under Abt PNG. Although these are consistent with DFAT standards⁴, ANGOs also noted differences in practice compared to their engagements with DFAT, through the Australia NGO Cooperation Program, where they are accredited partners. Some ANGO partners raised concerns that an increasing compliance focus has eroded the core values of the three-way partnership and ways of working between DFAT, PNG church and ANGO partners. Compliance issues have particularly changed the nature of the church-ANGO relationship, leading to frustrations on all sides, and there is an expressed need to regain the core sense of partnership, accompaniment and fellowship between PNG and Australian partners.

The introduction of a managing agent model and changes to the PGF since the CPP3 design have been disruptive. There is an urgent need to revisit expectations of what the CO and the broader Governance Partnership can deliver to different CPP stakeholders and clarify roles and responsibilities. DFAT needs a program manager that can competently manage an AUD 7 million annual program to DFAT standards. The PLG and SDT need a competent professional CO to service their needs, including provide analysis and strategies for SDT/PLG on thematic areas. At the same time, the CO needs to efficiently provide programmatic oversight, accountability for delivery against program design and documentation of decisions around significant changes to design. There is confusion over the balance of support to PNG partners from the CO/Abt PNG and the different ANGOs, including technical support on M&E, GESI, sectoral programming approaches and financial management. The clarification of roles and responsibilities, an increased emphasis on strategy and reporting of outcomes, the refreshing of CO resourcing, a better MEF, improvements to contracting and annual programming, and a more efficient reporting arrangement, should remove tensions.

The physical location of the CO has become an issue. But this dissatisfaction may really be a lightning rod for the wider problems of roles, responsibilities and, ultimately, control. The review

⁴ It should be noted that AusAID and DFAT management of CPP during earlier phases did not always meet the requisite standards.

team believes that the current location of the CO, managed and serviced by Abt PNG but with a distinct identity, will be the best configuration once roles, responsibilities and capacities are addressed.

There is little consideration or reporting around the gender balance within CPP structures and programming. Due to the heavily gendered nature of roles within the PNG churches, there are stark imbalances at some levels and little explicit action to ensure representation through other means. For example, church leaders are all men, whilst there is only one female head of a development unit out of seven. The Forum provides some means to introduce greater representation from women, and particularly PNG women, but there is a need to make this more deliberate and to explore other opportunities.

Financial allocations, contracting and budgeting cycles

CPP's financial resources are divided evenly across the churches rather than based on scale of existing services delivered or capacity to utilise. Whilst this is questionable in value for money (VfM) terms, it has been a significant factor in maintaining cohesiveness within the partnership and thus enabling collective action.

Currently, CPP uses a two year contracting agreement with funding initially agreed for one year. Abt PNG has grant arrangements (contracts) with the ANGOs for the delivery of CPP. Annually, Abt PNG and the ANGOs agree a contract variation for the current year's financial appropriation with quite detailed budgets attached. The ANGO does have some discretion to re-allocate funding. The degree of flexibility is limited in practice by budgets being agreed at activity level rather than output or outcome level. The ANGOs then have 'contractual' arrangements of varying types with their PNG church partner. The length of the planning horizon appears to vary between partnerships. Some have been able to develop three-year plans which they update on an annual basis. Others have been unaware of the opportunity and have been developing annual plans. When compared to best practice CPP grant administration is cumbersome and deters longer-term strategic planning. It also presents barriers to seamless activity implementation with short planning and reporting cycles.

In the CPP3 design document and guidance note an indicative 5% of the total budget was allocated to support Outcome 1. 85% of the budget was allocated to Outcome 2 and 10% to support Outcome 3. Annex 3 demonstrates that, to date, 10% has been allocated to Outcome 1, 47% to Outcome 2 and 44% to Outcome 3. In part this reflects inconsistency in interpretation of what counts as a collaborative activity (which should be posted to Outcome 1), which is in turn related to the weaknesses in the MEF. The line of separation between the management of CPP as a whole and the management of activities by partners is also unclear – some of the latter could legitimately be attributed to Outcome 2.

Annex 3 also shows the breakdown of budget against different thematic areas, though it should be noted that thematic work may not be categorised consistently. There is little variation between these, due to the fixed funding amounts awarded to different thematic lead agencies. This should be revisited given the relative scale and scope of core themes such as health and education versus smaller programming areas. There are arguments for channelling more funds towards core areas with potential for enhanced impact but there are, conversely, valid arguments for channelling more money to previously neglected or under-developed thematic areas. The relative value for money assessed against potential impact for different areas of work should be a component in future budgeting discussions.

There has been a persistent problem with underspending from several partners. This has been exacerbated by the short planning and reporting cycles and limited flexibility to adapt plans. This lack of flexibility not only delays spending, but it will in some cases diminish effectiveness – adapting to contextual influences, including political challenges or even extreme weather, is an

essential part of good program management. Money is currently disbursed in fixed tranches, twice per year, which is inefficient as partners often need to either delay activities until funds are available or return funds in the event of underspends.

The innovation fund is set aside for collective activities for which partners have to apply, although some were not aware of how it worked and others felt it was not sufficiently strategic. Some partners felt that the fund had been used too broadly to support activities that were not primarily led by church partners. In addition to its' stated aim of supporting collective action across CPP partners, the innovation fund provides an avenue to reallocate and use resources towards those most able to utilise the funds in collective ways. However, it appeared to be an inefficient mechanism for dealing with underspends and variations in financial forecasting.

Transition to PNG Churches as Lead Partner

CPP3 was designed to be implemented based on a move away from contracts with the ANGOs to a model of direct funding to the PNG churches or their nominated in-country development partners. There is a strong desire for greater PNG responsibility and leadership of CPP, consistent with the role they are seen to play in nation-building. The pressure for greater PNG ownership has built to an extent that it may compromise the program not to give PNG churches the pathways for greater strategic control and contractual delivery of CPP3.

There are mixed perspectives on transition to direct in-country funding. All partners support the principle of transition but are at different stages of readiness. Only a few partners have initiated the joint organizational assessments, as envisaged by the CPP3 design document, as a basis for transition planning, and establishing capacity. There seems to have been a significant loss of momentum, with the intention to change the funding route no longer reflected in the MEF.

There are risks in changing the funding relationship. It is possible that DFAT due diligence requirements will become more onerous in the future – the effect of the Oxfam scandal on UK aid was mentioned to the review team by DFAT in Canberra. It is also not known how the Governance Partnership will be structured after the current phase. However, it is almost inevitable that there will be a grants programs to be administered in the future which could be used to fund the CPP.

The churches have quite different structures – those differences will have to be factored into how fiduciary risk is managed once the handover to direct funding takes place. Some churches by their nature and philosophy have a quite centralised command and accountability system. Others have a rotating leadership with less centralised control and in whom building capacity would be an ongoing task. Some have development units with capacity varying greatly. This is not to say one structure is best, rather that the management of risk has to accommodate diversity.

The funding of churches has inherent risks for donors from secular societies. One experienced PNG respondent to the review related the surprise that many felt when the partnership was started in 2002. The major risk is that the boundary between development work and the pastoral or evangelical mission will get blurred. In many ways this is an unfair separation – churches derive their legitimacy and strength primarily from the depth of participation in the traditional activities of the church. Nevertheless, as funding arrangements change, measures to ensure clear definition of different roles and separation where necessary will have to be put in place.

The relationship between PNG partners and the ANGOs is multi-faceted and rooted in shared values. All partners expressed a strong desire to continue working together, whatever changes were introduced in terms of contracting arrangements and financial flows. It was felt by some, both from within PNG partners and ANGOs, that changing the funding relationship could improve other aspects of the partnership. A strong desire for greater accompaniment in-country was expressed by church leaders, with greater presence and advisory services to support those delivering the work. Several of the ANGOs stated that they would like to see a reset in the relationship with the PNG partners. They

would like their services to be truly demanded and the relationship to be a true, mutually supportive partnership. There are also liability issues in the current setup – it is not clear that the ANGOs can manage fiduciary risk to the extent assumed.

Given the stringency of the reporting requirements it is likely that an ongoing program of accompaniment will be required to ensure that financial and program reporting is in sync and is up to standard. That challenge would be reduced if the reporting load is reduced to six-monthly with the quarterly financial face to face meetings. Reporting would become more interesting and valuable if it was raised to the level of outcomes and was less focused on accountability for funds and the delivery of activities.

Determining development results through MEL

DFAT's design standards require investments to have a program logic model which explains the causal relationships through which DFAT expects to achieve the identified outcomes, beginning with inputs, moving through activities, outputs, intermediate and end of investment outcomes, and a compelling case for how the end-of-investment outcomes are expected to contribute to the investment's broader development goals. This program logic needs to be supported by strong evidence and past practice, and demonstrated analysis and testing in the specific context, including explanations of assumptions and risks.⁵

While CPP's April 2017 design document includes a high level theory of change, this does not fully articulate the expected logical pathways for impact and it does not contain a sufficient program logic model. Whilst the CPP3 design document contains an overall goal, the three end-of-investment outcomes are broadly worded which makes measurement difficult. Although the draft MEF in the Design Document (pp 35-37) and the draft logic model in the Implementation Guide (Section 4) had 'Outputs' that the design team used in the style of intermediate outcomes, it falls short of DFAT standards and these shortcomings are reflected in the difficulty translating the design into implementation. The absence of an adequate program logic model hampers the ability of Abt and the seven church partners to manage the investment actively, to track CPP3's implementation, and to assess overall progress towards outcomes.

A year after the transition to CPP3, a revised Monitoring and Evaluation Framework (MEF) was developed, also through a participatory process (see Annex 1), and this forms the basis for planning, monitoring and reporting progress. This outlined the three CPP outcome areas, setting out a number of subsidiary 'elements' that function as intermediate outcomes but are mostly statements of activities or outputs, with few, if any, framed as outcomes. This makes it difficult to measure impact. Given the lack of an adequate underpinning program logic, the MEF neither captures CPP impact nor is an inadequate tool to guide implementation. As such, the MEF also falls short of current DFAT design standards, which require M&E arrangements that are appropriate for tracking implementation and assessing progress towards the achievement of outcomes, while supporting accountability and the continuous improvement of performance.

DFAT standards allow for flexibility in programming, with M&E feedback loops aligning with decision-making cycles. There needs to be a system to ensure reporting information is available to decision-makers in 'real time' during implementation in order to support performance and policy conversations. There should also be plans for the periodic review and re-design of the investment, and an appropriate level of flexibility to enable adaptive program management. DFAT's guidance

⁵ DFAT 2018, Explanatory Note on Program Logic.

illustrates what needs to be included in a 'minimum sufficient' Monitoring and Evaluation Framework:⁶ comparing CPP3's MEF against DFAT's minimum sufficient standards reveals a number of shortcomings. In particular CPP3's framework:

- does not use DFAT's preferred terminology and structure for an M&E framework;
- confuses activities with outcomes;
- lacks baselines and targets;
- includes indicators that are technically faulty and unreliable;
- does not specify who will collect and analyse the data or in which timeframes;
- CPP3 does not discuss risks and the use of performance feedback to drive continuous improvement;
- Does not provide a rationale for the selection of methods and tools for M&E;
- Does not make linkages with existing partner country-based data collection and reporting systems;
- Does not make explicit provisions for suitably adaptive programming or for periodic redesign if required.

The Churches are reporting on their activities and outputs against the activity plans quarterly. However, the present system of three quarterly reports with a fourth-quarter representing an annual report is proving confusing and unsatisfactory. There is no evidence that the fourth quarter report is more summative. The burden of reporting is deemed too high by most partners and yet, at the same time, not particularly useful for accountability or other purposes.

M&E capacity is improving within each church and they have valued the capacity support on M&E received from both ANGO partners and from Abt PNG (evidenced at an M&E workshop observed by the review team April 2019). The partners collectively have access to a range of techniques for reporting outcomes that have been developed in other programs. It would make sense to use this collective strength in developing a shared program logic, results framework and monitoring and learning approaches and tools.

There is little cumulative reporting and little at outcome level, which makes it hard to demonstrate the impact of CPP overall. Other gaps in reporting include capture of success stories (although some are emerging in each reporting period, particularly since the inclusion of a section for 'impact stories' within the reporting template in 2018), thematic impact reporting across the lead areas and capturing of beneficiary feedback and voices from community level. There is also little attention to how influencing and advocacy impact should be measured.

The MEF itself was developed in 2018 through a participatory process and represents the first CPP-wide programmatic framework. As such, this is seen as a 'work in progress' to be further built on as the program evolves. CPP partners recognize the need to further refine this M&E framework and the processes that are used to report against it in order to better tell their impact stories.

Communications

Aside from planning and accountability functions, there are compelling reasons to prioritise the capturing of CPP stories of change. These can variously be used as tools for policy influencing, showcases of good development practice to leverage further funding from donors, marketing material to solicit additional funds from within the ANGO's supporter base, case studies to influence

⁶ DFAT 2018, DFAT-Led Design – Investment Design Template

the practice of peers and other development implementation actors in PNG (and beyond), inspirational materials to foster behaviour changes or to provide clarity on the uses of DFAT funding to the Australian public.

Whilst many churches and ANGO's cited examples of case study development and other communications around project work, it is difficult to find 'hard data' or comprehensive and easily accessible materials around development impact. However, there is a strong desire to tell the story about the successes of the program from all partners, for these reasons and more. There is good capacity for innovative story-telling and capturing of impact using a range of media within the ANGOs, including through participatory processes. There is also Communication for Development (C4D) capacity within the Governance Partnership that could support the CPP partners further and work in a more coordinated way.

The telling of development stories to achieve impact should be central to CPP, with the potential development impact of these communications reflected in a revised MEF, whether to leverage funding, influence behaviours or influence key government policies. Accountability for communicating the successes of CPP, including any evidence generated through programming and influencing, is a key way to further multiply impacts.

Recommendations

Outcome 3

- R3.1** **The PLG, on 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.
- R3.2** **PNG Church Strategic Leadership within the CPP should be strengthened through clarifying the roles and structure of the PLG and the centrality of the 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 ANGO's, DFAT and GoPNG 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 processes. The PLG and the SDT should consider how to ensure good communication and that decisions made by the former are turned into action by the latter.
- R3.3** **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 ANGO representatives and DFAT and GoPNG 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 plans under endorsement of the PLG.
- R3.4** **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 to advise the SDT.
- R3.5** **The Coordination office team should be reconfigured** to ensure that CO 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.

- R3.6 The areas in which technical support is required should be mapped and the best sources of different kinds of support should be identified. The processes 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 ANGO's) and mobilise additional resource 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.
- R3.7 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 and 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.
- R3.8 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 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.
- R3.9 The innovation fund should be replaced with a new mechanism** to support collaborative action, managed strategically by the CO and using earmarked funds to ensure predictability.
- R3.10 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.
- R3.11 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.
- R3.12 The 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 development Outcomes of CPP, drawing on CPP3 design concepts, but updating these to the current context.

Conclusions and options for the future

Despite the shortcomings described above, informants to the review uniformly stated that CPP is an impressive initiative which capitalises on the unique roles of the mainline churches in PNG's national life. It was noted that for a relatively small investment, CPP has a multiplier effect across the development sector through its emphasis on capacity building, cross-learning and, increasingly, on policy engagement. These aspects can undoubtedly have even greater impact with some small adjustments to address current frustrations, reflected in the recommendations throughout this review.

In the short term, there is a strong rationale for extension of the CPP3 contract in parallel with the current DFAT/Abt PNG head contract. Beyond this, there is a strong rationale for further extension of CPP without a radical redesign but rather with regular reflection and adaptation. The underlying theory of change, although not fully articulated, is appropriate to the current state of the mainline churches as key development actors in an evolving political context. It will take time to implement and demonstrate the impact of policy-focussed initiatives (examples outlined below).

All stakeholders supported the shift to collective action. However, some momentum was lost when new structures were put in place without the appropriate levels of pastoral care for the participants to appreciate, understand and absorb the change. For the future, CPP should adopt an innovative/adaptive approach to internally review and change, with the program's participants firmly in the lead. CPP doesn't need radical change now – it needs to take forward the learning that is happening into incremental adaptation and innovation over a timeframe that can achieve real change in the development landscape of PNG.

CPP3 was designed around the concept of supporting strategic advocacy, rooted in the experience of delivering core development services and the strengths of collective action. CPP started with a strong focus on education and health. The review heard frequently that it should return to its roots in those sectors, collecting its experiences from wider service delivery, research and CPP interventions and expanding advocacy for improved funding, resources, approaches and recognition.

Building on collective action to date and a strong relational foundation, CPP should more deliberately develop advocacy strategies for policy influence, including developing a useful evidence base and using the power of the churches as well as alliances beyond the churches. A more targeted capacity building input on advocacy strategies should be implemented – possibly through the next Forum – and clearer targets and indicators related to advocacy included in a revised MEF. Focussing this around the core areas of health and/or education service delivery, core church business, would provide an opportunity to demonstrate what is possible and build a more sophisticated collective understanding of how churches can influence by acting strategically in fluid partnerships, engaging other churches and civil society at national and sub-national levels.

Collective action happens in education and health service delivery through the two peak bodies. CPP could be used to strengthen those organisations in their collective reach and advocacy to seek greater resources for the churches to improve the quality of their service delivery.

CPP should develop a more deliberate civic engagement and mobilisation strategy, capitalising on its dual capacities as both representatives of congregations and facilitators of action through congregations. More deliberate connection between CPP and wider DCP programming should be forged through exploration of experiences linking with and influencing government.

There is scope to strengthen capacity to analyse the policy space – the processes and politics of policy making and policy implementation in PNG. This would support the development of more tactical approaches to particular issues that take in to account the different avenues for influence

across the churches and that strengthen potential alliances with non-church partners. Advocacy and influencing should be linked more closely with the creation and use of evidence from the CPP programming space, which gives greater credibility to the CPP platform overall as well as providing evidence for specific advocacy messages. An initial focus on making influencing more strategic in the core service delivery areas of health and education would enable CPP partners to explore strategies for greater impact through advocacy as well as ways to document and assess the effectiveness of such strategies.

The focus on collective action and influencing has crystallised an awareness across several churches that being able to prove that the health and education services delivered by the churches are effective would help secure their funding position. Capturing and disseminating successful approaches would be one way in which the churches could help the state deliver its services better and so contribute to nation building in a broader sense. Taking a learning agenda forward would necessarily involve recognising and learning from the weaknesses of delivery as well. That is important – in a context of limited alternative provision, the drive to improve quality is inevitably limited. That is particularly the case as the state has the statutory role to inspect and ensure quality but is barely able to inspect its own services, never mind those of other providers (who already have a stronger reputation). CPP could help the churches to map out what it would look like to implement some health and education evaluations of the quality of services or research to influence the national policy plans and then use it to influence policy. There is significant potential to leverage the credibility of the churches' leadership and influence, informed by experience and evidence, to advance gender equality, disability interventions and improved responses to natural disasters. However, as discussed in this review, the weaknesses in the program logic, evidence collection and reporting are an inhibitor to advocacy with a sound basis.

The CPP partner churches represent over 80 percent of the church going population. The evangelical churches are experiencing a rapid growth, in actual number of churches and in membership numbers. They also operate a significant number of health and school facilities. Nevertheless, given the significant changes that CPP has undergone in the last 2-3 years the time is not ripe to introduce new churches into the PLG as formal members. The priority for the next few years should be to consolidate the CPP design implementation, especially around collective action. Once a modality has been developed and tested for the direct funding of PNG churches, other partners could be introduced according to agreed 'gateway' capacity criteria based around agreed thematic areas and interventions. Other churches could and should be involved through advocacy and collective action when the CPP partners work through bodies such as the PNGCC. There is scope to explore actions between PNG CC and non-member churches on specific issues. This could include CPP members sharing materials and mentoring other churches that have an interest and potential to build on the investments made in, for instance, Adult Literacy. It could also extend to widening the range of churches that participate in collective action and advocacy on issues of common interest in a particular locale. It may also involve gradually expanding the partnership at central level, by for instance bringing the Evangelical Alliance into the fold on specific issues.

As part of the implementation of direct funding of PNG Church development units, the SDT should also consider the policy options for involving other churches and other church entities such as the PNGCC, Church Education Council and Christian Health Services. Support to those bodies should be consistent with strengthening collective action, rather than direct institutional capacity building.

CPP partners should seek to expand engagement with Pacific and Australian churches and programs, sharing lessons and offering mutual support. The PNG churches have contacts into the Pacific and Australia. They have significant experience and learnings to share individually and collectively. Lessons from collective action should be better documented and shared within PNG and across the Pacific, particularly around GET. There are examples of good development practice from CPP that would be useful in the Pacific church program. However, it is important to remember

that, for instance in the development of the Gender Equality Theology, that it was a process as well as the product that was the key to the achievements being made. It will not be possible to simply take the product and deliver it to the wider partnership.

The MTR has made broad recommendations but recognises that the detail of how these are to be implemented needs to be deliberated and decided by the CPP partners themselves. The CPP Forum provides an excellent mechanism for partners to workshop these findings and translate them into actionable plans, incorporating ideas raised in both written and verbal reflection on the MTR prior to its finalisation. The MTR team recommend that the current momentum be harnessed to this effect.

Annex 1 – Mid-Term Review Plan

Dated 10th March 2019

Review Summary

The strategic review (Review)⁷ of the Church Partnership Program 3 (CPP3) will be conducted in accordance with DFAT standards for the completion of a results-based review, leading to a concept note for a possible new investment.

The Review has two main purposes:

Purpose 1 | *the Review* – the Review will assess the continuing relevance of the program (CPP3) and progress made to date towards achieving its three outcomes. It also aims to identify lessons learnt and propose modifications to improve effectiveness, delivery of quality outputs, and strengthening CPP3 for the remaining period.

Purpose 2 | *the Future* – based upon the analysis, findings and recommendations, the Review will provide DFAT and partners with options for the preparation by DFAT of an investment concept for a next phase of the program. The review will include an analysis of the development context, strategic intent, transition from CPP3, draft outcomes, investment options, management arrangements and risk analysis.

The evaluation plan outlined below provides a structured approach to completing the Review. It will build upon the experiences, lessons learned and the traction gained following the one previous independent review and the strategic changes from CPP2 to CPP3.

While the Review will focus primarily on CPP3 it is expected to take into account the full history of the program and significant changes in the design and desired outcomes across the three phases.

The Review will complete an initial document review and consult with a broad range of stakeholders in Papua New Guinea and Australia through direct interviews, observations and assessments during a mission commencing in Australia on Tuesday 12th March, in Port Moresby on Monday 18th March and concluding on Saturday 30th March 2019 in Port Moresby.

The purpose of this document is to outline the approach and methodology to complete the Review. The plan has been prepared by the QTAG team following writing briefings from DFAT, consultations with AHC, discussions amongst the team and individual consultations with the seven Papua New Guinea and seven Australian partners on the Terms of Reference, including the detail Review sub-question.

Partner inputs sought

⁷ DFAT's Office of Aid Effectiveness is not overly concerned with the title or classification of a 'review' or 'evaluation'. They acknowledge this is a spectrum (evaluations being at the most robust/comprehensive end of the spectrum), but they are not rigidly attached to any one form. Instead, ODE cares about the characteristics of the process or review or evaluation: The review or evaluation must be asking evaluative questions about the performance of a program. ODE wants evaluations to be demand-driven, focussed on improving performance and above all, useful to inform future work. Evaluative methods must be used to answer these questions. New data must be collected to make these evaluative judgments. There must be some additionality applied, not just relying on data already collected by the program. It is highly important that the review or evaluation unpacks the how and the why the program has ended up where it is.

QTAG consulted all the CPP3 partners in late January and early February 2019 on the strategic review and asked specific four key questions to inform this final review plan:

1. What did each of the partners want from CPP3, their ambition – high level, headlines?
2. What do the partners want to know about CPP3? Achievements, strengths, weaknesses? [Not to answer the question as such but validate if the proposed questions below, and any new ones, help achieve that objective?]
3. What are the stakeholders' headline ambitions for a next phase of CPP – where should QTAG look for a possible direction?
4. What does QTAG need to read, who does it need to listen to (in Papua New Guinea and Australia) get the facts/evidence to validate what has or has not happened and why?

Background

Papua New Guinea (PNG) is described as a Christian country and the churches are perceived as central to the concept of PNG civil society. The seven mainline churches involved in the CPP represent over 70% of the population and are responsible for a significant proportion of core government functions including the provision of about 50% of basic community based health and education services. Importantly the churches, either individually or collectively, voice their views on issues of national and local governance and they are more often than not at the front-end of the country's capacity to respond to any crises.

CPP is a unique and maturing 'association' that has evolved over 15 years. The key stakeholders, seven PNG churches and their Australia faith-based NGO partners (ANGOs), are committed to working together. **Attachment 1** lists the CPP3 partners. CPP is the most active forum between the PNG churches and the between the churches and the Government of Papua New Guinea (GoPNG). The churches and GoPNG are also part of *PNG Church – State Partnership Program*.

CPP commenced in 2004 and is now located within the Decentralisation Partnership portfolio of the Governance Partnership managed by Abt PNG Ltd on behalf of the Government of Australia (GoA) and GoPNG. CPP2 was managed by AusAID and DFAT. When the Governance Partnership commenced in 2016 AHC indicated its committed to support the program recognising significant budget pressures on the aid program. It reaffirmed its commitment to supporting the vital role of churches in PNG. Specifically, DFAT's support promotes better governance, encourages collection action on development and social issues, seeks to strengthen gender equality, and support the expansion and quality of the churches' reach into community, especially remote place where the government is often not present.

CPP was initiated from two main drivers: ANGOs working closely with their PNG church partners to deliver better, more effective aid activities and then Australia's recognition through AusAID of the critical role churches' played in service delivery, civil society and good governance. CPP has evolved through CPP1 (2004-10: \$33m) and CPP2 (2010-16: \$50m) with an on-going emphasis on the Australian – PNG institutional partnerships, building the capacity of the PNG church partners, delivering effective aid projects, and a commitment to contribute to improved governance in PNG. The evolution and intent of CPP3 (2016-2020: \$28m) is described below.

Over recent years there has been an increasing collective of views and advocacy by the CPP church leaders on governance issues of national and local significance. These collective views include the '*Theology on Development*' statement (2013), the '*Theology on Gender Equality*' statement (2015) that has been followed up with a new *Gender Strategy* (2015); and a number of joint statements.

CPP2 built in outcome areas related to governance and service delivery. The 2013 Independent Review highlighted some key achievement areas: that CPP was relevant and effective; that it leveraged

existing church capacities; that there were positive changes occurring within churches; that it was increasing church capacity; and that CPP was promoting better dialogue and collaboration. Areas for CPP improvement that were identified included: program coordination and communication; better monitoring, evaluation and learning (MEL) and articulation of results; knowledge management and research to inform programming; simpler governance and management arrangements; more joint programming; and more effective engagement with GoPNG.

Four major drivers that shaped the development of the CPP3 Strategic Partnership Framework (SPF). These included

- PNG governance context appeared to be changing in complex and dramatic ways;
- The Shift in Australian-PNG policy and program priorities;
- Changes in Australian governance strategy, programming and delivery; and
- The evolving and maturing partnership and transition of CPP 2 to CPP 3.

The CPP3 design mission confirmed considerable enduring value in providing future support to CPP. This included building on CPP 1 and 2 achievements as a strong implementation platform; stronger institutional, organisational and people relationships and partnerships; partnerships between the Australian and PNG churches; increasing evidence of CPP advocating for better governance and government performance; capacity to respond to crises and HIV/AIDS; consistent agreement that PNG and Australian churches working in PNG are more effective and influential (powerful) as a partnership. Central to this view was the churches desire to exert positive influence and bear witness to the poor and marginalised throughout PNG.

There were significant differences between CPP 2 and CPP 3 including: maturing from a 'program involving partnerships' to a 'partnership involving programs'; a move from an inward looking initiative to an outward focussed and motivated initiative; a shift in emphasis on the importance of collective leadership from the Church leaders; more centralised strategic management capability; a shift to more transformational outcomes; a new structure and set of more efficient administrative and operational processes; more strategic, prioritised and influential engagement with key external stakeholders; greater emphasis on knowledge management, learning and communication.

CPP3 commenced through a transition period in July 2016 and is scheduled to conclude in June 2020, although DFAT has indicated that a one year extension is highly likely, with a further program to follow. The CPP3 program design seeks to deliver an enhanced focus on strategic partnership and collaboration to improve service delivery and deliver resilient and prosperous communities.

CPP3 is focused on three outcome areas: -

Outcome 1: Inclusive Partnerships: CPP3 partners collaborate to achieve efficiencies and capacity building plans. There is a focus on supporting policy and strategy delivery through national and local partnership agreements and supporting GoPNG and community collaboration on issues of national and local community importance.

Outcome 2: Resilient, prosperous communities: Five focus areas: Education, Health, DRR, GESI, Peace and Prosperity. Outcome 2 targets Communities that CPP3 partners work to be more resilient and able to address their own development challenges drawing on wider networks. Citizens will be more engaged with local services and supporting local service delivery.

Outcome 3: An effective, well managed CPP3. CPP3 as a model program, demonstrating the value of collective action, inclusive approaches, applied learning and management competency at all levels.

Purpose of the Review

The strategic review has two main purposes to:

Purpose 1 | *the Review* – the Review will assess the continuing relevance of the program (CPP3) and progress made to date towards achieving its three outcomes. It also aims to identify lessons learnt and propose modifications to improve effectiveness, delivery of quality outputs, and strengthening CPP3 for the remaining period.

Purpose 2 | *the Future* – based upon the analysis, findings and recommendations, the Review will provide DFAT and partners with options for the preparation by DFAT of an investment concept for a next phase of the program. The review will include an analysis of the development context, strategic intent, transition from CPP3, draft outcomes, investment options, management arrangements and risk analysis.

Part A – the Review

The Review will focus on four key review questions:

1. To what extent are CPP’s activities, program approaches and future plans likely to lead to the three Outcomes being realised? What evidence and analysis is available to support the conclusion reached?
2. What results (both ‘hard’ facts and good stories) has CPP3 achieved to date? Will these results be sustainable? Have the achievements been effectively show-cased?
3. Is the balance in the allocation of resources, roles and responsibilities appropriate considering the context, the capacity of the partners and the desire of all partners to achieve greater PNG ownership and leadership of the program?
4. Where CPP3 is underperforming, or constraints are evident what improvements should be made to enhance CPP3’s ability to achieve its outcomes.

To answer the four evaluation questions the Review will be structured around sub-evaluation questions under each of the three outcomes. The initial consultation draft set of questions follows:

Outcome 1: Inclusive Partnerships

Outcome: CPP3 partnership arrangements are leading to changes in governance practice, policy, organisational development and inclusive approaches that benefit the community

Questions

- 1 To what extent are evolving norms of collaboration, joint action and transformational change and inclusion gaining acceptance and guiding practice of the church partners?
- 2 CPP3 is founded on a ‘partnership’ approach at several level, i.e. among the church partners and collectively with GoA, through DFAT. Do the partners feel that the partnership are working and if not how could they be improved?
- 3 How effective is the engagement and collaboration between the CPP partners and PNG Council of Churches, Department for Family Community Development and Religion (DfCDR), DFAT, other stakeholders and parts of the GoPNG, for example Department of Education, Department of Health.

- 4 How effective is the engagement by the stakeholders with the national government and sub-national government provinces and districts and has this resulted in improved policy and practice?
- 5 How effective are the capacity development approaches, with evidence of a) collective action by the churches and (c) local capabilities of the individual churches being strengthened?
- 6 Has CPP3 facilitated inclusive development e.g. gender, disability, child protection? What role has the Gender Equality Theology equality played in transformational changes?
- 7 The connection between the PNG churches and the Australian faith-based organisation is at the heart of CPP3. Are the drivers of a constructive healthy working relationship between these partners in place?

Outcome 2: Resilient, prosperous communities

Outcome: Communities that CPP3 partners work with are more resilient and able to address their own development challenges in partnership with others.

Questions:

- 8 How effective is the engagement by the stakeholders with the National Government, in particular the Department for Community Development and Religion, and provincial administrations in implementing service delivery?
- 9 Specifically, is there evidence of progress and impact related to Education, Health, Disaster Risk Reduction, Peace and Prosperity, Gender Equality and Social Inclusion, especially in rural and remote communities?
- 10 How effectively are the church partners improving strategies & integrated work plans at a community level?
- 11 Do the church partners organise themselves in partnership with other church partners, state, civil society and communities to address common concerns?

Outcome 3: An effective, well managed CPP3 Outcome:

Outcome: CPP3 is a model program, demonstrating the value of collective action, inclusive approaches, applied learning and management competency in their work at all levels

Questions

- 12 Is the CPP3 M&E Framework⁸ appropriate to meet the needs of stakeholders to demonstrate what is being achieved? Are the reporting, monitoring and evaluation systems properly designed, resourced and implemented to serve both continuous improvement and rigorous evaluation? Are PNG partners demonstrating knowledge and implementation of the CPP3 systems?
- 13 What contributions are the ANGOs, PNG partners and the Coordination Office making to M&E and reporting? Are they effective? How can this be enhanced to ensure the stories that showcase CPP3s contributions are more widely available in PNG and also Australian church audiences and beyond?

⁸ Attachment 3

Churches Partnership Program | Mid-Term Review

- 14 Has CPP3 demonstrated an ability to undertake visioning exercises or similar to lead adaption and innovation in the program?
- 15 Are there opportunities to increase direct in-country support for the PNG church partners in areas of common interest such as approval of activity plans, M&E, financial accountability and GESI, and if so from whom?
- 16 Are there any governance, operational, financial and management blockages that are constraining implementation? For example, are the roles and responsibilities of each church and its partner and lines of communications clear, and then with the CPP Coordination office? Is there a need to rewrite the CPP charter arrangements? Who actual leads CPP and its development?
- 17 High standards of fiscal responsibility and compliance are critical to DFAT – to what extent are DFAT standards being met by the Contractor and other stakeholders?
- 18 Are there significant differences between the ANGO partner contractual and compliance obligations to Abt PNG and similar arrangements by the ANGO partners with DFAT on their other projects, and if so, what can be done to improved efficiency, implementation and accountability?
- 19 Are the Contractor and, in particular, the CPP3 Coordination Office providing effective support and mentoring for the CPP 3 partners and meeting DFAT and stakeholder needs for effective, efficient and value for money management and coordination?

Part B – the Future

The specific questions to be addressed, taking into account the findings of the Review, in preparing an analysis and options for a possible future investment are:

1. Are the current CPP3 goal and outcomes relevant for the extension of CPP3 and a new phase of the program?
2. How can the transition from CPP3 to a new phase minimize disruption and loss of momentum?
3. Is there significant potential for the CPP to build PNG church capacity for individual and collective action for greater policy engagement and dialogue with GoPNG leaders in the key service delivery sectors?
4. What are the opportunities to enhance cooperation among the churches, leading to collective action and advocacy on social issues including GESI, advocacy on funding basic services and improved service delivery?
5. What is the role of a future program in supporting the churches to adopt broader sub-national programming, particularly for rural and remote communities, women and youth?
6. Are there new churches and PNG church partners that the CPP could be working with as a program of the PNG churches?
7. Are there linkages that should be developed and/or strengthened with:
 - a. The PNG Church – State Partnership Program;
 - b. Current partners such as the Melanesian Institute, Pacific Council of Churches;
 - c. PNG churches' education and health services secretariats;

- d. The Precinct and other training providers to provide training in leadership, media skills, advocacy and other core competencies;
 - e. Other DFAT programs including through Step-Up Australia's enhanced engagement in the Pacific, the Pacific Church partnership Program, and building linkages with Australian indigenous programs and other Melanesian ecumenical activities?
8. What are the opportunities for strengthening support for GESI and specifically extend the approach of the *Gender Equality Theology Equality* to other programs?
 9. How can PNG churches be supported to take a more active leadership role in the delivery of CPP and over what time frame?
 10. What are the options for where the program's Coordination office could be homed in the future?

Primary audience

The *primary* audiences for the evaluation are:

- **Australian High Commission:** lead by Senior Responsible Officer and the Counsellor for Subnational Development;
- **Government of Papua New Guinea:** lead by DFCDR through the Office of Religion.
- **The PNG Church Partners**
- **The Australian Church Partners**
- **DFAT Canberra;**
- **Decentralisation and Citizen Partnership Program (DCP)**

Review Design and Methods

This Review has a significant focus on *accountability (effectiveness to date)* and *potential learning for CPP improvement contributing to an enhanced next phase*, with the intention of potentially refining the design and improving implementation in another phase, if assessed as feasible.

This is the second significant review of CPP since its inception.

Therefore it is appropriate to apply an evaluation design, which will elicit knowledge and perspectives about *'What works, for whom, in what respects, to what extent, in what contexts, and how?'* And, if it hasn't worked so far, to consider *'why not?'* And then, grounded in understanding of the system, provide options for choosing alternative directions and implementing adaptive management.

The QTAG Review Team will apply an appreciative inquiry⁹ approach, looking for what has worked best in CPP3 but also glancing further back with the aid of partners.

Review methods will be largely qualitative through surveying relevant key informants; combined with a literature review, which will synthesise evidence of best relevant international practices; and a review

⁹ 'Appreciative Inquiry is a method and approach to inquiry that seeks to understand what is best about a program, organisation, or system to create a better future. The underlying assumptions of appreciative inquiry suggest that what we focus on becomes a reality, that there are multiple values and realities that need to be acknowledged and included, that the very act of asking questions influences our thinking and behaviour, and that people will have more enthusiasm and motivation to change if they see possibilities and opportunities for the future.' Mathison, S. (Ed) (2005) Encyclopaedia of Evaluation. Sage, California.

of relevant program and institutional documents. A detailed list of data collection methods that will be applied, to collect evidence for answering evaluation questions, is provided in **Attachment 2**.

The CPP3 Monitoring and Evaluation Framework is attached as **Attachment 3**. The review will reflect on that framework's appropriateness, the extent to which it has been used and proven useful and make recommendations for changes, if any.

Sampling Strategy

Sampling will be purposeful, that is the Review Team will seek to engage with key informants who have robust knowledge and experience of what is happening across CPP3 and sub-programs. This includes:

- the PNG churches,
- the ANGOs,
- church service delivery agencies,
- select sub-national governments,
- national government departments including Department of National Planning (DNPM and DfCDR); and
- other counterparts and those who potentially hold an informed view on what could and could be happening within CPP and the church- state relationship.

Key informants have been chosen in consultation with the CPP3 partners.

Visits will be undertaken to projects in Port Moresby, Mt Hagan (Western Highlands Province), Mul-Beiyer (Jiwaka Province) and Lae (Morobe Province). Baptist pastors in Western Province will fly into Mount Hagen. During the visits the team will meet with implementers and beneficiaries.

The CPP detailed draft program is listed **Annexure 3**. This list will expand somewhat and be completed as the preliminary planning interviews take place and other potential informants are identified.

Communication and Engagement

The AHC Subnational team communicated about the Review with their GoPNG partners and the CPP partners prior to the Review commencing. This included distributing:

- this draft evaluation plan and an inviting feedback and comments;
- direct contact with all Senior CPP partners to solicit feedback;
- a letter explaining the Review and its processes; and
- a brief description of QTAG and its purpose.

It is anticipated that further communication will be required, which could be partly fulfilled at the in-country inception meeting where an on-going project communication protocol will be developed with key stakeholders.

Future communication will be established through a small evaluation project steering committee.

The Review Team will also meet with CPP3 partners on 28th/29th March 2019 in Lae and Port Moresby where they will present their findings and workshop draft recommendations for comment and feedback.

The QTAG Review Team will need significant support from the AHC Subnational team, and the CPP Coordination office to gain access to, or schedule appointments with key informants in Australia and Papua New Guinea. Interviews and meetings need to be scheduled well before the Review Team arrives in country.

Data collection, management, analysis and synthesis

Data collection will be undertaken through:

- A set of semi structured or structured interview protocols, tailored to suit various key informant groups and bespoke to individual or group interview settings. Where appropriate interviews may be recorded, while detailed notes will be taken for all interviews. The Review Team will operate in teams of two, wherever possible gender balanced, to ensure appropriate coverage of interview content.
- Document review: it is anticipated that the DFAT and the Abt PNG Program team to provide as many relevant documents as possible (such as progress activity and outcome reports, strategies, plans, design documents, MEL documents, communication products, formal agreements evaluation reports etc) that are relevant to the evaluation period asap, and certainly prior to the in-country inputs (by 20 February).

QTAG consulted CPP3 partners on their views as to the relevant documentation and persons to be consulted.

This will enable the Review Team members can be well advanced with document review prior to arrival and have a reasonably well developed view of the context. This will be essential for refining inquiry with key informants.

Data Management will be undertaken according to an agreed data management protocol, which will include:

- Daily (where possible) uploading of sound files, for any interviews that are recorded, to a central evidence base, with files labelled to an agreed standard.
- Daily documentation of hand written notes and uploading to a central evidence base.
- Transcription of recorded interviews.
- Reviewers will prepare notes about document reviews in relation to evaluation questions and upload to a central evidence base.

Data analysis and synthesis will include:

- Daily reflection conversations between Review Team members, where observations are discussed and cross-checked with other team members, and particularly sense making through Papua New Guinean eyes for cultural nuances.
- Regular reflexive discussions (suggest daily) throughout the mission and report writing period, between section key authors, based on notes recorded at interviews and transcriptions of any recorded discussions.
- Regular sense making and checking with the Papua New Guinean team member, throughout the mission and drafting period, and for the entire final draft report.

Data synthesis will include:

- Tabular collation and then triangulation (to determine the extent of consistency and coherence) of all data forms collected against relevant evaluation questions.
- This collated data set will be reviewed by the Review Team to enable judgements to be made and where possible, defensible findings to be developed.
- It is intended that there will be a clear line between data collected, analysed, synthesised and judgements made.

Ethical and cultural considerations

The Review Team will practice ethical conduct in accordance with standards set by the Australasian Evaluation Society¹⁰ for ethical evaluations. Further the team will particularly consider ethical approaches appropriate to international development settings¹¹:

- *Respect for PNG culture, gender and diversity*: The Review Team will ensure that inquiry procedures are culturally competent and are conducted in settings that provide access and free expression of views by key informants; For example, both women and men, junior and senior officers; people living with disabilities.
- *Protecting the legitimate concerns of both clients and stakeholders*. The Review Team will be cognisant of balancing the concerns of the evaluation commissioner --the AHC--with the possibly conflicting perspectives of a wide variety of stakeholders. The views of all interviewees will be anonymous and confidentiality will be ensured. No views will be traceable to informants.
- *Ensuring the cultural appropriateness of the evaluation approach*. Again, linked to cultural competence this is about tailoring methods to suit the cultural situation.
- *Dissemination of information on evaluation methods, findings and proposed actions*. The Review Team will brief the Review Project Steering committee of the proposed approach in an Inception Meeting, and will take all possible actions within their control to ensure that key informants are well informed about their likely evaluation experience and the intent of the evaluation prior to their interviews.
- *Meeting the needs of different stakeholders and the general public*. The Review Team hopes that this evaluation process will make a small contribution to developing national evaluation capability, and will aim to ensure that the evaluation is also useful for Papua New Guinea.

All interviews will commence with an ethical statement about how data collected will be used, and permission will be gained and recorded for recording of interviews and / or taking of notes.

Finally, it is important that this review process does not compromise the validity of any future intended evaluations, or of any ongoing monitoring, learning and evaluation effort.

Reporting

1. During the in-country input the Review Team Leader will negotiate a reporting format with the AHC Subnational Team. It is anticipated that this would be a single well developed report, however, the

¹⁰ Guidelines for the Ethical Conduct of Evaluations, Australasian Evaluation Society, 2013. Accessed 19 March 2018 at https://www.aes.asn.au/images/stories/files/membership/AES_Guidelines_web_v2.pdf

¹¹ Bamberger, M. (1999) Ethical Issues in Conducting Evaluation in International Settings, *New Directions for Evaluation*, Vol 82 pp.89-97

design and preparation of bespoke communication products based on the evaluation could be considered as an additional product.

2. Initial draft observations, findings and reflections will be presented by the Review Team:
 - a. To a meeting of the CPP3 Forum members on 8th March in Lae;
 - b. Church partner senior leaders on 29 March 2019 in Port Moresby; and
 - c. a draft Aide Memoire at the end of the in-country input.
3. A draft report prepared in the agreed reporting style of indicatively no more than 30 pages plus Annexes will be prepared for consideration by AHC, CPP3 partners, the GoPNG and DFAT Canberra by 30 April 2019
4. QTAG will supply AHC with a template in which AHC can indicatively allocate the review of the whole report or sections of it to stakeholders and various key individuals and ask that they only comment on those sections where they have expertise. The template will have guidance through a set of headings to work to e.g. Please look for: 1. Errors of Fact or currency; 2. misguided judgements; 3. Comments on style and structure; 4. Key information that's missing. Etc.
5. Discussed, but not confirmed, is a proposal to meet with CPP partners in Port Moresby on or about Wednesday 15th May to receive feedback on the draft report. [All members of the review team will be in-country in early May for the annual review of the Governance Partnership.]
6. DFAT will harmonise / moderate feedback through an internal group dialogue before they return it. DFAT will facilitate a similar session with GoPNG partners. [This will be modified if the 15th May workshop is confirmed.]
7. A final report will be submitted by 30 May 2019 in Word and PDF format. Comprehensive graphic design will not be included in this report, and would be an additional task if required.
8. Unless negotiated otherwise, AHC / DFAT will be responsible for dissemination of the final report to stakeholders, including production of printed copies for primary stakeholders.

Utilisation of Findings

Utilisation of Findings could be enhanced by:

- Participatory data analysis workshop;
- Participatory development of recommendations;
- Preparation of bespoke communication products for target audiences;
- The proposed workshop with key partners at the end of the mission;
- A further workshop with stakeholders to review the draft report OR to discuss the Final Report;
- Expedited uploading to DFAT and other websites.

Resources

Evaluation team

The Review Team will include six people: a Team Leader, a Capacity Development and Design Specialist, a GESI, an MEL Expert and Government of Papua New Guinea representative and Churches in Development Specialist.

This team may be accompanied by a representative from the DFAT Papua New Guinea Canberra Desk, who will operate as an observer in collection of informant views, but be available to discuss DFAT perspectives in reflexive discussions within the Review team.

The QTAG will provide logistical support and monitoring and evaluation support, ensuring that the evaluation design and process meets quality standards.

Team Leader and GESI Specialist (Michelle Spearing) is ultimately responsible for all deliverables, including the Review report. Specific responsibilities include providing technical leadership, guidance and strategic support to the Review Team, delegating tasks as appropriate and, drawing on strengths of individual team members to produce deliverables. The Team Leader will lead the process of drafting and finalising the review documentation and maintaining effective communications with AHC. With the QTAG Program Manager the Team Leader will ensure the quality and timely delivery of all review deliverables and the efficient conduct of the independent review

She will focus on whether the program responds appropriately to gender and social inclusion issues with a particular emphasis on the effective implementation of the *CPP Gender Equality Theology Equality* and whether it could have a wider application in the aid program. More generally the specialist will explore to what extent is the current approach to GESI informing ongoing CPP programming design and modes program of implementation; and it is building on building on international and PNG best practice and evidence of what works?

Governance and Sub-national Specialist (Steve Bertram) who will have part responsibility for Assessment of Outcome 2, government and sub-national engagement, joint advocacy, how the churches have organised themselves for collective action and linkages to improved service delivery.

Capacity Development & Design Specialist (John Mooney) working closely with the Team Leader the specialist will have particular responsibility for reviewing all aspects of CPP3s capacity development approaches and the governance and administrative arrangements. The specialist will also play a significant role in developing the strategy for and documenting the concept for a further phase of CPP. [The concept will be written up based on DFAT's template for an Investment Design Concept Note.]

Monitoring, Evaluation and Learning (MEL) Specialist (Scott Bayley) will take a thorough look at M&E documentation, systems and outputs and contribute to an assessment as to what extent are the arrangements for MEL facilitating more effective monitoring of processes and reporting against progress towards intermediate outcomes? Is the story of CPP being told and what can be done to improve showcasing the program? Finally the review will assess the MEL risks and/or limitations and how are these being mitigated. The MEL Specialist will also contribute to ensuring the quality of the review in the use, management, quality assurance and analysis of data, and be responsible for ensuring the evaluation meets its DFAT standards.

Papua New Guinea Government Specialist (Warren Marape). nominated by the DFCDR, who will play a role in ongoing analysis and interpretation of information received from stakeholders and advice on government policy on churches; and advise on the appropriate people for the team to meet; attended interviews as agreed with the Team Leader; accompany the team to meetings, assist in preparation and presentation of the Aide Memoire and review report.

Papua New Guinea Churches Specialist (Bena Seta) will be selected by DFAT to provide strategic perspective and contextual knowledge on the PNG churches and their work; advise on the appropriate people for the team to meet; attend interviews as agreed with the Team Leader; accompany the team to meetings, assist in preparation and presentation of the Aide Memoire and review report.

For reporting, all Review Team members will contribute to the development of the Aide Memoire and draft review report. Report formats will be discussed and agreed with DFAT during the in-country mission and will adhere to *Australian Aid M&E Standards*.

Outputs

- **Workshop:** Conduct a participative workshops with the CPP leaders in Lae and Port Moresby at the end of the mission to present the team's draft findings and draw out draft recommendations
- **Aide memoire:** An aide memoire is to be presented at the conclusion of the in country visit. Presented on or by 29th March 2019 to AHC and relevant GoPNG stakeholders.
- **Draft Report:** Draft report of no more than 30 pages (excluding Annexes), will be submitted to the Counsellor Subnational in Word and PDF format by 30 April 2019. Format of the draft report is to be agreed beforehand by AHC and the Review Team. AHC will consolidate written comments on the Draft Report by Monday 20th May. QTAG will meet DFAT, and possibly church partners, in-country on 15 May 2019 to receive feedback on the report. The report will be designed to meet the DFAT Monitoring and Evaluation Standards: Standard 6 Independent Evaluation Reports.
- Final report will be submitted to the Counsellor Subnational by 30th May.

Budget

The total amount of funding available for this evaluation has been agreed separately with DFAT.

Limits to the evaluation

All evaluations and reviews have limitations. CPP has been operating for almost 15 years. There has been one independent evaluation in 2013.

Contributions to longer-term outcomes should be available. The evidence from the very limited set of progress reports and other program documentation available at this stage indicates considerable progress has been made. The Review also recognises that efforts in institutional capacity building are long-term in nature, that for CPP building the association and cooperation among the PNG church partners was the priority and that linkages to extensive improvements in service delivery may be minimal.

Other key limitations for the MTR include:

Time and Resources: the rigour of the data gathering analysis will be constrained to some degree by the time available. The review team may not be in a position to meet with all key stakeholders, particularly for follow-up meetings and discussions.

List of questions: The Review contains a significant number of sub-evaluation questions that will be prioritised and ranked according to the needs of specific conversations. Given the limitation of time, some questions will need to be merged.

Access to sub-national activities: Travel to the provinces will have to be prioritised with two or three locations to be chosen, from a program that has presence nation-wide. This will be planned with advice from the partners and DFAT.

Judgements: the time limitations mean that professional judgements will need to be employed to interpret stakeholder perspectives.

Attribution: CPP works in a fluid and dynamic environment, with seven independent churches and their partners, with government and many factors influencing performance and operational efficiency. Defining and identifying specific areas of attribution will remain challenging at best.

Measurement of results: Organisational development and associated change remains "open" and challenging to articulate and define. There are no standardised indicators of measurement. This poses a significant challenge in attempting to measure change and providing a basis upon which to draw conclusions

Review Project Governance and Evaluation Progress Reporting Arrangements

A Review Steering Committee will oversee the Review. The Committee will consist of:

- Mr Valentine Kambouri – Chair, CPP3 Strategic Oversight Committee
- Dr Fiona Crockford – First Secretary Development Cooperation – Subnational Development
- Maryanne Kehalie - Partnership Coordination, CPP CO, formerly Coordinator CPP2
- Martin Brash – PNG governance consultant, formerly designer of CPP3

QTAG will meet with the Committee in the afternoons of Thursday 21st March, Tuesday 26th March and after the meeting with Senior Leaders on Friday 29th March.

The designated AHC Review Project Manager Dr Fiona Crockford will work with the QTAG and the committee to oversee and facilitate the implementation of the evaluation and approve all project deliverables.

The Committee will be the primary mechanism for dissemination of information about the review as it progresses, to all primary stakeholders and when it has reported, to all primary and secondary stakeholders.

The Review Team Leader and the QTAG Program Manager will report to the Counsellor Subnational Geoff King, or his delegate Dr Fiona Crockford, the review project implementation progress. This will be in the form of a weekly email update, face to face meetings when in country or if necessary by direct phone contact.

Review Project Timeline

An indicative evaluation schedule is summarised in the following table:

Stage	Timing
First Draft of Evaluation Plan	24 January
PNG in-country consultation on Draft of Evaluation Plan and telephone consultation with all partners	28 January – 11 February
Second Draft Evaluation Plan	8 March
AHC Feedback on Review Plan	13 March
Review Plan Approved	15 March

Churches Partnership Program | Mid-Term Review

Review Inception Meeting and Briefing OPM office Canberra	Tuesday 12 March
Data Collection – Canberra DFAT	13 March
Data Collection – Sydney all ANGOs	14 - 15 March
Team Travels to Port Moresby	Saturday 16 March
Team briefing at Tutu Beach Resort with CPP3 lead designer, DFAT and CPP CO	10am Sunday 17 March
Team Briefing DFAT – (tbc)	TBC pm Sunday 17 March
Data Collection – Port Moresby	17 – 25 March
Inception Meetings and Introductions	18 March
Stocktake and interviews – Port Moresby, also visit Port Moresby based projects	Start 18 - 26 March
Sub national Data collection (3 team members) Mt Hagan and Mul-Beiyer	Late Thursday – Saturday 21 - 23 March
Sub national Data collection (all team), travel to Lae, visit projects and present findings at CPP Forum	Late Tuesday 26 March – late 28 March
Present Findings and Draft Preliminary Recommendations in workshop to CPP3 Partners, GoPNG and DFAT	Friday 29 March
Data Analysis and synthesis, report drafting	30 March – 29 April
OPM internal Quality Assurance	23-28 April
Draft Evaluation Report delivered to AHC	30 April
DFAT and Steering Committee discussion on the draft report with QTAG Team Leader & Program Manager in Port Moresby	TBC
CPP partner workshop on draft review report (TBC)	Wednesday 15 May
AHC prepares consolidated, coherent feedback on draft Review Report	29 April – 21 May
Final Review Report	28 May

Attachment 1: CPP Partners

	AUSTRALIA - CEO Contacts	PNG - Heads of Church Contacts
1.	ANGLICAN BOARD OF MISSION	ANGLICAN CHURCH OF PNG
	<p>Rev. John Deane Chief Executive Officer Anglican Board of Mission Locked Bag Q4005 Queen Victoria Building NSW 1230</p> <p>Contact: + executive.director@abm.asn.au</p>	<p>Archbishop Allan Migi Head Bishop Anglican Church of PNG (ACPNG) P O Box 673 LAE 411, Morobe Province Papua New Guinea</p> <p>Contact: 472 4111 archbishopmigi99@gmail.com</p>
2.	TRANSFORM AID INTERNATIONAL	BAPTIST UNION
	<p>Mr John Hickey Chief Executive Officer Transform Aid International Locked Bag 2200 North Ryde NSW 1670</p> <p>Contact: +612 9921 3344 John.Hickey@transformaid.org</p>	<p>Pastor Jeffrey Moduwa Baptist Union PNG P O Box 705 Mount Hagen, Western Highlands Province Papua New Guinea</p> <p>Contact: 5420100 jmoduwa@gmail.com</p>
3.	ADVENTIST DEVELOPMENT RELIEF AID	SEVENTH DAY ADVENTIST IN PNG
	<p>Paul Rubessa ADRA Australia P O Box 129 Wahroonga NSW 2076</p> <p>Contact: +612 94739510 PaulRubessa@adra.org.au</p>	<p>Pastor Kepsie Elodo PNG Union Mission P O Box 86 Lae 411, Morobe Province Papua New Guinea Contact: 472 1488 KepsieElodo@adventist.org.pg</p>
4.	AUSTRALIAN LUTHERAN WORLD SERVICES	EVANGELICAL LUTHERAN CHURCH IN PNG
	<p>Jamie Davis Australia Lutheran World Services P O Box 488 Albury NSW 2640</p> <p>Contact: +612 6021 5329 jamied@alws.org.au</p>	<p>Rev. Jack Urame Evangelical Lutheran Church of PNG P O Box 80 Lae, Morobe Province 411 Papua New Guinea Contact: 4723711 bishop@elcpng.org</p>
5.	UNITINGWORLD	UNITED CHURCH IN PNG
	<p>Dr. Sureka Goringe UnitingWorld P O Box A2266 Sydney South NSW 1235 Australia</p> <p>Contact: +612 8267 4267 SurekaG@unitingworld.org.au</p>	<p>Rev. Bernard Siai United Church in Papua New Guinea P O Box 1401 Port Moresby Papua New Guinea</p> <p>Contact: 3211744 bsiai@ucpng.org.pg</p>
6.	CARITAS AUSTRALIA	

	Paul O'Callaghan Caritas Australia GPO Box 9830 Sydney NSW 2001 Contact: +612 8306 3400 Paul.calaghan@caritas.org.au	Bishop Rochus Tatamai Catholic Bishops Conference (CBC) P O Box 398 WAIGANI, NCD, PNG Contact: 3259577 Bprochustatamai@gmail.com
7.	THE SALVATION ARMY IN AUSTRALIA	THE SALVATION ARMY IN PNG
	Col. Simone Robertson The Salvation Army 261-2655 Chalmers Street Redfern NSW 2016 Australia Contact: +612 9466 3073 simone.robertson@ae.salvationarmy.org	Lt. Colonel Kelvin Alley The Salvation Army in PNG P O Box 1323 Boroko, NCD Papua New Guinea Contact: 3255507 Kelvin.Alley@png.salvationarmy.org

Papua New Council of Churches			
Section 92, Lot 3 Korobosea Road Chinsurah Street PORT MORESBY PAPUA NEW GUINEA		PO Box 1015 BOROKO NCD PAPUA NEW GUINEA	
Title	Name	Email	Mobile/ext
General Secretary	Rev. Roger Joseph	pngcc.gs@gmail.com	79169587
Social Justice Desk Secretary	Mr Isu Aluvula		74816560
Women's Desk Volunteer Secretary	Rev. Lese Joseph		71052499
Youth Desk Acting Secretary	Mr Derick Bubura		71602901
PNGCC Chairman	Bp. Denny Bray Guka	dennyguka@gmail.com	72448115
PNGCC Vice Chairman	His Eminence Sir John Cardinal Ribat	abjribat@gmail.com	79818379/75496995

Government of Papua New Guinea

- Secretary for DFCDR
- Secretary for National Planning & Monitoring
- Departments of Health and Education representatives

Other CPP stakeholders (to be advised by CPP partners)

DFAT Canberra

Attachment 2: Review Framework

Key Evaluation Questions	ToR Review Questions	Additional Secondary Questions – will inform all Key Evaluation Questions	Data and Information Sources and Meetings
Evaluation Question 1	To what extent are CPP’s activities, program approaches and future plans likely to lead to the three Outcomes being realised? What evidence and analysis is available to support the conclusion reached?	1 To what extent are evolving norms of collaboration and inclusion gaining acceptance and guiding practice? 2 How effective is the engagement and collaboration between and among the program church partners, Australia church NGO partners, PNG Council of Churches, Department for Community Development and Religion (DFCDR), DFAT and the Government of PNG?	CPP3 Document Review Interviews with CPP partners Interviews with Government Interviews with provinces and districts
Evaluation Question 2	What results (both ‘hard’ facts and good stories) has CPP3 achieved to date? Will these results be sustainable? Have the achievements been effectively show-cased?	3 How effective is the engagement by the stakeholders with National Government and Provinces and has it resulted in improved policy and practice? 4 How effective are the capacity development approaches, with evidence of collective action by the churches and local capabilities being strengthened?	Interviews with church service delivery agencies including CHC and CEC Interviews with current partners such as the Melanesian Institute, Pacific Council of Churches
Evaluation Question 3	Is the balance in the allocation of resources, roles and responsibilities appropriate considering the context, the capacity of the partners and the desire of all partners to achieve greater PNG ownership and leadership of the program?	5 Has CPP3 facilitated inclusive development e.g. gender, disability, child protection? What role has the Gender Equality Theology equality played in transformational changes? 6 The connection between the PNG churches and the Australian faith-based organisation is at the heart of CPP3. Are the drivers of a constructive healthy working relationship between these partners in place?	Visits to activity sites Review Managing Contractor reports and interviews Review strategy and financial documents
Evaluation Question 4	Where CPP3 is underperforming, or constraints are evident what improvements should be made to	7 How effective is the engagement by the stakeholders with the National Government, in particular the Department for Community Development and Religion, and provincial administrations in implementing service delivery?	

Key Evaluation Questions	ToR Review Questions	Additional Secondary Questions – will inform all Key Evaluation Questions	Data and Information Sources and Meetings
	enhance CPP3’s ability to achieve its outcomes.?	<p>8 Specifically, is there evidence of progress and impact related to Education, Health, DRR, Peace and Prosperity, GESI, especially in rural and remote communities?</p> <p>9 How effectively are the church partners improving strategies & integrated work plans at a community level?</p> <p>10 Do the church partners organise themselves in partnership with other church partners, state, civil society and communities to address common concerns?</p> <p>11 Is the CPP3 M&E Framework appropriate to meet the needs of stakeholders? Are the reporting, monitoring and evaluation systems properly designed, resourced and implemented to serve both continuous improvement and rigorous evaluation? Are PNG partners demonstrating knowledge and implementation of the CPP3 systems?</p> <p>12 What contributions are the ANGOs, PNG partners and the Coordination Office making to M&E and reporting? Are they effective? How can this be enhanced to ensure the stories that showcase CPP3s contributions are more widely available?</p> <p>13 Has CPP3 demonstrated an ability to be adaptive and innovative?</p> <p>14 High standards of fiscal responsibility and compliance are critical to DFAT – to what extent are DFAT standards being met by the Contractor and other stakeholders?</p> <p>15 Are the Contractor and, in particular, the CPP3 Coordination Office providing effective support and mentoring for the CPP 3 partners and meeting DFAT and stakeholder needs for effective, efficient and value for money management and coordination?</p>	

Attachment 3: CPP Monitoring and Evaluation Framework

Church Partnership Program Outcomes

Outcome 1: Inclusive Partnerships

CPP3 Partnership arrangements are leading to changes in governance practice, policy, organisational development and inclusive approaches.

Element	Evaluative Question	Indicators	Means of Verification	Timing and Responsibility	
1.1 PNGCC, GoPNG, non – state leaders and communities are increasingly engaged on issues of importance to the nation.	What engagement does PNG CC have with GoPNG on issues of national importance; and how effective is that engagement? <ul style="list-style-type: none"> - In what ways does CPP3 engage with PNGCC on issues of national importance; and how effective is that engagement? 	Baseline data / situation analysis Special Events Meetings Media releases Collective voices	Media PNGCC Meeting Reports	6 monthly	
	What engagement does PLG have with GoPNG DFCDR; and how effective is that engagement? <ul style="list-style-type: none"> - How is their individual role adding value to their constitutional role? - What issues are they addressing - Can the churches influence Policy development so it responds best to issues? 	meetings workshops Forums	Meeting report/minutes	Quarterly 6 monthly	
	What engagement does CPP3 SDT have with GoPNG and GoA?	Number of issues of national importance raised with PNGCC by PLG?			
	What engagement does individual CPP Church partner have with GoPNG on issues; and how effective is that engagement?	Forums, workshops and meetings	Meeting report/minutes		

<p>1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement</p>	<p>What National and Provincial agencies are CPP3 Church Partners working in partnership with?</p> <ul style="list-style-type: none"> - Is the engagement productive? If not how could it be improved? <p>In what areas are CPP3 partners effectively collaborating with GoPNG at National and Provincial levels?</p> <p>Which CPP Church partners are engaged in partnership with other Church partner/civil society at National and provincial levels?</p>	<p>Baseline data</p> <p>Number of partnerships agreements formed by CPP3 partners at National and Provincial Levels</p> <p>MOUs, Service Agreements</p>	<p>Partner Reports</p>	<p>Quarterly/Monthly-CPPCO MEL Officer</p>
<p>1.3 CPP3 Partners achieve their capacity building plans</p>	<p>What CPP3 plans for organisational capacity development are being implemented?</p> <p>How are the capacity development plans supporting more effective;</p> <ul style="list-style-type: none"> - Leadership and governance practice - Policy development and implementation - Inclusive approaches to development <p>What other non-church partners do CPP3 partners also support in their capacity?</p>	<p>Number of development plans developed and achieved.</p> <p>Number of non-church partners supported (civil society, local government)</p> <p>PNG Partners are taking more leadership roles</p>	<p>Partner Reports</p> <p>MIS Contributions</p>	<p>Quarterly</p> <p>Quarterly/Monthly-CPPCO MEL Officer</p>
<p>1.4 CPP3 Partners demonstrate improved GESI practices and are collaborating and advocating for inclusivity broadly</p>	<p>What aspects of gender and inclusion are CPP3 engaging high level partners in?</p> <ul style="list-style-type: none"> - What high level partners are being engaged? - How does this engagement help to facilitate inclusive development? Eg gender, disability, child protection etc. <p>In what ways is CPP3 operationalising the CPP Gender Strategy?</p>	<p>Number of high level partners engaged in aspects of gender and inclusion</p>	<p>Partner Reports</p> <p>MIS Contributions</p>	<p>Quarterly</p> <p>Quarterly/Monthly-CPPCO MEL Officer</p>

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/GESI/Peace Building and Prosperity/Disaster Risk Reduction)

Element	Evaluative Question	Indicators	Means of Verification	Timing and Responsibility
2.1 Local level partnerships are in place and are demonstrating citizen engagement	<p>Do the church partners organise themselves in partnership with other church partner, state, civil society and communities to address common concerns?</p> <p>In what ways does CPP Church partners engage with provincial and district sector agencies (E.g. Education, Health, and Agriculture) to improve and deliver services; and how effective is that engagement?</p>	<p>Number of partnerships formed with other church partner, state, civil society and communities</p> <p>Increased number of activities implemented aligned to District Level Service Delivery agreements, DDA plan and resources.</p>	<p>MOUs/MOAs</p> <p>Partnership agreement</p>	<p>Partners: APGs/PPGs</p> <p>Partners: APGs/PPGs</p>
2.2 CPP3 partners are delivering improved strategies and integrated workplans at community level	How are CPP3 partners delivering Education improvements at community level?	<p>Number of men and women trained in adult literacy</p> <p>Number of male and female teachers trained (formal and informal education)Number of</p>	<p>Quartley Reports</p> <p>Project reports</p>	Quarterly Church Partners and CPPCO (MEL)

	<p>Schools/institutions developing or implementing revised or new curriculum (or school policy?)</p> <p>Number of school building constructed, maintained or refurbished</p>	<p>Post activity assessments</p>	
<p>How are CPP3 partners delivering Health improvements at community level?</p>	<p>Number of health manuals printed and distributed (HCM 3)</p>		
<p>How are CPP3 partners delivering Peace and Prosperity improvements at community level?</p>	<p>Number of health workers trained – male / female</p> <p>Number of men and women provided with voluntary HIV/AID and STI testing and counselling and other care services</p>	<p>Quartley Reports</p> <p>Project reports</p>	<p>Quarterly Church Partners and CPPCO (MEL)</p>
<p>How are CPP3 partners delivering Gender Equity and Social Inclusion improvements at community level?</p>	<p>Number of males / females trained in conflict resolution/mediation</p> <p>Number of peace building initiatives undertaken in communities</p>	<p>Post activity assessments</p>	
<p>How are CPP3 partners delivering Disaster and Risk Reduction improvements at community level?</p>	<p>Number of men and women having access to better financial services</p>		
	<p>Number of males / females trained in GESI</p> <p>Number of males / females provided with</p>	<p>Quartley Reports</p> <p>Project reports</p>	<p>Quarterly Church Partners and CPPCO (MEL)</p>

	<p>GESI awareness and education</p> <p>Number women and girls who have accessed to crisis centre or safe houses</p> <p>Number of males / females trained in Disaster management</p> <p>Number of males / females trained in Food Security</p>	<p>Post activity assessments</p> <p>Quartley Reports</p> <p>Project reports</p> <p>Post activity assessments</p> <p>Quartley Reports</p> <p>Project reports</p> <p>Post activity assessments</p>	<p>Quartley Church Partners and CPPCO (MEL)</p> <p>Quarterly Church Partners and CPPCO (MEL)</p>
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<p>2.3 Communities improve their development status (and the learning related to this improvement)</p>	<p>How effectively are the church partners improving strategies & integrated work plans at community level?</p> <p>How effective and evident are both positive and negative lesson learned in the process of improving community development status in delivery approaches?</p> <p>What aspects in service delivery by individual church partners are taken up by other church partners elsewhere?</p>	<p>Number of communities who report an improved service delivery in:</p> <p>Education Health Peace and Prosperity GESI DRR</p> <p>Increased number of new strategies / approaches adopted by other partners.</p>	<p>Post activity assessments</p> <p>Forum</p> <p>Quarterly Reports</p> <p>Forum</p> <p>Quarterly Reports</p>	<p>Quarterly Church Partners</p> <p>Every 6 months CPPCO and Church Partners</p> <p>Quarterly Church Partners and CPPCO (MEL)</p> <p>Every 6 months Host Church and CPPCO</p> <p>Quarterly Church Partners and CPPCO (MEL)</p>
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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.

Element / component	Evaluative Question	Indicators	Means of Verification	Timing and Responsibility
3.1 Partnership management and coordination functions are efficiently and effectively delivered.	How has the PLG, SDT and CO facilitated CPP3 partners working together to enhance their status and achieve a common objective?	<p>Evidence of partnership and collaboration in areas of service delivery ie</p> <p>All 7 Church partnering/ collaborating</p> <ul style="list-style-type: none"> - GESI - Health - Disaster Risk Reduction <p>2-6 Churches partnering/ collaborating in key areas of service delivery.</p>	<p>Contracts and MOU</p> <p>Quarterly Reports</p> <p>Project reports</p>	<p>Annually CPPCO (MEL)</p> <p>Quarterly Church Partners and CPPCO (MEL)</p> <p>Quarterly CPPCO (MEL)</p>
	How have partnerships been brokered or facilitated?	<p>Report describe background to partnership.</p> <p>New partnerships facilitated through PGF support</p>		

	<p>What MOU or contract between partners have been agreed? Are roles, responsibilities and reporting clear?</p> <p>How is CPPCO providing executive support to the SDT and CPP3?</p>	<p>MOU and contracts clearly define agreed requirements and responsibilities.</p> <p>Administration and Coordination</p> <p>CPP CO Annual work plan and budget developed</p> <p>CPPCO Annual work plan implemented</p> <p>Monthly budget forecast and expenditure</p> <p>Event management (MEL – addressed in 3.3)</p>	<p>Quarterly Reports</p> <p>MOU and Contracts</p> <p>MOU and Contracts</p> <p>Workplan</p> <p>Budget</p> <p>YTD</p> <p>Forum evaluations</p>	<p>Quarterly Church Partners and CPPCO (MEL)</p> <p>Quarterly Church Partners and CPPCO (MEL)</p> <p>CPPCO</p>
<p>3.2 Strategy development and planning functions are efficiently and effectively delivered with results shared.</p>	<p>Have forums been planned effectively with a clear strategic goal and sufficient lead time to ensure inclusion of appropriate (PGF and other) information and expertise?</p>	<p>Forum agendas aligns with strategic plan</p> <p>PGF and input contributes to forum</p> <p>Technical expertise is sourced</p>	<p>Forum agenda and evaluations</p> <p>PGF Knowledge Analysis and Learning Tasking notes and reports</p> <p>Agreement/contract</p>	<p>CPPCO</p>

	<p>Has the host church been well supported by SDT and CPPCO to plan, prepare, coordinate and implement the CPP3 Forums?</p> <p>Has the CPP3 forums furthered the strategic goals of CPP3?</p> <p>How have the CPP3 forums been used to facilitated collective action on critical issues?</p> <p>How does CPP3 undertake the annual review and plan?</p>	<p>Project plan in place</p> <p>Roles and responsibilities clearly understood</p> <p>Debrief session / lessons learned and reported.</p> <p>Forum Resolutions support strategic goals.</p> <p>Forum agenda and resolutions identify and seek to address national critical issues.</p> <p>Annual reports indicate progress toward CPP3 outcomes to inform future planning.</p>	<p>Forum documentation including lessons learned Questionnaire – host church</p> <p>Forum resolutions</p> <p>Forum resolutions</p> <p>CPPCO plans</p> <p>Church Partner Activity Plans</p>	<p>CPPCO</p> <p>Host Church and CPPCO</p> <p>Host Church and CPPCO</p> <p>CPPCO</p>
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	<p>Have the Church partners achieved the outcomes and outputs they planned;</p> <ul style="list-style-type: none"> - altogether? - in partnership? - individually? - collectively? <p>How does CPP3 foster inclusive practice and increase number of:</p> <ul style="list-style-type: none"> - provinces reflected in high level CPP3 activities - women as leaders and decision makers? - youth engaged and contributing to high level CPP3 activities and decision making? - PLWD engaged at congregational level? 	<p>Period partner reports</p> <p>Periodic consolidated reports</p> <p>Partner projects and activities that are strongly inclusive are highlighted in reports and through communications/ media</p>	<p>Reports</p> <p>Consolidated reports</p> <p>Number of presentations at learning forums / workshops / conferences /communications / media</p>	<p>Quarterly Church Partners and CPPCO (MEL)</p> <p>CPPCO (MEL)</p> <p>Quarterly Church Partners and CPPCO (MEL)</p>
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<p>3.3 Community level programs are efficiently and effectively delivered with results identified and shared through improved MEL and communication approaches</p>	<p>Has CPP3 collected program activity data, analysed and synthesized the data provide by Church partners?</p> <p>Have lessons learned been shared within the CPP3 partnership and beyond?</p>	<p>Quartley reporting template developed to enable effective efficient collection of data from Church partners</p> <p>Updated information management system to enable just in time reporting</p> <ul style="list-style-type: none"> - Partner/ partnerships - Outcome/component/ thematic area - Activity type - Region/ Province / District - Beneficiaries M/F/Y/PLWD (direct and indirect) - Budget/ Expenditure <p>Number of learning forums/ workshops hosted</p> <p>Number of presentations made at other learning forums/workshops / conferences</p> <p>Number of lessons learned identified and shared in reports</p>	<p>Church Partners report simple but effective reporting mechanism (Survey – effectiveness)</p> <p>Information management system developed and producing range of reports for multiple purposes.</p> <p>CPP3 Forum agendas</p> <p>Other agenda’s indicating CPP3 contribution to learning</p> <p>Reports</p>	<p>Quarterly Church Partners and CPPCO (MEL)</p> <p>CPPCO (MEL with Knowledge Learning and Analysis and Technical Support Unit)</p> <p>Host Church and CPPCO (MEL)</p> <p>Church Partners and CPPCO (MEL)</p> <p>Church Partners and CPPCO (MEL)</p>
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Attachment 4: Project preparation plan for AHC CPP Subnational Team

Pre-CPP review preparation

Introduction

1. The Australian Government Department of Foreign Affairs and Trade (DFAT) is commissioning a participatory evaluation.
2. This brief Project Plan sets out important Evaluation Project planning and implementation steps to be facilitated by commissioners of the evaluation, the AHC CPP Subnational team, in collaboration with their Australian Government entities and Papua New Guinean colleagues, to prepare for the evaluation. This will ensure that the evaluation is as trustworthy and effective as possible in the circumstances.
3. A concept note for the evaluation has been prepared by the Quality and Technical Assurance Group (QTAG), tested with the CPP3 partners in late January/early February, then refined and finalised by the AHC team. This Concept Note has provided the basis for development of this draft Evaluation Plan.
4. Further, because one of the purposes of the evaluation is to support learning and program improvement, QTAG encourages planning for effective participation at every possible stage of the evaluation. This will contribute to more effective learning and dialogue for all stakeholders involved. This can be achieved without compromising 'independence'.
5. This Project Plan documents steps that will need to be taken by the AHC prior to commencement of the evaluation. It is written on the premise that there are governance arrangements in place for the Institutional Partnerships Program. If this is not the case AHC/ DFAT will need to advise the QTAG of appropriate interim arrangements.

Project Preparation Plan

Step	Task	Rationale / Benefit	Who / When	Status Update and next steps
1	Engage with the CPP3 Partners.	<p>Present this draft Evaluation Plan, particularly the sections that describe the purpose of the evaluation and the key evaluation questions. Discuss whether the key evaluation questions meet their needs or do they have additional questions.</p> <p>Gain their (or alternative) endorsement and support for conducting the evaluation.</p> <p>Refine and confirm the Evaluation Plan.</p> <p>To support this QTAG could:</p> <ul style="list-style-type: none"> - <i>Prepare a 2 page Communiqué about the evaluation purpose, questions and anticipated process and timelines</i> 	AHC As soon as possible- next scheduled meeting or if necessary out-of-session	
2	<p>Governance Arrangements for the Evaluation:</p> <p>Consider forming a Review Project Steering Committee – comprised of about 4 people including the AHC specific individual who will Project Manage this evaluation from your team.</p>	<p>Through the AHC Evaluation Project Manager, Dr Fiona Crockford, this Project Steering Committee will closely monitor, support and facilitate the implementation and reporting of the Review, to ensure that it stays on track and will meet the evaluation user's needs.</p> <p>This group would work with QTAG to collate the information that QTAG needs to develop a final, agreed Evaluation Plan.</p> <p>It is really important that everyone is kept informed before, throughout and in the reporting phase of the evaluation.</p> <p>QTAG could then have an Inception Workshop with this Committee prior to commencement of PNG engagement.</p> <p>To support this QTAG could:</p> <ul style="list-style-type: none"> - <i>Prepare a brief ToR for this Evaluation Project Steering Committee that would set out a schedule of dates and level of involvement.</i> 	AHC Discuss with CPP key stakeholders	<p>QTAG question:</p> <p>Who will be nominated as the AHC officer who will manage the project on AHC's behalf, to whom QTAG will specifically report throughout the evaluations? This needs to be someone who is readily available and can make project management decisions.</p>
3	Plan for and undertake effective	Refer to Communication and Engagement Plan on Page X of this evaluation plan.	AHC Discuss preferred approach	QTAG comment:

Step	Task	Rationale / Benefit	Who / When	Status Update and next steps
	Communication and Engagement with all stakeholders in Australia and Papua New Guinea.	<p>The AHC needs to work with the QTAG and the Review project Steering Committee to prepare and distribute authorising letters. We need CPP partners to know they are likely to be involved in some workshops and an interview.</p> <p>Anyone who is likely to be involved needs to know what's happening with few or no surprises.</p> <p>To support this QTAG could:</p> <ul style="list-style-type: none"> - Draft an advice letter to be signed by the AHC minister Counsellor. - Draft a 1-2 page 'Tok Save' or Communique to be circulated to potential key informants prior to interviews or contact with the Evaluation Team Note: This Communique will explain the ethical process around interviews. 	with Review Project Steering Committee	<ul style="list-style-type: none"> • Please confirm if you need us to draft permission letters. • QTAG will prepare a Tok Save for key informants to be emailed out when contact is made.
4	Identifying individual key informants.	<ul style="list-style-type: none"> - QTAG has drafted an indicative list of key informants for CPP partners. - QTAG needs AHC and the CPP partners to refine these lists as soon as possible (end January and early February) and recommend specific individuals to be included and involved in interviews and workshops. - AHC, CPP partners and GoPNG counterparts need to consider and advise who holds various perspectives in answering the overall set of evaluation questions. - When this is determined the QTAG Evaluation Team can finalise appropriate inquiry processes and tools e.g. focus groups; semi structured group interviews, individual interviews, participatory workshops. - We need to be able to carefully design and have a rationale for our sample. - Scheduling of interviews: An individual (<i>the CPP Secretariat?</i>) would then need to make appointments with the key informants. - This takes time and can involve complex scheduling. 	AHC in consultation with QTAG CPP3 partners and GoPNG counterparts	
5	Consider other Monitoring, Evaluation and Learning (MEL) processes that have	<p>It is important that the current program MEL approaches for CPP3 are not compromised and, where possible, are available to inform this evaluation.</p> <p>Further the QTAG Evaluation Team will need to have access to existing monitoring and reporting data for CPP.</p>	AHC to enable the QTAG review team to work closely with the CPP Secretariat team and MEL team to plan	QTAG to engage with Abt Associates CPP MEL Adviser.

Step	Task	Rationale / Benefit	Who / When	Status Update and next steps
	been or are planned to be undertaken by the CPP MEL team.		around any evaluation or survey processes they have underway, and to access existing CPP3 data and information	
6	Finalise Evaluation Plan	When all of the previous steps have been considered the QTAG team will be able to finalise this Evaluation Plan, which will meet DFAT Monitoring and Evaluation Standards Standard 5 Independent Evaluation Plan.	QTAG to finalise Evaluation Plan for endorsement by the AHC & the Steering Committee	This needs to be done well before the inquiry component of the evaluations commences in early March;
7	Collate relevant documents.	All relevant documents need to be collated in advance of the evaluation, so that ideally document review can be completed before mobilisation of the QTAG Review Team in Australia and in country. The potential list of documents includes but is not limited to: <ul style="list-style-type: none"> - <i>Program Design and designs for specific work areas</i> - <i>Annual, Six monthly and other relevant program reports – Activity AND Outcome reports</i> - <i>Any recently completed evaluations</i> - <i>CPP Operations Manual</i> - <i>Recent CPP Annual Performance Reports</i> - <i>latest version of CPP MEF and any previous approved versions</i> 	AHC to work with the CPP partners and CPP Secretariat to source and provide documents	These documents can be emailed to QTAG or potentially provided on memory stick.
8	Plan for Reporting.	In the spirit of partnership it is important that DFAT work with the Steering Committee to consider the format(s) in which all parties need the Review Report to be presented, to meet their various intended uses. For example, this could be a full report with Executive Summary, complemented by a Summary for Policy Makers or a Communication Product for other audiences.	AHC to consider with the Review Steering Committee	Required Reporting format needs to be agreed with stakeholders by the time the Evaluation Team leaves the country on 30 March 2019

Step	Task	Rationale / Benefit	Who / When	Status Update and next steps
		Processes and sufficient timing for providing coherent unified and agreed feedback on the draft Evaluation Report needs to be considered and scheduled for the Review Project Steering Committee.		
9	Staging and logistics.	Scheduling meetings with priority key informants in Port Moresby for data collection and inquiry can be complicated and needs careful planning.	AHC to consider and advise QTAG on use of CPP Secretariat.	
10	Testing the Evaluation findings.	<p>Upon completion of an exposure draft Evaluation Report, the evaluation team will test the report and findings with CPP3 partners, DFAT and GoPNG at a workshop in Port Moresby. <i>Here are our findings, do they make sense? Are they valid? Do you have alternative perspectives? What recommendations should be made?</i></p> <p>This is good practice and increases validity and reliability of the evaluation.</p> <p>This step would need to be included in the Review budget.</p>	AHC to confirm	QTAG comment: It is important that advanced draft findings are discussed with a full range of key stakeholders before they are finalised. As mentioned this is best practice and increases validity and reliability of the evaluation.

Annex 2 – Consolidated CPP partner reporting

Outcome	Element	Activity	Sector	Source	Partner
Outcome 1: Inclusive Partnerships	1.1 PNGCC, GoPNG, non – state leaders and communities are increasingly engaged on issues of importance to the nation.	Mini Forum held to keep CPP partners updated on CPP progress, collaborative efforts and opportunities. Mini fourm attended by ACPNG representatives including the Archbishop, General Secretary, Anglicare Director, ABM Partner Liaison Officer, CPP DRR/Project Officer and the CPP Coordinator.		Qtr 1	Anglicare
Outcome 1:	1.1 PNGCC, GoPNG, non – state leaders and communities are increasingly engaged on issues of importance to the nation.	PLG meeting - no further details provided		Qtr 1	Anglicare
Outcome 1:	1.1 PNGCC, GoPNG, non – state leaders and communities are increasingly engaged on issues of importance to the nation.	Attendees from the Anglican National Office and a female rep from (ABM Partner Liaison Consultant) met in Lae in December and conducted an Assessment on suitable and available facilities for hosting the CPP Forum.		Qtr 2	Anglicare
Outcome 1:	1.1 PNGCC, GoPNG, non – state leaders and communities are increasingly engaged on issues of importance to the nation.	Two forums held; one on transparency and telling the stpry of the CPP3 hosted by ADRA PNG and the SDA church. No details provided about the second fourm		Qtr 4	Anglicare
Outcome 1:	1.1 PNGCC, GoPNG, non – state leaders and communities are increasingly engaged on issues of importance to the nation.	CEC has been negotiating with UNICEF to access available grants that will sponsor remote teachers to upgrade skills in teacher colleges and return to their communities to teach.		Qtr 2	Caritas
Outcome 1:	1.1 PNGCC, GoPNG, non – state leaders and communities are increasingly engaged on issues of importance to the nation.	Other engagement has been with Department of Higher Education, Research, Science and Technology's [DHERST] for a smooth transition of private teacher Colleges to the Government to operationalise in a recent proposed structure.		Qtr 2	Caritas

Outcome 1:	1.1 PNGCC, GoPNG, non – state leaders and communities are increasingly engaged on issues of importance to the nation.	CEC has also been active with the ‘Grant In Aid’ funding platform enacted by National Education Act, where Churches were supposed to benefit directly from this budget. This special aid was passed by the National Parliament, but has not been effectively rolled out as is with the Free Tuition Fee Policies. CEC under the leadership of the Catholic Education Secretary submitted a proposal for ‘Grant In Aid’ to be revived 22nd of May, 2018 and the submission is before the National Executive Council pending decisions.	Education	Qtr 2	Caritas
Outcome 1:	1.1 PNGCC, GoPNG, non – state leaders and communities are increasingly engaged on issues of importance to the nation.	CBC PNGSI hosted 72 bishop members of the Federation of Catholic Bishops Conference of Oceania [FCBCO] in April among the Catholic Leaders on issues of importance to Oceania and the region which were discussed. Several Media conferences were held featuring mostly climate change talks and debates by the Catholic leaders.		Qtr 2	Caritas
Outcome 1: Inclusive Partnerships	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Attendance at Disability Inclusion Action Plan workshop along with other CPP stakeholders		Qtr 1	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	PNG Education & Awareness Networks held in POM, attended by an AL Program Manager: The meeting focussed on how the stakeholders can address the negative impacts on basic education systems with the increasing number of drop outs in PNG	Education	Qtr 2	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Attendance at 6 partner meetings in which APNG staff contributed in discussions and sharing ideas to address issues relating to development partnership, AL curriculum, GESI and Child Projection. The meetings included: PPG meeting, PEAN meeting, P4CD workshop or meeting, IPA Business Registration workshop, Human Rights Film Festival meeting and AL Curriculum Development workshop.		Qtr 2	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	DRR Earthquake Response Planning Update Meeting to provide planning and procurement update of the EQ response to the EQ Response Coordination Team.		Qtr 2	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	CPNG AHS enter into partnership agreement with Jiwaka, Chimbu, Candrian Glosa, Lae, Sohe DDAs at provincial governance level and others including the 7 partner churches.		Qtr 2	Anglicare

Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Attendance at the The Parenting for Child Development (P4CD) Program. The p4CD program and can be integrated into Gender and Child Protection programs or activities, and can be rolled out as part of AL program or on its own in the church communities. UNICEF has offered support to CPP churches if any are willing to take on P4CD program. The partners and other organizations involved in this workshop were DFAT, Caritas, Salvation Army, UNICEF, ADRA, Catholic Archdiocese of Madang and MENZIES School of Health Research.		Qtr 3	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Attended 5 strategic meetings such as peer review workshops held with anglican partners and other CPP NGOs to discuss workplans and consolidate opputunities		Qtr 4	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Collaboration with other Churches to develop curriculum for English language curriculum development. Workshop Discussions in the workshop focused on Level 2 subjects and topics. Comments and ideas were shared on the drafts. Partners involved in the workshop: Lutheran Church, Baptist Union, ADRA, SDA Church, CSO, Sonoma Teachers College, APNG and 2 Australian Volunteers.	Education	Qtr 4	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Weekly phone calls, texts and emails with diocesan officers in an attempt to improve and streamline communication		Qtr 4	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	ACPNG AHS Centre into Partnership agreement with DDAs at provincial level governance, BUPNG and others including the 7 Partner churches: discussions were held with Incountry Australian Scholarship Award Office and AHS through CPP for possible sponsor of AHS Nursing Officers and CHWs		Qtr 4	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Attendance at Asia Pacific Regional Climate Change workshop: The DRR officer attended this workshop with an ABM Representative.		Qtr 4	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Attendance at ACPNG Mothers Union conference		Qtr 4	Anglicare
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Attendance at gender in emergencies workshop	Gender	Qtr 4 and Qtr 1	Anglicare

Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	MoA between the National Capital District Commission Provincial Health Authority and the Health Services provided by TSA in the Port Moresby		Qtr 1	Salvation Army
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	The District Authority Administrators and Provincial Administrators acknowledged the work that The Salvation Army does in their Districts and Provinces, and have encouraged The Salvation Army to initiate the partnership by submitting its Expression of Interest in the area where they will serve the people effectively.		Qtr 1	Salvation Army
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	MOU signed between the United Church in Papua New Guinea and the Pacific Theological College through its Institute of Mission and Research - training on GESI conducted as part of the MOU		Q2	Uniting World
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	MOU with the Melanesian Institute for two years. The services secured through MI will begin in Year 2 as of July 2018. The partnership was secured through a Memorandum of Understanding (MOU) and a Letter of Agreement (LOA). The two services to expect from this are: (1) GET Curriculum framework to be mainstreamed into the 7 partners' theological schools or Colleges. (2) Participatory Action Research into two communities that will draw out shared learning on other modes of GESI integration into communities.		Q2	Uniting World
		MOU with miBank.... This partnership brings another perspective to financial Inclusion delivery mode through the use of mobile technology. Many of the communities we did training in are now keen participants in telephone banking		Q2	Uniting World
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Three key MoU's between National Department of Education (NDoE), Divine Word University and the St. Joseph's Catholic College have seen the smooth delivery of the Education Leadership and Management Diploma Course. NDoE are providing some of the course materials in partnership with Divine Word University. The course is being delivered at the St. Josephs National Catholic College in Port Moresby at no cost. This has all been possible through the MoU arrangements between each respective organisations and NCES		Qtr 4	Caritas
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Collaboration with the CIMC/FSVAC to promote the standardization of safe house management: As part of CA's accompaniment with safe house partners, CA has been liaising with the Consultative Implementation and Monitoring Council (CIMC) and Family and Sexual Violence Action Committee (FSVAC) to assess the standards of our partner safe houses.		Qtr 4	Caritas
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Active participation in NCD Disaster Management and Coordination Activities: A total of two (2) Disaster Management Team (DMT) meetings were attended by the CA Disaster Hub Manager on behalf of the churches	DRR	Qtr 4	Caritas

Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	The CA representative attended one Food Security Cluster meeting		Qtr 4	Caritas
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Caritas Australia facilitated several meetings with the CBC Secretary as part of a transition plan for the CPP to the Catholics Bishop Conference (?)		Qtr 4	Caritas
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Partner meeting with 9/7 representatives implementing programmes under CPP. The program included training on program budgeting and activity planning		Qtr 4	Caritas
Outcome 1:	1.2 National and Provincial Partnership Agreements are in place with evidence of effective collaboration and engagement	Groundwork laid for forming partnerships - although these partnerships have not been developed yet. Some of the groundwork has included awareness and induction workshops, administrative training courses, and awareness on government budgets		Qtr 4	ELCPNG
Outcome 1: Inclusive Partnerships	1.3 CPP3 Partners achieve their capacity building plans	A consultant is working to assist in the following sectors: PAP workshop, Budget breakdown, Annual report writing, M&E Officer recruitment, Communication with ACPNG, Policy review finalisation and Developing and tracking workplans and budgets	A consultant is working to assist in the following sectors	Qtr 1	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	ABM's CFO and volunteer accountant conducted a monitoring visit to Anglicare Port Moresby in September 2018. The visit was primarily to support Anglicare in audit preparation, and conduct a financial systems check.		Qtr 1	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	The Consultant directly supported ABM in the consolidation of Q1-Q4 reports for a CPP annual report, and conducted a monitoring visit to the Diocese of Aipo Rongo in September.		Qtr 1	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	20 people trained in Agents of Change training. The course is an 8 module biblically based community development project management course.		Qtr 1	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	4 Anglicare/ACPNG staff undertook a 10 day study tour to the ABM's partner in the Philippines, E-CARE. During the tour the officers learnt about the strategy and practice of E-Care Foundation Asset Based Community Development (ABCD) approaches taken and applied in the Philippines.		Qtr 1	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	17 staff attended the agent of change training		Qtr 1	Anglicare

Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Training on pastoral counseling: Participants were instructors and students from the college with their spouses representing 5 dioceses of ACPNG.		Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	2 days agent of change workshop for Anglicare staff and management		Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	ABCD training for Anglican priests and pastors		Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Integrated Climate Change Adaptation and Emergency Disaster Response Training attended by Project Officers, Church health services rep, Church youth rep and CPP officers ; conducted by the PNG red cross	DRR	Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Institutional capacity buildings: A consultant was appointed to review policies (HIV policy, gender and child protection)were reviewed in consultation with stakeholders, APNG and ACPNG. Draft versions of the 3 policies are now available and a first workshop for feedback on the policies has been conducted		Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	ABM supported the planning and implementation of a ‘Heads of Services’ meeting between ACPNG and Anglicare		Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	ABM facilitated discussions around an Anglican emergency response surge capacity network called Disasters in Resilience and Response		Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	ABM assisted in the planning of the Agents of Change community development workshop.		Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Anti fraud training conducted at the Australian High Commission		Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	One GESI officer took part in a Case Study tour to an ADRA/SDA Community at Goreku village in Sinesine, Chimbu Province	GESI	Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	A disability Inclusive Assessment was conducted by the Lutheran Church at two sites for ACPNG. This contributed to the disability inclusion report	A disability Inclusive Assessment was	Qtr 4	Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Health: 2 facilities visited by the Diocese to identify capacity gaps and develop a way forward plan and discuss the healthy island concept (also listed under outcome 2)	Health		Anglicare
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	The project supported a finance staff member that completed his Diploma in Business Studies from the University of Divine Wood Port Moresby Campus.		Qtr 1	Salvation Army
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Training on Monitoring and Evaluation requirements. TSA Project implementers’ workshop aims to develop plans as per the TSA PNG CPP 18/19 AAP. Implementers are then informed of the 18/19 TSA CPP AAP requirements		Qtr 1	Salvation Army

Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Support to staff to undertake long and short term training for their capacity building. For instance, TSA training cadet officers attended the FODE courses. One staff member will be graduating from the University in Madang.		Qtr 2	Salvation Army
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Purchase of computers for the IT program		Qtr 2	Salvation Army
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Upgrades to the IT program: With support from the IT programme, TSA officers & employees have access to online programs and information via the internet.		Qtr 2	Salvation Army
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Training of trainers being conducted - unclear for what purpose		Qtr 2	Uniting World
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Held a workshop to develop the Capacity Building Plan and its subsequent implementation. Participants were drawn from ELCPNG CPP and ELCPNG departments and the senior leadership. The workshop covered a number of discussion topics: ownership; reporting; policies and principles, monitoring and evaluation.		Qtr 1	Lutheran World Service
		Held another workshop to develop the capacity building plan and its implementation. The workshop focussed on strengthening departmental and divisional capacity.		Qtr 1	Lutheran World Service
Outcome 1: Inclusive Partnerships	1.3 CPP3 Partners achieve their capacity building plans	Organised a workshop to Review the findings and recommendations of the Disability and use those findings and recommendations to produce the Collaborative Disability-inclusion Action plan together with corresponding monitoring and evaluation framework.	Disability	Qtr 1	Lutheran World Service
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Development of the Health Care Manual	Health and GESI		Lutheran World Service
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	A Caritas Australia representative and te Lukatim Piknini Board member travelled to Cambodia to attend a UNICEF and WHO program on ending violence against children		Qtr 4	Caritas
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	One capacity development training for the education secretaries was conducted. This need had been raised several times in the past. As a result 43 Catholic education secretaries and religious education coordinators were trained in course writing		Qtr 4	Caritas
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	Several meetings with UNDP, CISP, Human Rights Activists etc to identify external support and map out engagement of the Catholic Church with a range of stakeholders		Qtr 4	Caritas
Outcome 1:	1.3 CPP3 Partners achieve their capacity building plans	First meeting in a series of 5 for capacity building for the development of the ELCPNG		Qtr 4	ELCPNG

Outcome 1: Inclusive Partnerships	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	The GET Community of Practise and GWG workshop was held in Q1. All Church partners attended including ACPNG	Gender	Qtr 1	Anglicare
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Two officers attended this workshop which was conducted by UN Women and facilitated by Care International at a Disaster Ready Learning Review and Planning Workshop.		Qtr 1	Anglicare
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	GESI Young leaders conference: A draft tentative plan was presented at the PAP workshop and stakeholders especially, in Popondetta, have expressed their support to host this event for the first time in Popondetta	GESI	Qtr 1	Anglicare
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	ACPNG (1M 1 F) attended a GESI capacity training hosting by UCPNG. A total of 35 participants including other partners attended. The focus was on case studies, conducted jointly by churches that can be replicated across partner churches and the University of Goroka. They also planned to host a Collaborative March on one of the 20 Days of Activism as well as the 5 Key Strategic focus Areas CPP: Education, health, DRR, Peace & Prosperity and GESI.	GESI	Qtr 1	Anglicare
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Many strategic partners were involved including the National Literacy Awareness Secretariat. In Recognition to Anglicare's efforts so far in addressing illiteracy for PNG, Telikom Foundation PNG has awarded 5 Clean Energy Desktop computers to enhance learnings for both teachers and learners alike.		Qtr 1	Anglicare
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	GESI: Gender based march in goroka; Key messages on GBV were shared by appointed people at selected sites during the march and awareness materials such as pamphlets, t-shirts, leaflets and posters were issued to the generalpublic.	GESI	Qtr 1	Anglicare
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	GESI: End Violence Against Women and Girls Walk. A day activity to raise awareness to end violence against women and girls.	GESI	Qtr 1	Anglicare
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	World AIDS Day Commemoration celebrated and IEC material distributed	Health	Qtr 1	Anglicare

Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Adult Literacy: The Standard L1 Curriculum (Tok Pisin) is currently being trialed by the lead partner agency (ADRA)	Adult Literacy	Qtr 4	Anglicare
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Anglicare has now developed two curriculums: Melanesian Empowerment Literacy (MEL) currently trialed by 8 schools in Popondetta, and the Anglicare AL Curriculum used in POM	Education	Qtr 4	Anglicare
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	In this quarter, the Gender Sensitisation training for TSA officers was conducted in Sepik. The workshop built the capacity of the officers which can be transmitted through church activity reaching families and local communities. This training coincided with the 20 Days of Activism for Gender Equality. A media article was published from the training (see Section 7).		Qtr 2	Salvation Army
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	In house training on disability inclusion to change attitudes towards people living with disability		Qtr 2	Salvation Army
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Gender Sensitisation training for the Salvation Army to build the capacity of the officers within the churches (TSA) which can be transmitted through church activity reaching the families and the communities.	Disability	Qtr 1	Salvation Army
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	TSA was invited to the Gender Equality Theology Community of Practice workshop held at the Melanesian Institute.	Gender	Qtr 1	Salvation Army
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	TSA PNG CPP and the TSA Disability rep attended Disability Collaborative workshop with the other 6 CPP church partners and the representatives from the PNG Disability Assembly, DCCP, CPPCO and GoPNG representative from Community Development Department.	Disability	Qtr 1	Salvation Army
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Organised a Community of Practise gathering in Port Moresby, bringing together theologians and program people from church partners and other Christian organisations including the Melanesian Institute, Pastors Fraternal and the Papua New Guinea Council of Churches (PNGCC). One of the outcomes of this gathering was the formation of a GET Community of Practice (CoP)		Final report	Uniting World
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Consultations with the New Ireland region to mainstream Gender Equality theology		Qtr 2	Uniting World

Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Mainstreaming of Gender Equality Theology at Rarongo School of Mission and Theology and Geroge Brown Bible School		Qtr 2	Uniting World
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Presentation to the Niu Ailan Region Executive Council		Qtr 2	Uniting World
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Support to Papua New Guinea’s 20 days of Human Rights Activism campaign under the theme “Act now to end gender-based violence in the world of work –lead, speak, support, and action”. A walk was jointly organized by the United Church, Catholic and the Salvation Army and supported by other Churches and Organizations including the Melanesian Institute.		Qtr 2	Uniting World
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Organised a Seminar to highlight to participants a deeper understanding of Gender through the Bible perspective, human dignity, effects and realities of violence against women and girls. On Saturday, 29 Children joined the Seminar and attended sessions on GET, Disability – People living with disability, peace building and referral path ways.		Qtr 2	Uniting World
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Bi-annual conference for Children and Youth Ministry where Regional Coordinators update, share and deliberate on church programs and concerns in programs relating to Children and Youth.		Qtr 2	Uniting World
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Training of male organised and attended by church leaders of United Church from Alotau, North Port Moresby and Poreporena Circuits and other participants from Madang Centre of Hope and Wewak Stella Maries [Catholic Church – 2 participants], Seventh Day Adventist – 2 participants and Anglican – 1 participant.		Qtr 2	Uniting World
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	The GESI Desk represented the United Church Development Unit in a CPP Disability Inclusion Workshop facilitated by the Lutheran Church		Qtr 2	Uniting World
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Two year workplan for the Rabe community was developed by the GESI Desk.		Qtr 2	Uniting World
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	ELCPNG representatives in a gender practitioner, theologian and program officer attended the Gender Equality Theology (GET) Community of Practice (CoP) meeting with other partner churches.	Gender	Qtr 1	Lutheran World Service
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	CA participated in GESI meetings with seven mainline Churches		Qtr 4	Caritas

Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Coordinated with Melanesian Institute and Mercy Works to facilitate 20 days of activism		Qtr 4	Caritas
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Work on GBV awareness through centre of hope in Madang		Qtr 4	Caritas
Outcome 1:	1.4 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	COH implemented training on GESI for male advocates in the community to enable male role models in the community.		Qtr 4	Caritas
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Started the development of the GESI Policy Plan to operationalise the CPP strategy	GESI	Qtr 4	ELCPNG
Outcome 1:	1.4 CPP3 Partners demonstrate improved GESI Practises and are collaborating and advocating for inclusivity broadly	Disability inclusion assessment carried out by a consultant firm - discussions were attended by several stakeholders		Qtr 4	ELCPNG
Outcome 2: Resilient and prosperous communities	2.1 Local level partnerships are in place and are demonstrating citizen engagement	Consultations between the United Church Development Unit and the School of Skills and Leadership based in ENB		Qtr 2	Uniting World
Outcome 2:	2.1 Local level partnerships are in place and are demonstrating citizen engagement	Consultation with the Principal of the School of Skills and Leadership and New Britain Regional Executives.		Qtr 2	Uniting World
Outcome 2:	2.1 Local level partnerships are in place and are demonstrating citizen engagement	These information is captured in MoUs between ELCPNG and beneficiaries of the WASH project in SHP on VIP latrines		Qtr 2	Lutheran World Service
Outcome 2:	2.1 Local level partnerships are in place and are demonstrating citizen engagement	MOUs signed for the establishment of 3 adult learning schools		Qtr 4	Anglicare
Outcome 2:	2.1 Local level partnerships are in place and are demonstrating citizen engagement	MOUs were signed in Oro Province (Sorovi in Ijivitari and Awala in Sohe District) to establish new CSO partners		Qtr 4	Anglicare

Outcome 2:	2.1 Local level partnerships are in place and are demonstrating citizen engagement	Anglicare PNG and ADRA signed an MOU during this meeting to share information and teaching materials for the AL programs. The MOU signing was witnessed by the 7 church partners, CPPCO, Department for Community Development& Religion, NLAS, and representatives from Anglicare and ABM.			Anglicare
Outcome 2: Resilient and prosperous communities	2.2 Strategic and collective action of CPP3 partners is delivering improved practice informed by learnings.	Begun work on a Policy paper on Disaster Management to be presented to the Assembly ion in Octobers		Qtr 1	Uniting World
Outcome 2:	2.2 Strategic and collective action of CPP3 partners is delivering improved practice informed by learnings.	A monitoring and evaluation assessment in Central, Jiwaka, Gulf and Oro Provinces was carried out to assess the impact of project activities		Qtr 2	Salvation Army
Outcome 2:	2.2 Strategic and collective action of CPP3 partners is delivering improved practice informed by learnings.	The baseline study carried out showed that many communities or villages were hit hard by the dry season in Rigo District in the Central Province. The affected communities walk longer distance in search of clean water for drinking and cooking. Therefore, the Salvation Army through this project is aiming to provide the identified communities with a bore water pump to access clean and safe water		Qtr 2	Salvation Army
Outcome 2:	2.2 Strategic and collective action of CPP3 partners is delivering improved practice informed by learnings.	The base line study completed prior to the activity showed that during the festive season communities are being disturbed by young people who consume illegal drugs and home-brew alcohol. On the basis of this a drug and alcohol preventing activity was designed.		Qtr 2	Salvation Army
Outcome 2:	2.2 Strategic and collective action of CPP3 partners is delivering improved practice informed by learnings.	Baseline assessment for future disability support	Diability	Qtr 1	Lutheran World Service
Outcome 2:	2.2 Strategic and collective action of CPP3 partners is delivering improved practice informed by learnings.	Contextual analysis for Church Districts to better support districts undertaken		Qtr 1	Lutheran World Service
Outcome 2:	2.2 Strategic and collective action of CPP3 partners is delivering improved practice informed by learnings.	Health: Capacity needs assessment conducted to assess HIV counselling and disease data reporting; Capacity Needs Assessment visit to Koinambe Health Centre. The purpose of the visit is to assess quality of primary health service delivery, staff capacity needs and the capacity to provide reports.	Health	Qtr 2	Anglicare
Outcome 2:	2.2 Strategic and collective action of CPP3 partners is delivering improved practice informed by learnings.	Anglicare supported a survey to design an emergency response network Disasters in Resilience and Response		Qtr 4	Anglicare

Outcome 2: Resilient and prosperous communities	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: Completed a Training and activity review for People Living with HIV and Aids. Training was held in Mount Hagen and people were brought in from Porgera, Hela, Mendi and the Dobel Community.	Health		Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: Continued efforts towards immunization coverage in Kunimaipa area. This is the area of the Gulf and Central province that borders the Morobe province. Morobe province is now declared a polio disease emergency area.	Health	Qtr 1	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Completed Teachers In service Training for Hela and Southern Highlands. A week long training to enhance management skills was facilitated by various speakers including the Assembly Education Secretary.	Education	Qtr 1	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Completed Education Leadership Conference. The conference was critical in mapping out some common development priorities and pathways for stronger partnership- as part of the National Mission Development Plan 2016 to 2020.	Education	Qtr 1	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Gender awareness trainings conducted	GESI	Qtr 1	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: Did food distribution to affected islands communities in Milne Bay.	DRR	Qtr 1	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: In 2018, two Health Worker students from the Southern Highlands Province were supported by the UCPNG to complete their studies in the Rabaul Community College in East New Britain.	Education	Qtr 2	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Support the Dorobisoro Primary School in Rigo District, Central Province. financial support for building materials, payment of allowances etc; National Qualification Framework endorsed by the Church; Education conference dealt with tuition fee and other issues	Education	Qtr 2 and final	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Educational support to female student attending Gaulim's Teacher College	Education	Qtr 2	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: Re- building of eighteen new houses, rebuilding of walking bridges – jetties, land reclaim and back filling of stone walls, installation of water supply system, and food rations after a fire	DRR	Qtr 2	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	The Ganimarupu Rural Water Supply and Sanitation Program is under the Health Program and will serve the Ganimarupu village and the Primary School – a total of 2000+ population.	WASH	Qtr 2	Uniting World

Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	WASH: The baseline study into Bou village is completed but some more related work is needed to give a comprehensive over all view of the village as this activity will run alongside the United Church RWSSP WASH Program based in Alotau. Wash Nutrition project, yet to start here	WASH	Qtr 2	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	United Church Development has embarked on its Futsal (a sports activity) project, which is a strategy to prevention and addressing violence in Bougainville leading up to the Bougainville referendum and independence.	Peace	Qtr 2	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	This is a joint evaluation engagement led by the Pacific Theological College and supported by the UCPNG Development Unit. From the training, a significant change that has happened was the actual peace making facilitation by Captains Gunere of the Salvation Army. Both the Salvation Army officers attended the training that was conducted back in FY2017/2018 because of their involvement in peace building in their local communities. Through the influence of the two Captains, a conflict between two warring factions in their village was settled.	Peace Keeping	Qtr 2	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	A total of 80 participants attended the standard based education workshop in Kido village. Fewer women attending the workshop is a concern that needs to be addressed in the church education sector.	Education	Qtr 2	Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Peace and prosperity: Engaged with Exxon Mobile for community livelihood project in Hela	Peace and prosperity		Uniting World
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Volunteer teachers trained to perform and carry out their roles effectively and to deliver quality services. A recent success story that has occurred due to the activity is the local community are showing interest, improving literacy rates in the rural areas of Kainantu	Education	Qtr 2	Salvation Army
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Roll out of Standard Based Education curriculum throughout PNG, through ToT workshops and cluster trainers' workshop.	Education	Qtr 1	Salvation Army
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Peace building: Drug and alcohol prevention training and awareness activity was conducted at Kore and Mamalo villages and an estimated 1,100 people including men, women, young people and children attended the awareness. Once completed, the project aims to establish peace and harmony within the communities.	Peace building	Qtr 2	Salvation Army
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Restorative Justice: The program conducted a Restorative Justice training in Lae, Morobe Province	Restorative Justice	Qtr 2	Salvation Army
		Conducted an restorative justice awareness session on drug and alcohol abuse, GBV, and other social issues affecting the families in 4 villages	Restorative Justice	Qtr 1	Salvation Army

Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Work with youth: The activities conducted brought together young people, mainly youths, to attend a 3-day camp where they reflect on the issues which affect young people. Some topics covered at the camp included sessions on HIV/AIDS prevention, Health and Hygiene and other health related topics that were facilitated by medical officers from the Kimbe general hospital.	Work with youth	Qtr 2	Salvation Army
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Work with youth: Conducted youth congress for three divisions, which included some awareness on drug and alcohol abuse	Work with youth	Qtr 1	Salvation Army
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Work with youth: Father and Son weekend activities were organized in two Province including Jiwaka and Central Province.	Work with youth	Qtr 1	Salvation Army
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	WASH: The aims to provide proper water supply for the rural villages to increase their resilience to droughts and dry season weather and improve health and hygiene standards.	WASH	Qtr 2	Salvation Army
Outcome 2: Resilient and prosperous communities	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Early childhood education in-service training conducted for 42 existing ECE teachers. P	Education	Qtr 1	Lutheran World Service
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Disability: The Community Based Rehabilitation awareness/training and formation of Community Disability group. Training included mindset empowerment on changing communities' negative implications on disabilities to support disability work.	Disability	Qtr 2	Lutheran World Service
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR Collaborative Action: Meeting conducted on DRR with an agenda on the preparation of the responding churches to the earthquake response in the Hela and Southern Highlands provinces	DRR Collaborative Action	Qtr 2	Lutheran World Service
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Prepared a DRR plan for the Church which focusses on strengthening partners and networks	DRR	Qtr 2	Lutheran World Service
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Livelihood support to the community on HIV AIDS - two persons aided with opening stores	Livelihood	Qtr 2	Lutheran World Service
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: Community Health Worker Strengthening Program being implemented	Health	Qtr 2	Lutheran World Service

Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: LHS IT officer to visit all LHS facilities to help In accurate reporting of health data	Health	Qtr 2	Lutheran World Service
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Lutheran officer helped in developing ADRA curriculum 2 for adult litreacy	Education	Qtr 2	Lutheran World Service
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Implementation fo the Wakmari school curriculum	Education	Qtr 2	Lutheran World Service
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Participation in 20 days of gender activism events to observe the elimination of gender based violence	GESI	Qtr 2	Lutheran World Service
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Support to disability program through follow up and training of CBR vilunteers	Disability	Qtr 2	Lutheran World Service
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Meeting to develop youth trainer curriculum	Education	Qtr 2	Lutheran World Service
Outcome 2:	2.2 Strategic and collective action of CPP3 partners is delivering improved practice informed by learnings.	Collaboration between Adult's literacy program and Women's Division to implement a TOT	Education	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Implementation of adult literacy activities	Education	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Advocacy events targeting school children at 9 schools and in 3 communities on the importance of early childhood education	Education	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Follow up session for early childhood teachers on the importance of the use of phonetics +feedback to improve teaching given limited resources	Education	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Training on the importance of follow up coaching and mentoring for head teachers	Education	Qtr 4	ELCPNG

Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Financial management training for the parents of Amba school	Education	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Behaviour management strategy drafted and ready for Church endorsement	Education	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Teacher Training on Adult literacy so that 31 teachers can return to their schools and start adult literacy classes	Education	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Implementation of a revised curriculum, using additional teaching materials	Education	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Development of Youth worker curriculum for Amron School	Education	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: Construction of a medical waste incinerator	Health	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: Administrative management using aAble payroll system	Health	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: Clinic Register Review Workshop has helped nurses who were earlier missing some information about children	Health	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Peace and prosperity: Youth leadership training for Papua district	Peace and prosperity	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Peace and prosperity: Personal viability training conducted	Peace and prosperity	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Peace and prosperity: Women's reflection workshop conducted	Peace and prosperity	Qtr 4	ELCPNG

Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Printing copies of the Gender Equality Theology equality	GESI	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Child rights awareness materials re-printed	GESI	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Additional child rights training for backroad settlement parents through the Sunday school program focussing on the rights and responsibilities of children	GESI	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Conducted Simbu disability advocates and community mobilization training focusses on youths to become advocates for disability rights	GESI	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Implementation of a mobile clinic to carry out disability clinical assessment in Simbu to give basic care giving advise and referreals for further treatements	GESI	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: Work with Elgen farmers on onion cultivation	DRR	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: Drafting of a risk management plan	DRR	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Gender in-training for staff in order to develop an ELCPNG strategy	GESI	Qtr 4	ELCPNG
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Ten new AL schools have been established (including one revived), across 4 ofthe 5 dioceses.	Education	Qtr 1	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Basic stationery, some learning resource materials, and teachers allowances were provided to schools in Dogura, Popondetta, Aipo Rongo, NGI and POM Dioceses.	Education	Qtr 1	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Training for teachers during weekly in service workshops on topics such as lesson preparation, teacher/learner guide resource development, and weekly assessments	Education	Qtr 1	Anglicare

Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Five new schools were established in Q2 following consultations and agreement	Education	Qtr 2	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Attendance of POM partners and AL teachers and learners in National Litereacy week.	Education	Qtr 2	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Teachers In-service Training. The training conducted to was to refresh and up-skill both the old and new AL teachers.	Education	Qtr 2	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Support to all teachers with incentives- active AL teachers were supported as per their timesheets	Education	Qtr 2	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: 4 AL field officers supported in terms of incentives	Education	Qtr 2	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: APNG continues to fully fund and support the active AL schools across the dioceses and also support schools that have been inactive.	Education	Qtr 2	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: School Board Meeting attended by ACPNG, Community reps and the AL school reps to provide updates on CPP activities and discuss administrative function and issues.	Education	Qtr 2	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Livelihoods: Sewing Training for Mothers' Union (MU) to equip them members with sewing skills so they can use that to generate income	Livelihoods	Qtr 2	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Livelihoods and Education: Life skills such as sewing, soap making integrated into AL	Livelihoods and Education	Qtr 2	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Two graduation programs held	Education	Qtr 2	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: One CAP held and attended by One Officer; the CAP training jointly funded by CPP, AHS and NDoH.	Health	Qtr 2	Anglicare

Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	General: Distribution of IEC on Family Projection Act, 2013, Wife Beating is a Crime, Understanding Domestic Violence, Rape Incest Child Abuse, 'What about Rape' and Money and Budgeting and 'Family Support Centre' booklets	General	Qtr 3	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Two dioceses conducted CAP (Healthy Island Concept) Mapping and integrated advocacy with AHS & NDoH	Health	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: Conducted integrated school health prevention advocacy in three dioceses with AED & AL schools	Health	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health and GESI: IEC on health including the distribution of Human Rights Posters, GBV Information leaflets, pamphlets, sexual health booklets and messaging t shirts	Health and GESI	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: Distribution of condoms Isuga and Goroka	Health	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: 2 facilities visited by the Diocese to identify capacity gaps and develop a way forward plan and discuss the healthy island concept	Health	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: More than 5 cases of GBV and child abuse managed by CPP officers through counselling and reporting	GESI	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Two child protection committees established	GESI	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Pastoral Counseling conducted at Newton Theological College and a total of 20 people (11 males & 9 females) were trained. Participants were mainly trainee priests, their spouses and lectures/instructors from the college.	GESI	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	General: 17 people participated in agent of change training on GESI and DRR issues. Attendees included diocesan POs, diocesan secretary, SeniorMembers of Anglicare Management Team, 3 program managers, CPP Coordination Officers.	General	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: GET Training conducted in Goroka.	GESI	Qtr 4	Anglicare

Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Establishment of GET Community of Practice was accomplished soon after the Goroka GET training whereby the 9 Participants and Fr. Raymond (assistant Trainer) became part of the members of the ACPNG's GET Community of Practice.	GESI	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Several meetings attended by the GESI officer	GESI	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: DRR Emergency Response/Climate Change Adaption training conducted; facilitated by red cross	DRR	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: DRR IEC developed and circulated for comments. Finalization of messaging, printing and distribution yet to occur	DRR	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: Chairs for Diocesan Disaster preparedness committees identified	DRR	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: One Climate Change Adaptation Trainings for DRR Committees was conducted targetting deanery committees	DRR	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Adult learning classes conducted in 9 provinces	Education	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Training and support to 75 teachers in various provinces	Education	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: More than 50% of female adult learners enrolled in classes	Education	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: 3 Adult learning schools established	Education	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: 10 previously inactive Adult learning schools have been made active	Education	Qtr 4	Anglicare

Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Stationary and textbooks distributed in AL schools	Education	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: One school implemented planned bridging classes	Education	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Livelihoods: Life skill training: 184 females and 100 males were trained in various life skills (sewing, baking/cooking, screen printing, soap & oil making and financial literacy).	Livelihoods	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Livelihoods: 25 people trained (17 males & 8 females) in basic agriculture, Animal and Husbandry (esp. raising pigs) in Siane, Chuave, Simbai Province.	Livelihoods	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Education: Two adult learning graduations conducted in POM and Madang	Education	Qtr 4	Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Health: Healthy living advocacy - This is a Health Education Awareness program/activity to promote healthy living styles in the communities through the Aipo Rongo Diocese Health Secretary and funded by CPP APNG.	Health		Anglicare
Outcome 2:	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Three victims of child abuse and gender based violence were referred to Anglicare Gender Desk by relatives for counselling and referral assistance. They were previously not connected to any CPP or Anglicare program. They were supported with food and clothing, counselled and further referred to Family & Sexual Violence Unit of the Police for possible legal actions.	Gender		Anglicare
	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Meetings with the NCES board on the implementation of the Diploma course on Education Leadership and Management	Education	Qtr 4	Caritas
	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	COH to receive M and E training and conduct M and E activities - pre surveys conducted to identify baseline characteristics of communities on gender and health issues		Qtr 4	Caritas
	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	CA Protection Officer provided a range of support on 20 days of activism campaign in partnership with churches, meetings with Abt on GESI and CBC development secretary		Qtr 4	Caritas
	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Child protection: Conducted an indepth assessment of child protection procedures, policies and practises and identified areas for capacity strengthening	Child protection	Qtr 4	Caritas

	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Child protection: Engaged Theological colleges to develop a child protection course with the objective that priests have knowledge of child protection when the graduate from institutes; the curriculum was developed with several churches	Child protection	Qtr 4	Caritas
	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: CA coordinator visited three communities to update community leaders on the implementation or DRR trainings	DRR	Qtr 4	Caritas
	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: DRR training conducted for 37 participants with SOPs for different communities so that they can actively participate in disaster and risk mitigation	DRR	Qtr 4	Caritas
	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: Diocesan coordinator promotes food preservation techniques especially in frost affected communities - 2 trainings were conducted	DRR	Qtr 4	Caritas
	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	DRR: Distribution of drought resistant crops	DRR	Qtr 4	Caritas
	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	Livelihoods: Mercy works continued to promote agriculture and youth financial empowerment	Livelihoods	Qtr 4	Caritas
	2.3 Community wellbeing and resilience is improved through achievement of development outcomes	GESI: Supported CPP 20 days of activism	GESI	Qtr 4	Caritas
		DRR: Through CA's leadership, the Church Agency Network - Disaster Operations (CAN DO) consortium has enabled stronger preparedness and coordination of churches in their DRR and emergency response work in PNG.	DRR	Qtr 2	Caritas
		EVAWC: CA PNG has an EVAWC design in place, guiding operations and implementation with a key focus on international best practice. This quarter, the Catholic partners who provide safe house services in Wewak, Kokopo, Bougainville and Madang were supported through a number of trainings-(M&E,Trauma Counselling, Human Rights), capacity-assessment exercises, and consultations to lead and facilitate trainings.	EVAWC	Qtr 2	Caritas
		Child Protection: CA now has a Protection Framework developed into a Training Package and has trained CA PNG staff on the framework and in turn to work with the broader CPP and Catholic partners. With the key Commissions within CBC under-staffed most of the protection activities planned for	Child Protection	Qtr 2	Caritas

Outcome 3: An effective and well managed CPP3	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	The CPP Coordinator conducted a monitoring visit to the Diocese of Popondota to monitor activity progress and confirm team leader/staffing arrangements. Updates were also shared with Heads of Education and Health services.		Qtr 1	Anglicare
Outcome 3:	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	ABM's Partner Liaison Consultant and ABM's Pacific Coordinator conducted a monitoring visit to Mt Hagen and Jimi Valley.		Qtr 1	Anglicare
Outcome 3:	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	ABM's CFO and volunteer accountant conducted a monitoring visit to Anglicare PortMoresby in September 2018 to conduct a financial systems check.		Qtr 1	Anglicare
Outcome 3:	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	One monitoring trip conducted by the CPP Coordinator & M&E Officer to Chuave, Eastern Highlands Province.		Qtr 1	Anglicare
Outcome 3:	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	During the quarter, an internal audit was conducted to one diocese – Mount Hagen in WHP and Chuave district in Chimbu for asset register as recommended by the external audit from Kapi & Clarke.		Qtr 1	Anglicare
Outcome 3:	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	The CPP Officer conducted an audit visit to Oro Province to the Diocesan CPP office and AL sites in late November.		Qtr 1	Anglicare
Outcome 3:	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	4 monitoring visits conducted. Four AL sites were visited and one community in which a lifeskills training had just been conducted.		Qtr 4	Anglicare
Outcome 3:	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	3 new staff recruited (POM, Diocese, accounts, Simbai AL, AR Diocese)		Qtr 4	Anglicare
Outcome 3:	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	Two internal audits conducted where it was discovered that for both dioceses there was a lack of proper documentation in regards to funds transfers. Generally, no proper report keeping and general standard practice of financial practices were implemented.		Qtr 4	Anglicare
Outcome 3:	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	ABM has continued to closely communicate with Anglicare PNG		Qtr 4	Anglicare
Outcome 3:	3.1 Partnership management and coordination functions are efficiently and effectively delivered.	ABM's Partner Liaison Consultant conducted two monitoring trips in Q2. In November, she travelled to the Diocese of NGI where visits were undertaken to the Saksak AL site and Potpotpau community on the east coast of Kimbe in the West New Britain Province.			Anglicare

Outcome 3:	3.3 Community level programs are efficiently and effectively delivered with results identified and shared through improved MEL and communication approaches.	All dioceses have conducted their respective DAC Meetings. They were attended by representatives from social and ministry arms of the church in each diocese. They discussed and presented progressive reports of projects and identified potential gaps		Qtr 4	Anglicare
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Annex 3 – Summary of financial allocations

ANGO / CHURCH	Outcome 1	Outcome 2							Outcome 3			Total
	Inclusive Partnership	Health	Education	GESI	Peace Prosperity & Restorative Justice	Disaster	Literacy	Young people and Child protection	Australia Costs	PNG Development Entity	IT project	
1	69,294	139,379	183,123	86,363	74,912	63,676	106,852		256,541	193,858		1,173,998
2	163,016	20,000		32,392		18,707	162,060		250,308	385,322		1,031,805
3	10,000	150,000		140,000	83,500	239,000			100,000	278,500		1,001,000
4	185,670	74,130	85,890	84,000	174,300	50,190			196,000	238,322		1,088,502
5	174,832	37,086	42,021	23,518	141,407	47,449	116,403	71,385	90,500	124,954	125,843	995,398
6	22,917	56,251	16,667	58,750		17,083			90,000	338,333		600,001
7	66,192	143,136	134,610	183,960	126,000	126,210			232,992	186,900		1,200,000
	691,921	619,982	462,311	608,983	600,119	562,315	385,315	71,385	1,216,341	1,746,189	125,843	7,090,704
	10%	9%	7%	9%	8%	8%	5%	1%	17%	25%	2%	100%
	10%	47%							44%			

Annex 4 – List of Interviewees

Given Name	Surname	Position	Organisation	Sex
PNG Church Leaders, Heads and Members of Development Agencies				
Rev Bernard	Siai	Head of Church	United Church of PNG	M
Wesis	Porop	General Secretary	United Church of PNG	M
Kali	Sete	Development Secretary	United Church of PNG	M
Bena	Seta	Program Manager	United Church of PNG	M
Helen	Vavia	Gender Officer	United Church of PNG	F
Douglas	Roger	ME Officer	United Church of PNG	M
Biango	Buia	Manager – Partnerships & relations	United Church of PNG	M
Henry	Apo	Education Secretary	United Church of PNG	M
Garo	Kilagi	Health Secretary	United Church of PNG	M
Gloria	Marke	Women’s Coordinator	United Church of PNG	F
Lilian	Merisa Key	Youth Coordinator	United Church of PNG	F
Archbishop Allan	Migi	Head of Church	Anglican Church	M
Dennis	Kabekabe	General Secretary	Anglican Church	M
Thompson	Yawa	CPP Coordinator	Anglicare PNG	M
Heni	Meke	Director	Anglicare PNG	F
Darwin		Literacy Program Manager	Anglicare PNG	M
Marvis	Tito	AMB Liasion Officer	Anglicare PNG	F
Roselyn Robert	Robert	Management Team	Anglicare PNG	F
Bishop Jack	Urame	Head of Church	Evangelical Lutheran Church of PNG	M
Bernard	Kaisom	General Secretary	Evangelical Lutheran Church of PNG	M
Mary	Tankulu	CPP Coordinator	Evangelical Lutheran Church of PNG – CPP	F
Alex	Gemung	CPP Program Officer	Evangelical Lutheran Church of PNG - CPP	M
Ps. Kepsie	Elodo	Head of Church	Seventh Day Adventist	M
Ps. Henry	Monape	General Secretary	Seventh Day Adventist	M
Jimmy	Jacob	CPP Coordinator	Seventh Day Adventist	M
Allie	Gwaibo	M & E officer	Seventh Day Adventist	F
Janelyn	Assuyion	Finance Director	Seventh Day Adventist	F
Marek	Soos	Program Director	Seventh Day Adventist	M
Ps. Jefferey	Moduwa	Head of Church	Baptist Union of PNG	M
John	Hosea	CPP Manager	Baptist Union of PNG	M
Col. Kelvin	Alley	Head of Church	The Salvation Army PNG	M
Esaiah	Eino	CPP Coordinator	The Salvation Army PNG	M
Vanua	Geno	ME Officer	The Salvation Army PNG	M
Bishop Rochas	Tatimai	Head of Church	President of the CBC, PNG & SI	M
Fr	Giorgio	General Secretary	Catholics Bishops Conference	M
Marie	Mondiu	CPP Coordinator	Development Commission Catholics Bishops Conference	F

Anna	Nonkas	Finance Admin Support	CISP Commission Catholics Bishops Conference	F
William	Toanga	Caritas Diocesan Development Secretary	Diocese of Bougainville	M
Clemant	Bundo	Caritas Diocesan Development Secretary	Diocese of Kundiawa	M
Valentine	Kambouri	Independent Chair	Strategic Development Team	M
Australian Church Partners Senior Leaders and Program Personnel				
Jamie	Davies	Executive Director	Australian Lutheran World Service	F
Rachelle	Quiggin	Program Officer PNG & Indonesia	Australian Lutheran World Service	F
Leah	Odongo	Program Manager & Assistant Executive Director	Australian Lutheran World Service	F
Jane	Anderson	Former Program Officer PNG	Australian Lutheran World Service	F
Paul	O'Callaghan	Chief Executive Officer	Caritas Australia	M
Stephanie	Lalor	Program Manager	Caritas Australia	F
Michael	Peyra	Senior Coordinator DMEL Pacific	Caritas Australia	M
Bernard	Holland		Caritas Australia	M
Rev John	Dean	Chief Executive Officer	Anglian Board of Missions	M
Lina	Magallanes	International Program Manager	Anglian Board of Missions	F
Kate	Whinny	Pacific Programs Coordinator	Anglican Board of Missions	F
Dr Sureka	Goringe	National Director	UnitingWorld	F
Aletia	Dundas	International Programs Manager	UnitingWorld	F
Bronwyn	Spender	Associate Director, Pacific	UnitingWorld	F
Mark	Hunn	Compliance and Partnership Manager	The Salvation Army Australia	M
Stephanie	Gradwell	Program Coordinator	The Salvation Army Australia	F
Rachel	Waugh	Project Manager	The Salvation Army Australia	F
Murray	Millar	Director Programs	ADRA Australia	M
Ellen Hau	Pati	PNG Program Officer, International Program	ADRA Australia	F
Anthony	Sell	Director International	Transform Aid International	M
Neelam	Dobhal	Grants Administrator and Strategic Initiatives Coordinator	Transform Aid International	F
Bernard	Holland	Acting CEO	Caritas Australia	M
Michael	Peyra	Adviser	Caritas Australia	M
Port Moresby (National Capital District) Civil Society and Government				
Pastor, Chair and other members of the Morata United Church (7 males and female)				
Martin	Brash	Independent Consultant and CPP3 Team leader	Tanarama Consultants	M

Steve	Hogg	Consultant, member CPP design team	Self Employed	M
Br Martin	Tnines	Director	Melanesian Institute	M
Warren	Marape	Director, Office of Religion	Dept for Community Development and Religion	M
Paster Roger	Joseph	General Secretary	PNG Council of Churches	M
Isu	Aluvalu	Social Justice Desk Secretary	PNG Council of Churches	M
Mt Hagan (West Province) and Mul-Beiye (Jiwaka Province)				
Baptist Union HQ: Interim Head, former Director of Development (now consultant), three pastors (all male)				
Caritas Inland Fisheries Project, with Parish Priest, 11 male project leaders, 3 female community members				
Caritas Climate Resilient Agriculture Project; Community members (7 female, 10 male)				
Baptist accessible education project; three males including head teacher				
Mul Baiyer Council of Churches; 22 local church leaders (male)				
John	Simango	Sub-National Adviser	DCA Abt Associates	
Lae (Morobe Province)				
Groups listed as a single line in merged cell with described of who and sex disaggregated data				
SDA Pounom Water Project, with Pastor (male)				
SDA Adult Literacy School Tent City, Lae, -3 female teachers and male pastor				
Lutheran Church Teacher Conflict Resolution and Peace Counselling - 6 teachers (4F/2M)				
Lutheran Church Disability Project Ward 5, Benong Parish, Tent City, Lae Church - 7 Church Leaders (6M/1F)				
CPP half yearly Forum, Crossroads Hotel, MTR workshop, 48 participants including PNG church Leaders, ANGO leaders, program staff and local representatives (29M/19F)				
DFAT Canberra				
Luke	Wild	Director,	PNG Governance and Performance Section	M
Luke	Dawes	Officer,	PNG Governance and Performance Section	M
Rob	McKenzie	Pacific Partnerships and Outreach Section,	Pacific Regional Engagement and Outreach Branch, Pacific Strategy Division	M
Jennifer	Noble	Director	Office of Development Effectiveness, Evaluation Section	F
Tammy	Malone	Policy Officer	Pacific Partnerships and Outreach Section	F
Rachelle	Wood	Policy Officer	Fiji Section, Melanesian Branch	F
John	Burrough	Director	NGO Programs Performance and Quality Section, NGOs and Volunteer Branch,	M
Heather	Fitt	Assistant Director	NGO Programs Performance and Quality Section, NGOs and Volunteer Branch	F
DFAT Port Moresby				
Andrew	Egan	Minister Counsellor (Development)	DFAT PNG	M
Geoff	King	Counsellor (Sub National)	DFAT PNG	M
Fiona	Crockford	First Secretary (Sub National)	DFAT PNG	F
John	Francis	Action Counsellor (Program Strategy and Gender)	DFAT PNG	M
Kate	Butcher	Gender Adviser	DFAT PNG	F
Brendan	Peace	Former Counsellor (Sub-National)	DFAT PNG	M

Abt Associates and CPP Coordination Office

Gavin	Murray	Head of Partnerships	Abt Associates	M
Hamish	Nixon	Director DCP	Abt Associates	M
Adam	Elliott	Team Leader	Coordination Office, Abt Associates	M
Maryanne	Kehalie	Partnership Coordinator	Coordination Office, Abt Associates	F
Elizabeth	Cooney	Grants Manager	Abt Associates	F
Taimil	Taylor	CPP3 Grants Manager	Abt Associates	F

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