

Final Review of the Papua New Guinea – Australia Governance Partnership

Annexes

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Submitted to:

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Annex I – Terms of Reference

Review Context

Background

QTAG has previously been engaged to conduct two Annual Reviews to consider progress of the Papua New Guinea (PNG) – Australia Governance Partnership (PAGP) conducted in 2018 and 2019. A Third and final review will be conducted in two phases during 2021 and 2022 covering the period from 1 April 2019 to the end of the Facility in April 2022, with a focus on the final reporting requirements of the Facility.

Since the last annual review there have been some notable impacts on PAGP operations that have had an effect on implementation:

- In August 2020 the Comprehensive Strategic and Economic Partnership (CSEP) was signed, providing a framework for the partnership between the Australian and Papua New Guinean Governments to 2030.
- In line with the 'Investment Concept: Deconstructing the PNG-Australia Governance Partnership', PAGP will be concluding in April 2022 with Facility operations looking to cease on 31 December with the final 6 months of the Facility focused on handover/transition to new arrangements or the conclusion of activities.
- The COVID-19 pandemic continues to impact implementation, requiring the Facility to move to a 'Remote Working Model', changing requirements regarding health and safety procedures for the Facility, changes to the absorptive capacity of partner organisations and a move within DFAT to implementation of the Partnerships for Recovery: Australia's COVID-19 Development Response policy and subsequent performance framework.

The review will take place during the sixth and final year of implementation, and given this will focus primarily on seeking to validate a sample of evidence on a sample of key achievements at both Facility level and Workstream Partnership outcomes¹.

The partnerships delivered through the Facility under the PNG–Australia Governance Partnership, referred to as the 'Workstream Partnerships' in this document, include:

- Decentralisation and Citizen Participation (DCP) Partnership
- Economic Governance and Inclusive Growth (EGIG) Partnership

¹ The Facility PAF approved in August 2020 highlighted that development outcomes across the Facility will not be aggregated through an individual framework rather the Facility PAF will seek to: "provide the evidence that supports, or otherwise, the rationale for the Facility's Establishment". A report was developed in January 2021 outlining contribution to Mid-term Development Plan Three 2018-2022 (MTDP 3) Key Result Areas (KRAs) to the end of 2019. Further analysis will be part of the Completion reporting process with provision of this available to the QTAG team from October 2021.

- Public Sector Leadership and Reform (PSLR) Partnership²
- Institutional Partnerships Program (IPP) Deployed Support Services (DSS)
- Bougainville Partnership (BP)
- Kokoda Initiative Partnership (KIP)
- PNG Partnership Fund (PPF)

A key element of the 2019 review was an emphasis on the key efficiencies of the Facility model including embedding learning and adaptive planning processes across the Workstream Partnerships. The Final Review will provide a short confirmation of progress on implementation of the recommendations from the 2019 review to provide an update on progress and keeping in mind the constraints of the operating environment as outlined above.

Since the previous review, MERL reporting systems have been finalised and are operational. The PAFs for each Workstream Partnership and the Facility as a whole, will form a basis for analysis of Facility progress from 1 April 2019 to Facility closure. The Workstream Partnerships and Facility Platform aim to contribute to the goal of support to the Government of Australia (GoA) and the Government of Papua New Guinea (GoPNG) in their endeavours to improve governance and to contribute to meeting the socio-economic needs of Papua New Guineans³.

The Platform⁴ has been restructured since the previous Annual Review with previous QTAG recommendations of functions responsible for Learning and Analysis, Performance and Assurance and People, Culture and Diversity subsumed into the Delivery Enabling Services unit⁵. The performance of the Platform is measured against the Facility PAF which has a particular focus on the rationale for the Facility's establishment.

There is no single Results Framework that consolidates or aggregates performance in terms of development outcomes across the Workstream Partnerships and the unifying Platform (the Facility PAF seeks to provide evidence of value add to Workstream Partnerships through the collection of evidence against additional outcomes). The end of program outcomes outlined below were agreed between DFAT and Abt Associates in the original Deed of Standing Offer, however, in line with a contract amendment, the outcomes agreed in the Whole of Facility PAF will replace the outcomes agreed in the original Deed. To

² PSLR was completed in early 2020, with a Final Investment Monitoring Report (FIMR) completed. Performance of this Partnership will however be referenced in the Facility completion reporting and will therefore be referenced by the review.

³ Facility Performance Assessment Framework, Abt Associates

⁴ The Platform is defined as: The overarching supporting structure made up of the following units the Executive Leadership Team (ELT) and the Partnership Leaders Group (PLG), which provide strategic leadership and internal governance; and the Executive Director's Office; Implementation Enabling Services (IES) and the Delivery Enabling Services (DES) (now incorporating People, Culture and Diversity (PCD)). These units are responsible for implementing facility-level activities, supporting the Facility's governance arrangements and supporting the seven partnerships to be strategic, adaptive and responsive in the implementation of their respective activities.

⁵ Recent additions to the operations of the platform, the Papua New Guinea Australia Transition to Health (PATH) and Program and Education Support Services (ESS) will not be a focus of the Final Review

supplement this the Facility has reported against a set of KRA's aligned to the GoPNG MTDP 3 Goals and KRAs and GoA indicators as outlined below. An additional analysis bringing together results from across the Facility will be produced by Abt Associates as an annex to the Whole of Facility Completion report. Phase one of the Final Review will seek to confirm how cross Facility outcome reporting will be generated for validation at completion reporting.

Original End of Program outcomes (informed by Australian priorities)

KRA 1	Effective governance programs addressing development opportunities and constraints in priority areas, delivered.
KRA 2	Governance programs effectively addressing critical gender issues.
KRA 3	Efficient and effective operational support provided to PNG stakeholders and AHC.
KRA 4	High quality knowledge and learning about governance and development in PNG communicated effectively to stakeholders.

GoPNG MTDP KRA's

KRA 1	Increased revenue, wealth creation, employment generation and women's economic empowerment.
KRA 2	Improved sustainable social development
KRA 3	Improved service delivery and effectiveness of Public Service machinery
KRA 4	Improved Governance
KRA 5	Responsible Sustainable Development
KRA 6	Improved Law, Justice and National Security
KRA 7	Quality Infrastructure and Utilities

Evaluation rationale

Overall purpose

The overall purpose of the review is to provide an independent assessment of the evidence of achievement against Facility outcomes.

Purpose 1 – Understand, contribute to, and verify performance for each Workstream Partnership through:

- a. Completing a stocktake of the progress each is making towards its outcomes as outlined in each agreed PAF to highlight key achievements and lessons. Verify evidence against a selection of outcome statements.
- b. Examine the evidence of performance of the Facility Platform through the Facility PAF. Validate the evidence, provided through Facility reporting, that the Facility as a whole (through aggregation of data from across the Partnership PAFs) has contributed to agreed KRAs/outcomes aligned to PNG and GoA development priorities. This will be through

verification of the analysis conducted by the Facility. Also examination of two key areas of focus for whole of Facility performance including:

- Gender and social inclusion, following ‘deep dives’ from previous reviews and based on the evidence outlined in intermediate outcome 1.2: “Strengthened collaboration to promote Gender Equality and Social Inclusion across partnerships” highlight findings on the approach to gender and social inclusion across the Facility to inform future programming in PNG.

Impact of COVID-19: provide a summary of key achievements and challenges to inform DFAT reporting against the PNG COVID-19 Development Response Plan.

Purpose 2 - Strategically assess the progress on implementing the agreed management responses to the 2019 Governance Partnership Annual Review’s recommendations.

Purpose 3 (Phase one) – Provide recommendations for DFAT management of the transition from PAGP to new program/facility arrangements.

Review Context and Scope

The 2021/22 review is taking place in the following context and with these parameters:

- The COVID-19 pandemic continues to have significant impacts on implementation. Given travel restrictions the review will be conducted remotely and will:
 - Seek to include the impact of the pandemic on the operating environment including the move to the DFAT policy: Partnerships for Recovery;
 - Findings will be cognisant of the impact of COVID-19 in particular how existing programming has adapted to respond to the pandemic and capturing lessons regarding effective management of the transition to new programs in the future;
 - The approach taken by the team will draw on lessons both externally and within QTAG on conducting remote reviews including: ensuring time for consultations, drawing on locally based team members where possible and engaging resources who have a sound understanding of the operating context and established relationships.
- The QTAG are aware of the range of competing priorities for the Facility and DFAT teams as they transition towards new programming (as outlined above) with six-monthly reporting due in August and handover plans expected from June to November. The move from PSLR to Australian Awards and PPF grants to PATH and Education to Prosperity will need to be factored into the planning in terms of availability of stakeholders. Timing for the review will be considered to ensure availability of both key stakeholders and data to inform the review.
- The QTAG are aware that there have been changes to PAGP since the 2019 review which have had an impact on operations, including changes to key personnel. Given this, consultations during the design planning stage will be important to re-establish relationships, establish an understanding of the current directions of the Facility and the status of evidence collected against each PAF for final reporting requirements feeding into the DFAT FIMR.

Primary users

The primary users for the review are:

- DFAT – the Australian High Commission, Port Moresby and DFAT Canberra
- The Managing Contractor – Abt PNG;
- The Government of Papua New Guinea.

Key Decisions the Evaluation is Expected to Inform

The Review will inform:

- The final Investment Monitoring Report (FIMR) for moderation and finalisation prior to 30 June 2022
- Approach to transition between the Facility and new programs with transitions beginning from November; and
- Analysis to support future programming both in PNG and more broadly.

Approach

The review will be conducted in two phases. Phase one was conducted October - December 2021 following initial collection of evidence against the Workstream Partnership PAFs. The second phase will be conducted following submission of completion reports by Abt Associates, expected in February 2022, however the document review of existing SMRs, AQC/IMRs and other reports (as detailed in Annex 2) will commence late January 2022.

As stated in the aide memoire document delivered in December 2021, the DFAT September 2020 Guidance for Facility PAFs provides an appropriate framework for the FAR and four headline perspectives provide a suitable framework for analysis. Those perspectives are:

Figure 1: DFAT's Guidance for Facility PAF Framework



Within each of these perspectives, specific areas of interest will be highlighted as identified through the phase one consultations. As agreed, this phase two will focused on a relatively narrow sample of interventions, but taken on the required accuracy to provide meaningful

validation to the FIMRs. This was agreed by AHC and the review team as being more productive than an attempt to verify and wider range of claimed results and outcomes. These areas of focus are detailed in Annex 3.

Overview of Phases

Phase One

Phase one was successfully completed in October – December 2021. The review team delivered an aide memoire in which the approach to evaluating performance was suggested.

Phase Two

Phase 1 was conducted remotely. Whilst this was appropriate for the number of consultations needed for phase 1, the aide memoire outlined that phase 2 should be conducted in-country. This is based on a number of factors:

- improved access to a range of stakeholders - invariably conducting a review remotely makes it more time consuming and less likely to get access to a wide variety of stakeholders. This is of particular importance with GoPNG and implementing partners, as other pieces of work that QTAG has conducted remotely (e.g. Church Partnership Program sub-design) has resulted in less engagement and less buy-in from in-country stakeholders. Considering the visibility of FAR, combined with the ongoing commitment to the GoPNG contained within CSEP, the review team considers it vital to make every accommodation to ensure PNG involvement.
- timeliness of the review - AHC stakeholders repeatedly stressed the value of the FAR contributing to the validation of evidence for the FIMR process and invariably remote reviews take longer to organise and complete.
- Capacity to conduct the review safely – through consultation with stakeholders in the AHC and externally, there is a growing consensus that with appropriate safeguarding that the risk of spread of COVID-19 can be minimised for both the review team and its participants.

The review team agree to adhere to relevant COVID-19 management plans detailed in Annex 2 and all relevant AHC and GoPNG COVID-19 measures.

Task	Description	Suggested Time
Aide Memoire	Provide examination of evidence and assessment of aims for the FAR	December 2021
Document Review	In depth document analysis provided covering April 2019 – April 2022	Mid to end of January 2022
In country consultations	Consultations to be held with AHC, GoPNG, MC and implementing partners	Early to late February 2022

Writing up first draft		Early to mid-March 2022
Completion and addressing feedback		April 2022

Proposed Team:

- Governance specialist and Team Leader
- Gender and social inclusion specialist
- PNG Research Coordinator
- Value for Money and Public Financial Management Specialist
- Program Manager
- Programme administrator

Additionally there will be a panel of specialist skills as and when is needed.

Annex II – Document List

Document	Year
Bougainville	
Bougainville AQC	2019
Bougainville AQC	2020
Bougainville IMR	2021
Bougainville MERLA Framework	2020
Bougainville Outcomes Report	2019
Bougainville Outcomes Report	2020
Bougainville Outcomes Report	2021
Bougainville Partnership Design Document	2020
Bougainville Results Framework Scorecard	2021
Bougainville Six Monthly Report Jan - June	2018
Bougainville Six Monthly Report Jan - June	2019
Bougainville Six Monthly Report Jan - June	2020
Bougainville Six Monthly Report Jan - June	2021
Bougainville Strategic Review	2019
Bougainville Youth Initiative Strategy	2020
COVID	
Abt PNG COVID Safe Plan	2021
COVID Response PNG	2020
DCP	
Abt Briefing Note DCP Key Messages	2021
Abt Handover Notes DCP Portfolio A	2021
Abt Handover Notes DCP Portfolio B	2021
CPP Mid-term Review	2019
DCP AQC	2019
DCP AQC	2020
DCP IMR	2021
DCP Outcomes Report	2021
DCP PAF Implementation	2018
DCP Six Monthly Report Jan - Jun	2019
DCP Six Monthly Report Jan - Jun	2020
DCP Six Monthly Report Jan - Jun	2021
DCP Six Monthly Report Jul - Dec	2019
DCP Six Monthly Report Jul - Dec	2020
DCP Six Monthly Report Jul - Dec	2021
MDI Review	2020
Youth Skills Training End Term Evaluation	2019
EGIG	
Abt Briefing Note EGIG Key Messages	2021
Abt EGIG Handover Notes (Draft)	2021

EGIG Annual Review Outcomes	2021
EGIG AQC	2018
EGIG AQC	2019
EGIG IMR	2020
EGIG PAF	2019
EGIG Six Monthly Report Jan - Jun	2020
EGIG Six Monthly Report Jan - Jun	2021
EGIG Six Monthly Report Jul - Dec	2019
EGIG Six Monthly Report Jul - Dec	2020

GESI

Annual GEDSI Mainstreaming Report	2019
Annual GEDSI Mainstreaming Report	2020
Annual GEDSI Mainstreaming Report	2021
BP GEDSI Strategy	2019
BP GEDSI Summary and Scorecard	2021
DCP Annual Work Plan Accountability	2021
DCP Annual Work Plan Local Solutions	2021
DCP GEDSI Strategy	2019
EGIG Nested GESI Strategy	2018
Gender Review of Economic Partnership	2019
IPP Gender Strategy	2020
Kokoda GEDSI SAP Update and Scorecard	2021
Kokoda GEDSI Strategy	2020
PPF GEDSI Action Plan	2021

IPP

AGD IPP six monthly report Jan - Jun	2020
AGD IPP Six monthly report Jan - Jun	2021
AGD IPP six monthly report Jul - Dec	2020
IPP AQC	2019
IPP AQC	2020
IPP Design Document	2018
IPP DSS Six Monthly Report Jan - Jun	2021
IPP DSS Twelve Monthly Report Jan - Dec	2020
IPP Rapid Review	2021
IPP Six monthly report Jan - Jun	2019
IPP Six monthly report Jul - Dec	2019
PNG ICA IPP six monthly report Jan - Jun	2020
QTAG IPP Review	2020

Kokoda

KIP AQC	2019
KIP Handover Plans	2021
KIP IMR	2021
KIP Outcomes Report Jan - Dec	2020
KIP Outcomes Report Jul - Dec	2019

KIP Results Framework - Design and MEF	2020
KIP Results Framework Scorecard	2021
KIP Six Monthly Report Jan - Jun	2019
KIP Six Monthly Report Jan - Jun	2020
KIP Six Monthly Report Jan - Jun	2021
Kokoda Initiative Review	2020
QTAG KIP Outcomes Assessment	2021

Miscellaneous

CSEP and draft Action Plan	2020
DFAT Monitoring and Evaluation Standards	2017
DFAT PAF Guidance for Facilities	2020
DFAT PAF Industry Consultation	2019
Investment Concept - Deconstructing the PNG Governance Partnership	2020
Lessons from Effective Verification System	2020
Lynn Pieper Independent Facilities Review	2018
Partnerships for Recovery - COVID19 Response	2020
QTAG PAGP Annual Review 2018	2018
QTAG PAGP Annual Review 2019	2019
Shaping PNG Institutions Strategic Framework	2020
Subnational Strategic Design Framework	2021

PATH

PATH Annual Report	2020
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Platform / Facility

2019 Annual Review Recommendations Status Update	2021
Abt QTAG PAGP Briefing	2021
Facility Annual Review Outcomes	2021
Facility AQC	2019
Facility AQC	2020
Facility IMR	2021
Facility PAF	2020
Facility six monthly report Jan - Jun	2019
Facility six monthly report Jan - Jun	2020
Facility six monthly report Jan - Jun	2021
Facility six monthly report Jul - Dec	2019
Facility six monthly report Jul - Dec	2020
MTDP3 Contribution Report	2019

PPF

PPF Annual Report	2019
PPF Education Handover Plans	2021
PPF IMR	2020
PPF Independent Education Grands Mid Term Review	2020
PPF MEAL Plan	2020

PPF PPA	2020
PPF Progress Report	2020
PPF Six Monthly Report Jan - Jun	2019
PPF Six Monthly Report Jan - Jun	2020
PTS Detailed Findings Report	2018
PSLR	
PSLR AQC	2019
PSLR AQC	2020
PSLR Investment Completion Report	2021
PSLR PAF	2019
PSLR Six monthly report Jul - Dec	2019
PSLR Strategic Review	2019
VfM	
Facility Partnerships with VfM Criteria Parameters	2019
Simplified Facility VfM Framework	No date
VfM Briefing Note	2020
VfM Framework Booklet	2020

Annex III – Individuals Consulted

S/No.	Name	Role	Organization
1	Joe Manteit	Second Secretary, Justice, Accountability and Subnational Development (PAGP Contract/Platform)	Australian High Commission
2	Casey Senome	Atg / Counsellor, Justice, Accountability and Subnational Development (PAGP Contract/Platform)	Australian High Commission
3	Philomena Emilio	Program Manager, Justice, Accountability and Subnational Development (PAGP Contract/Platform)	Australian High Commission
4	Susan Wilson	Counsellor, Education (PPF Grants)	Australian High Commission
5	Edwina Sinclair	First Secretary, IPP DSS	Australian High Commission
6	Clayton Harrington	Counsellor, Bougainville and Kokoda	Australian High Commission
7	Anthony Mason	First Secretary, Bougainville and Kokoda	Australian High Commission
8	Patrick Williams	Second Secretary, Bougainville and Kokoda	Australian High Commission
9	Amanda Young	First Secretary, Justice, Accountability and Subnational Development DCP	Australian High Commission
10	Steve Burns	First Secretary, Justice, Accountability and Subnational Development DCP	Australian High Commission
11	Kim Northwood	First Secretary, Economic, EGIG	Australian High Commission
12	Nina Eliseo	Second Secretary, Economic, EGIG	Australian High Commission
13	Julienne Leka-Maliaki	Senior Program Manager, Economic, EGIG	Australian High Commission
14	Harry Aurere	Program Manager, Economic, EGIG	Australian High Commission
15	Rachel Ingwerson	Development Evaluation Unit	Australian High Commission
16	Christine Evans	Program Manager, IPP	Australian High Commission
17	Sharon McIvor	Second Secretary, Education	Australian High Commission
18	Delilah Kabilo	Program Manager, Education	Australian High Commission
19	Phillippe Allen	Executive Director, PAGP	PAGP
20	Sarah O'Connor	Director, People, Culture and Diversity, PAGP	PAGP
21	Gibson Wekina	Senior Program Manager, Special Projects	PAGP
22	Esther McIntosh	Director, DCP	PAGP

S/No.	Name	Role	Organization
23	Lucy Moore	Senior Program Manager, Knowledge Learning and Gender, DCP	PAGP
24	Alan McCagh	Director, Bougainville and Kokoda	PAGP
25	Patrick McCloskey	Senior Program Manager, Bougainville and Kokoda	PAGP
26	David Holder	Senior Program Manager, IPP DSS	PAGP
27	Lyndene Wan	Gender Equality and Social Inclusion Adviser, PAGP	PAGP
28	Tim Robinson	Director, EGIG	PAGP
29	Ian Smith	Economic Governance Adviser	PAGP
30	Kyran Curry	Economic Governance Adviser	PAGP
31	Paula Fore	Corporate Support, PAGP Management Platform	PAGP
32	Gary Simpson	Ex-MERL Adviser Bougainville	PAGP
33	Graham Rady	MERL Adviser	PAGP
34	Jane Ravusiro	Deputy Director - EGIG	PAGP
35	Catherine Johnston	Education Specialist	PAGP
36	Joy-Marie Waffi	MEL Manager	PAGP
37	Nicola Frame Denniston	Operations Manager	PAGP
38	Graham Teskey	Principal Technical Lead - Governance	PAGP
39	Kate Butcher	Gender Adviser	PAGP
40	Lyndene Wan	GESI Advisor	PAGP
41	Hakaua Susan Harry	Special Policy Advisor - Treasury Ministry	PAGP
42	Ayesha Lutschini	Gender specialist	PAGP
43	John Mooney	Previous QTAG Team Leader	External
46	Ireire Olewale	Sub National Advisor	PAGP

EGIG

S/No.	Name	Role	Organization
1	Kim Northwood	First Secretary, Economic, EGIG	DFAT
2	Nina Eliseo	Second Secretary, Economic, EGIG	DFAT
3	Harry Aurere	Program Manager, Economic, EGIG	DFAT
4	Iain Smith	Former Director, EGIG	PAGP
5	Jane Ravusiro	Deputy Director - EGIG	PAGP
6	Tim Robinson	Director, EGIG	PAGP

S/No.	Name	Role	Organization
7	Charles Yalla	Lands Advisor	EGIG
8	Tony Willenberg	Neocapita Advisor, supporting Yutru and DIBL	EGIG
9	Ruth Choulai	Creative and Cultural Industries Advisor	EGIG
10	Noah Talo	General Manager, Yutru	YuTru
11	Eli Webb	PNG Country Director, Women's Business Resource Centre	NGO
12	Glen Hurley	Advisor to the Department of Finance	EGIG
13	Douveri Henao	Executive Director Business Council of PNG	NGO
14	Porshe Herbert-Funk	Australian Rep of Treasury, AHC	AHC
15	Winfred Giyopo	First Assistant Secretary, Budget, Secretary, Department of Treasury	GoPNG
16	Peter Mondoro	Acting FAS for Macro, Treasury	GoPNG
17	Damien Horiambe	First Assistant Secretary, Loans, Department of Treasury	GoPNG
18	Lazarus Malesa	Deputy Secretary, Customary Land, Department of Lands and Physical Planning	GoPNG
19	Tom Leute	Advisor to the Department of Finance	EGIG

DCP

S/No.	Name	Role	Organization
1	Steve Burns	Second Secretary, Justice, Accountability and Subnational Development DCP	DFAT
2	Esther McIntosh	Director, DCP	PAGP
3	Lucy Moore	Senior Program Manager, Knowledge Learning and Gender, DCP	PAGP
4	Kate Butcher	Gender Adviser	PAGP
5	Joe Warus (acting Secretary)	DPLGA	GoPNG
6	Delilah Koja (act Dep Sec)	DPLGA	GoPNG
7	Aihi Vaki (Secretary)	DIRD	GoPNG
8	Gordon Wafimbi (Dep Sec)	DIRD	GoPNG
9	Ireire Olewale	Sub National Advisor	GoPNG
10	David Kavanamur	Acting Managing Director, Kumul Consolidated Holdings	GoPNG
11	Damien Ferguson	Managing Director, Planpac	GoPNG
12	Brenda Andrias	Program Specialist, UN Women	GoPNG

S/No.	Name	Role	Organization
13	Jerry Ubase a/Secretary	DfCDR	GoPNG
14	Waren Marape a/ Deputy Secretary	DfCDR	GoPNG
15	Patrick Painap, Chairman	NEFC	GoPNG
16	Jimmy Morona	Principal Sub-national Advisor	GoPNG
17	John Simango	GROW PNG	GoPNG
18	Lady T	Senior Trade and Business Advisor	GoPNG

BP

S/No.	Name	Role	Organization
1	Clayton Harrington	Counsellor, Bougainville and Kokoda	DFAT
2	Anthony Mason	First Secretary, Bougainville and Kokoda	DFAT
3	Patrick Williams	Second Secretary, Bougainville and Kokoda	DFAT
4	Alan McCagh	Director, Bougainville and Kokoda	PAGP
5	Patrick Mccloskey	Senior Program Manager, Bougainville and Kokoda	PAGP

KIP

S/No.	Name	Role	Organization
1	Alan McCagh	Director, Bougainville and Kokoda	PAGP
2	Patrick Mccloskey	Senior Program Manager, Bougainville and Kokoda	PAGP
3	Clayton Harrington	Counsellor, Bougainville and Kokoda	GoPNG
4	Anthony Mason	First Secretary, Bougainville and Kokoda	GoPNG
5	Patrick Williams	Second Secretary, Bougainville and Kokoda	GoPNG
6	Hallum Drury		Department of Agriculture, Water and the Environment

PPF

S/No.	Name	Role	Organization
1	Joy Wong	Operations Director, Save the Children	Save The Children
2	Imelda Ochavillo	Chief of Party-Together for Education project	World Vision
3	Justine McMahon	Country Director, CARE International	CARE International

S/No.	Name	Role	Organization
4	Susan Wilson	Counsellor, Education (PPF Grants)	Australian High Commission
5	Catherine Johnston	Education Specialist	PAGP

IPPDSS

S/No.	Name	Role	Organization
1	Lillian Ipu	Director, Legal Policy & Governance Branch	DJAG
2	Rachael Vapuak	Legal Officer, Legal Policy & Governance Branch	DJAG
3	Laurie Nitschke	Statistical Analyst	Australian Bureau of Statistics
4	Meegan Reinhard	Deployee to PNG Auditor-General's Office	Australian National Audit Office
5	Catherine Boden	Program Manager of IPP	Australian National Audit Office
6	Shannon Luthy	Policy Officer	Home Affairs
7	Gabrielle Jackson	Director	Australian Taxation Office
8	Patti Ruiz	Program Manager of IPP	Australian Taxation Office

Annex IV – Performance Assessment Framework Outcomes

PAGP
<p>The Facility’s Purpose is to contribute to improved efficiency and effectiveness of the PAGP partnerships, through the provision of common administrative services and other support services, by promoting strengthened collaboration across the partnerships on priority issues, enhanced VfM and MERL systems, and enhanced strategic relevance and responsiveness.</p>
<p>Outcome 1: Enhanced effectiveness due to greater cohesion and collaboration between the partnerships and between the Platform and the partnerships (i.e., the development-results perspective)</p> <ul style="list-style-type: none"> • Intermediate outcome 1.1 Strengthened collaboration to promote improved National and Sub-national Public Financial Management across the partnerships • Intermediate outcome 1.2 Strengthened collaboration to promote Gender Equality and Social Inclusion across partnerships • Intermediate outcome 1.3 Strengthened collaboration and cohesion to support the health and economic response to the COVID-19 pandemic <p>Outcome 2: Enhanced value for money (VfM) and MERL systems (i.e., the Operations, Stakeholder and Partnership, and Learning and Adaption Perspectives)</p> <ul style="list-style-type: none"> • Intermediate outcome 2.1 Improved ‘Value for Money’ (VfM) Framework is established and VfM demonstrated across the partnerships and through the Facility’s Platform • Intermediate outcome 2.2 Better ‘fit-for-purpose’ partnership-level MERL systems are contributing to documenting, reflecting on, learning from and improving partnership performance • Intermediate outcome 2.3 Improved Facility-level MERL systems are documenting, reflecting on, learning from, and improving Facility performance • Intermediate outcomes 2.4 More coherent Facility performance narrative available through reporting that meets the needs of different stakeholders • Intermediate outcome 2.5 Enhanced gender equality, women’s empowerment, and social inclusion outcomes, reporting and mainstreaming across the Facility • Intermediate outcome 2.6 Embedded Facility-wide risk management approach that systematically identifies and acts on significant risks to improved performance • essential services which support national security, human development, and inclusive growth. <p>Outcome 3: Enhanced strategic relevance and responsiveness to GoA and GoPNG and local partners (i.e., the Learning and Adaption Perspectives)</p> <ul style="list-style-type: none"> • Intermediate outcome 3.1 Improved Facility relevance and responsiveness to emergent strategic priorities, originating from GoA, GoPNG and local partners.

Partnership – EGIG
Partnership level outcome - Inclusive and sustainable economic growth through macroeconomic stability, strengthened fiscal management, and private sector development
<p>Program 1: Macroeconomic Stability outcomes</p> <ul style="list-style-type: none"> • Strengthened working relations between donors, governments, and private sector to address economic challenges and opportunities. • Improved PNG government capacity to conduct policy and coordination and implementation of the complex policy reforms. • Policies that promote macroeconomic stability, human development and inclusive growth are prioritised. • Policies that support the PNG financial sector to promote financial inclusion and inclusive economic growth. <p>Program 2: Improved Fiscal Management outcomes</p> <ul style="list-style-type: none"> • Public expenditure management which improves operational efficiency, transparency, and accountability of public finances. • Sustained levels of revenue mobilisation to ensure GoPNG delivers public functions and essential services which support national security, human development, and inclusive growth. <p>Program 3: Inclusive Economic Growth outcomes</p> <ul style="list-style-type: none"> • A business enabling environment that is supportive of the private sector and is conducive to investment and growth of PNGs non-resource sectors. • Development of PNGs entrepreneurial SME ecosystem contributes to the diversification of PNG's economic base. • Increased economic participation and opportunities for women, marginalised groups, and rural populations.

Partnership – DCP
DCP Partnership Level (Independent Impact)
Impact: PNG's national, sub-national and inter-governmental institutions are better able to provide quality services and development outcomes that respond to the needs of citizens.
<p>Program 1: Policy Support outcomes</p> <ul style="list-style-type: none"> • Policies and systems will be in place and implemented that support service delivery and economic development at national and sub-national levels • Policies and systems will be in place and implemented that support service delivery and economic development at national and sub-national levels <p>Program 2: Local Solutions outcomes</p> <ul style="list-style-type: none"> • Provincial, district, and local authorities better equipped to respond to citizens and provide, or facilitate, better service delivery and economic opportunity. • Districts, localities, provinces, and regions will be better equipped to respond to citizens and provide, or facilitate, better service delivery and economic opportunity. <p>Program 3: Citizen Participation outcomes</p> <ul style="list-style-type: none"> • Citizens better informed and able to influence their access to services and economic opportunity, and to hold their governments to account.

Partnership – KIP (note KIP does not have partnership-level outcomes. Outcomes are broken down into pillars)

Pillar 1: The Track

Objective: A safe and well-managed track where the special military values and historical integrity is protected

- The Kokoda Track is accessible and properly maintained and safe
- The Kokoda Track remains open to Australian trekkers
- An increased number and diversity of tourism products
- Military heritage artefacts and sites are protected

Pillar 2: The People

Objective: Enhanced quality of life (health, education, and livelihood outcomes) and income for landowners and communities of the Kokoda Track Region

- Kokoda Track communities make greater use of health, education, and essential services (with GEDSI focus)
- Kokoda Track communities and small business have increased income (with GEDSI focus)
- Improved quality of life for communities and vulnerable groups, and GEDSI is strengthened

Pillar 3: The Environment

Objective: Sustainable use of the IPZ catchment area

- Gazettal of the Interim Protected Zone as a Protected Area
- IPZ management, governance and funding arrangement in place and priorities are implemented
- CEPA's recommendation on World Heritage nomination is formally endorsed

Partnership – BP (note BP does not have partnership-level outcomes. Outcomes are broken down into pillars)

Pillar 1: Autonomy and Effective Governance

Long Term Outcome: 1. ABG is a more accountable and effective autonomous government

- Strengthened leadership and strategic planning for inclusive development in Bougainville.
- A better functioning and well-managed Public Service improves organisational capacity and service delivery in targeted key ABG departments.
- Bougainville and PNG governments enabled to engage on core requirements of the BPA and within the Post-Referendum Framework (PRF).

Pillar 2: Agriculture and Economic Development

Long Term Outcome: 2. Faster, more inclusive, and sustainable economic growth in the Bougainville economy

- Quality, quantity, and diversity of primary industry production increased, and emerging industries grown.
- Improved investment climate.

Pillar 3: Peace, Community Cohesion and Resilience

Long Term Outcome 3. Strengthened foundations for sustainable peace and stability

- Bougainville unity supported through peacebuilding and reconciliation
- Bougainville's youth have access to multiple pathways to integrated development
- Bougainville community associations empowered to improve livelihoods

Partnership – PPF Education Program
Goal: Early grade children in targeted schools have improved literacy and numeracy outcomes by Feb 2022
<p>Long-term Outcome 1 (LTO1)</p> <ul style="list-style-type: none"> Teachers demonstrate improved practices <p>Long-term Outcome 2 (LTO2)</p> <ul style="list-style-type: none"> School learning environments are inclusive, safe and enable student learning <p>Long-term Outcome 3 (LTO3)</p> <ul style="list-style-type: none"> Parents/caregivers demonstrate improved behaviour to enhance student learning and attendance <p>Long-term Outcome 4 (LTO4)</p> <ul style="list-style-type: none"> The early grade education system in PNG is strengthened and more resilient Sub-national: Provincial-district officers have improved capacity to enhance

Partnership – IPPDSS (from Design Document in 2018)
Long Term Goal: A strong and durable economic and strategic partnership between Australia and Papua New Guinea
<p>Outcome 1</p> <ul style="list-style-type: none"> Selected Australian and PNG government entities have stronger institutional relationships <p>Outcome 2:</p> <ul style="list-style-type: none"> Demonstrated benefits for both Australian and PNG government entities <p>Outcome 3:</p> <ul style="list-style-type: none"> Effective brokering of WoG institutional relationships

Partnership – PSLR
Goal: A new generation of ethical public service leaders, both men and women, capable and motivated to collaborate, lead and manage the delivery of equitable and inclusive government services.
<p>Overarching Precinct Outcomes</p> <ul style="list-style-type: none"> Measurable and sustainable improvement in PNG’s public service leadership and administrative capability at national, provincial, and district levels. Public sector leadership and management practices increasingly demonstrate application of the principles of ethical behaviour and values-based leadership and management. Strengthened public sector leadership demonstrated by women and men at all levels applying the principles of gender equity and social inclusion in planning, decision making and the delivery of government services. The Precinct provides an effective, inclusive, and collaborative platform for facilitating and coordinating public dialogue on leadership, ethical practices, inclusive management, and change management required at national, provincial and district levels.

- The Precinct contributes to growing existing networks of like-minded individuals and organisations from the public, private and civil society sectors that actively advocate for ethical leadership and management in Papua New Guinea.

University of Papua New Guinea – School of Business and Public Policy Institutional Strengthening

- The new School of Business and Public Policy delivers high-quality education for students.
- The new School of Business and Public Policy is a regional centre for education and research excellence in public policy and good governance.
- The School of Business and Public Policy contributes to increased numbers of qualified women in leadership and decision-making roles.

Pacific Institute of Leadership and Governance (PILAG) Institutional Strengthening

- High quality tailored vocational training for PNG's public servants, with a renewed focus on ethics and values-based leadership.
- Quality teaching and curriculum development.
- Strategic and operational planning, resource management and infrastructure development.
- Develop a cadre of ethical and accountable public officials that have the capability (and the motivation) to collaborate, lead and manage the delivery of equitable government services across Papua New Guinea.
- The Precinct supports networks and mechanisms that foster enabling environments that embed ethical and values-based leadership within the public sector and beyond.

Annex V – Reflection on 2019 Recommendations

Original Recommendation	Assessment	Status
Revisit the BP results framework and workplan periodically following the referendum to ensure appropriate adaptations informed by the evolving political economy and recommendations of the Bougainville Strategic Review, whilst taking into account the finalised GESI SAP.		<p>In 2019 a Future Directions Paper was developed as the foundation of an updated BP Program Design and Monitoring and Evaluation Framework. This included a revised theory of change that drew on evidence from the Bougainville Strategic Review.</p> <p>This serious intent to intent was disrupted by the arrival of the pandemic. A new strategy was, however, developed to align BP work program with the “Partnerships for Recovery” Australia’s COVID-19 Development Response.</p>
<p>DCP should review its level of investment in, and reliance on, reform of decentralisation policy. Specifically, DCP should:</p> <p>a) ensure its K+K projects are set up to maximise wider governance benefits locally;</p>		<p>The MERI program exploits the introduction of physical infrastructure to address institutional arrangements in markets and the role of women in their management. Achieving this marriage of physical inputs with institutional change continued to prove challenging in K+K with this program being closed in 2020.</p>
<p>b) assess the potential of a wider set of relationships with GoPNG agencies nationally to influence how DSIP funds are used;</p>		<p>Support to DIRD has resulted in an impressive capacity to analyse how DSIP funds are used.</p>
<p>c) consider how to work more closely with EGIG and PPF to ensure lessons from its local solutions work feed into national policy;</p>		<p>EGIG and DCP explored opportunities for expanding PFM collaboration for subnational service delivery. The understanding of the political context and how that can change rapidly informed the options.</p> <p>As part of a tripartite collaboration with the EGIG Partnership and HHISP, DCP Partnership led the design of a Social Accountability concept for the health sector, and specifically the Provincial Health Authorities. This initiative leverages resources and skills in DFAT investments.</p>

Original Recommendation	Assessment	Status
d) seek to translate advances in transparency into greater accountability, working in particular with churches through CPP; and		Substantive steps have been taken to integrate the QTAG MTR findings into workplans. CPP has engaged TEAR Fund to support the partnership and individual churches develop a strategy to take forward a program of Social Accountability.
e) complete a broader GESI strategy and integrated it into the PAF.		Completed.
EGIG offer the Department of Finance some support on implementation and early outturn monitoring of IFMS to enhance effectiveness, particularly based around increased accountability and transparency.		<p>A review of the Economic Partnership by the AHC concluded that a greater focus on accountability and transparency was appropriate and led to options being explored by EGIG and DOF advisers. As outlined in section 3.2, EGIG provided significant support to DOF for towards the implementation and early outturn monitoring of IFMS. However, the malware attack on IFMS has rendered the system unusable at the sub-national level reducing EGIG's ability to make progress on this since August 2021.</p> <p>See Recommendation 2.c) for collaboration with DCP. Political feasibility and the challenges to sub-national IFMS roll-out were considered to be serious factors before the COVID-19 response changed the strategic priorities for EGIG.</p>
<p>EGIG spend time and resources to build on the opportunities created by effective MEL, analysis, communications, and engagement to:</p> <ul style="list-style-type: none"> • seek to refine its program of initiatives to those that will make the greatest development impact; and • make available the impact stories to the people who matter, the two governments, the people of PNG and other stakeholders. 		EGIG made sizable improvements to their communications and MEL, delivering impact stories, particularly on Outcome 3 activities. The commencement of COVID-19 resulted in a refinement of EGIG's activities, shifting the focus towards government fiscal sustainability in Outcome 1 and business sustainability in Outcome 3. Given the context, these were the areas with the greatest development impact.
An independent strategic review of KIP should be undertaken to inform a more holistic and strategic way forward.		Review conducted.

Original Recommendation	Assessment	Status
<p>PPF Effectiveness can be enhanced by:</p> <ul style="list-style-type: none"> • completing a GESI Strategy • PPF and Church Partnership Program supporting civil society and the churches to share successes and lessons around disability, GESI, maternal and child health, and elementary education; and • Tracking and reporting on the effectiveness of gender budgeting within the immunisation grants. 		<p>GESI strategy completed with program reporting resource allocations.</p> <p>The CPP recommendation was overtaken by the pivot by of that program towards communications on Covid</p>
<p>PPF Evaluations – one case study across the three education grants and one case study across the four health grants – should be programmed by Abt PNG for 2019/20 to identify: development outcomes and achievements at scale; interventions that could be scaled up and those that should cease; lessons as to how the grants have enhanced policy decisions in the respective government agencies and contributed to removing institutional and organisational barriers to the delivery of health and education services.</p>		<p>A Marie Stopes (Health) case study was included in the Annual Report 2019. The July-December 2020 SMR has six case studies on education.</p>
<p>All partnerships to finalise strategies for GESI (incorporating gender, disability, and broader issues of inclusion) and ensure complete integration within results frameworks or PAFs and MEL strategies so that reporting reflects progress towards GESI outcomes as well as reporting spend on gender as per DFAT requirements. Partnership workstreams should include specific MEL processes to capture outcomes on GESI, building on hard data where possible (e.g., survey data) or developing case studies to articulate change processes and outcomes as a basis for future programming.</p>		<p>All partnerships completed strategies, integrated these into PAFS and tracked expenditure.</p>

Original Recommendation	Assessment	Status
<p>Performance Assessment Frameworks (PAFs)</p> <ul style="list-style-type: none"> ○ by 31 October 2019 complete the whole-of-facility PAF. As part of this process Abt should pilot test the identification and measurement of a small number of cross-partnership outcomes; and ○ by November 2019 all Governance Partnership PAFs need to be brought into line with DFAT's PAF/MEL standards. All PAFs should reflect a realistic and achievable level of ambition and clear program logic while using DFAT's templates and terminology. 		<p>Platform PAF completed. MC reporting highlights cross-partnerships initiatives.</p> <p>The MC commissioned an in-depth review on its PAF and MEL systems. A fully reasoned case was made for non-compliance with some aspects of the DFAT standards in the context of a facility operating in politically informed and adaptive manner.</p>
<p>By 31 October 2019 each workstream has planned in its PAF a sufficient number of internal strategic reviews, research activities or evaluations that seek to address the key evaluative questions in the respective PAFs.</p>		<p>Reviews conducted in all workstreams.</p>
<p>By December 2019 Abt PNG should undertake a survey of its organisational culture and incentives for undertaking monitoring and evaluation, levels of leadership support, and staff knowledge and skills. This will help to guide the development of an MEL capacity building plan for the Governance Partnership while establishing a baseline against which to measure future progress.</p>		<p>As above – a full internal review was conducted.</p>
<p>The Governance Partnership, with DFAT, identify a small set of cross sector initiatives, based on workstream work programs, previous studies and Governance Partnership analysis that are feasible for it to seek to engage with GoPNG in the medium to long term to clear seemingly intractable obstacles to effective service delivery, perhaps focusing on education, health and GESI.</p>		<p>Overtaken by the pivot to Covid.</p>

Annex VI – Additional Information for DCP

Church Partnership Program (CPP)

CPP has gone through three phases since the inception of the partnership in 2004, facilitating close collaboration between PNG's seven mainline Christian churches and their sister Australian churches. These seven PNG churches represent 71% of the country's Christian population. In its third phase (2017–22), CPP continued to support partners to deliver development activities through their individual structures, while increasing the focus on collaboration and coordination to maximise collective impact. In total, program activities reached 130,000 Papua New Guineans (66,807 men; 63,986 women), mainly in remote, rural areas where government services are very weak.

CPP activities were coordinated through a focus on thematic priority areas relevant to each partner's comparative strengths. GESI was a notable area of collaboration, in particular through the 'Theology of Gender Equality'. Since the onset of COVID-19, CPP has supported partners to pivot to focus on delivering public health information campaigns (particularly to counter COVID-19 misinformation) and providing urgently needed medical equipment for church service providers.

The design work for the next phase has revealed that new strategies and approaches are needed to realise the churches' policy engagement and social accountability potential and to take forward the localisation agenda. The transition to the next phase will need careful management to put processes in place that promote practical integration, while respecting that the churches have a legitimate need to retain distinct identities. Many will proceed cautiously on policy and accountability agendas given their place in PNG society and the unique nature of CPP as a faith-based development initiative. This makes strengthening the PNG Council of Churches particularly relevant.

Media Development Initiative (MDI)

MDI took on a more explicit voice and accountability focus in 2018. This was a natural evolution of MDI's work in strengthening PNG's media. MDI's work with National Broadcasting Corporation over the past 15 years has achieved sustainable outcomes. Its work has remained relevant, and it is welcomed by media and community groups.

The review found that MDI was successful in supporting voice, but that eliciting greater accountability remained a major challenge in the PNG cultural and political context. Overall, the review found MDI still has an important role to play by focusing on voice and media strengthening. The more ambitious goal of achieving accountability of decision makers requires multi-stakeholder engagement and longer horizons than the design allowed.

While attempts have been made at collaboration, the extent to which DCP was able to embed MDI into complementary working with other elements of the program was limited. The layered administrative complexity (AHC/MC/MDI) added to an already difficult operating environment. The review recommended that a redesign of MDI should make provision for

improved links to wider DFAT government programming and the adoption of an ‘issue-based’ policy influencing program, with specific accountability and policy influencing expertise available, and in which media supports other actors frame and amplify messages.