

Management Response - QTAG PNG-Australia Governance Partnership Annual Review Report 2018					
Partnership/Work Area	Recommendation	Response (Agree, Agree in part, Disagree)	Explanation	Action Plan	Timeframe
Tender Process	1. DFAT tendering processes are reviewed to ensure that assessments of organisational capacity are robust and take into account implementation, operation, and the corporate services capacity of tenderers when assessing tender responses, especially where there is a significant order of magnitude difference between the contract under tender and previous contracts managed by each tenderer.	Agree in part	DFAT's contracting processes are regularly reviewed so we will not conduct a seperate review. Technical Assessment Panels undertake robust analysis of tenderer capabilities. This recommendation is particularly relevant when a group of contracts are moving under a facility model. DFAT has recently undertaken a review of facilities, the DFAT Facility Management Review, and has developed detailed guidance for staff undertaking design and contracting of facilities. DFAT is considering changes to tendering requirements for commercial contractors tendering for facilities as an outcome of the review.	DFAT will is already undertaking this recommendation. Post will continue close engagement with ACD and APB on contracting arrangements.	Ongoing
	2. DFAT in-country officers and delegates be supported with expert contracting advice and appropriate comparator fee arrangements in the awarding of significant value contracts, especially where they are to be sourced through limited tender.	Agree in part	This support is already in place through the process for developing, assessing and approving contracts. DFAT Canberra leads negotiations on large value contracts and undertakes price comparison of tender bids to inform tender evaluation processes. DFAT Canberra is considering improvements to current tender proces for facility contract.	AHC to inform DFAT Canberra of QTAG's recommendation.	September 2018
Theory of Action	3. Six-monthly reports from the workstreams to include a one-page update on the workstream's implementation of the theory of action.	Agree in part	Agree in as much that the monitoring and evaluation framework should reflect the program logic. Workstream should put efforts into ensuring that they a) have a program logic b) have an M&E framework that correlates to the program logic c) report regularly against the M&E framework. AHC and Abt to consider appropriate theory of action elements to report on.	Abt has proposed to conduct a reporting review, proposing a new reporting framework that will consider reporting against, and updates to partnership theories of change/action.	Abt to share proposed reporting framework with DFAT by end of October 2018.
Ways of Working	4. QTAG to report in future reviews on the performance of workstreams against an agreed, streamlined 'ways of working' criteria. The criteria will be developed by QTAG in consultation with stakeholders and agreed with AHC by September 2018.	Agree	The ways of working criteria will need to allow flexibility in their practical application across the different program teams, given the variety of program delivery approaches and partners. AHC will also consider ways of working criteria at the 'facility' level.	AHC to determine the process to develop these criteria, including whether QTAG will be engaged to undertake this work.	Finalise the criteria by end of October 2018
	5. DFAT and Abt PNG facilitate a full organisational assessment by Jan 2019 that addresses:				
	a. At a facility level, the current and required capacity to support higher visibility and authority for KAL, MEL, and GoPNG Gender Equality and Social Inclusion Policy (GESI) and enhance efficiency of the MSU.	Agree in part	Agree that an organisational assessment should be carried out, however propose that this initially consider the efficiency and effectiveness of the facility-level elements identified. The review would determine whether higher visibility and authority is recommended. The scope of the assessment should also consider current resourcing profile and previous structural changes, including those proposed in the the 2018/19 Annual Work Plan Delivery Approach that proposed a realignment of the structure of the facility functions.	AHC to develop an organisational assessment terms of reference to commence the review process.	ToRs agreed by September and assessment to be conducted by Jan 2019
	b. Options for the re-structure of each workstream, the MSU and strategic/MEL functions that demonstrates Vfm	Agree	Options for restructures should attempt to be cost neutral or identify efficiencies where feasible and take into account revised workstream/partnership structures outlined in the 2018/19 AWP.	As above. AHC to engage with DFAT Canberra on comparable data on measures of efficiency of facilities and other programs to inform vfm analysis of structures/staffing.	As above
	c. Value, challenges, options and implications of relocating staff currently in Ravalian Haus to full or time presence within GoPNG partner agencies.	Agree	Abt to provide AHC and relevatn GoPNG agency with proposed options for relocating staff for each workstream where relocation is required/requested by GoPNG counterpart. Note that some co-location arrangements are currently in place.	AHC and relevant GoPNG agency to agree co-location arrangements and how they will be implemented by October 2018.	October 2018
	6. SO 1 costs are allocated or attributed to each workstream or core activity on an activity-based costing model.	Agree	Process is underway to transfer direct partnership costs incurred under SO 1 into relevant partnership SOs, including the procurement fee.	Finalise agreement between Abt and AHC and update budgets accordingly.	October 2018
	7. Partnerships establish mutual principles of communication between GoPNG, AHC and Abt. These would be agreed and then monitored through the Partnership Governance Mechanisms and periodically by QTAG (QTAG can also support in the facilitation of a workshop to establish the principles). They would cover communications and decision-making protocols and expectations, including:	Agree	Agree with QTAG review that this does not imply a one-size-fits-all approach and arraemnts would vary from partnership to partnership. The principles should provide a common understanding at the partnership level of the decision-making and communication processes with GoPNG, AHC and Abt.	AHC and GoPNG counterparts at the partnership level to agree on the process to develop these principles, including whether to engage QTAG for facilitation purposes.	Agreement between AHC and GoPNG counterparts on the process by September 2018.
	a. Frequency and form of communication				
	b. Position on funding modalities				
	c. Participation in decision-making processes				
	d. Thresholds for budget approvals				
	e. Reporting expectations (cf MEL section)				
	8. AHC to consider a request from the Secretary of DNPM to place a senior O-Based Program Manager in the department, with primary responsibility for facilitating the flow of relevant information and the coordination of the aid program.	Agree in part	This request has not been communicated to the AHC from DNPM. AHC will discuss informally with DNPM to ascertain whether information flows can be improved through better implementation of communication processes.	AHC to discuss with DNPM.	August 2018
Gender and Inclusion Principles	9. The workstreams include gender analysis and gender advisory capacity within strategy testing, PEA, and program design processes.	Agree		The Abt Gender Team is currently supporting Bougainville Partnership and EGIG with Gender Strategies. The Abt Gender Team has developed a analysis and programming framework for Partnership teams to utilise. This has been trialled with DCP through KBK.	July 2018 - June 2019.
	10. The Governance Partnership finalise gender indicators across the PAFs in a way that reflects both the gender KRA and the centrality of gendered approaches in achieving other KRA.	Agree	The gender PAF should provide a basis for Abt reporting to AHC on gender outcomes. Consideration should be given as to whether a gender strategy is needed. There is an action plan but currently no broader strategy which houses issues covered by recommendations 9-13.	To be addressed in facility PAF and Partnership PAFs - which is linked to strategy testing processes.	By October 2018
	11. The GoPNG Department of Personnel Management's Gender and Inclusion Team brief program staff and LTAs about the GoPNG GESI Policy, how it is meant to be implemented, and opportunities for the advisers to support implementation within their partnerships or host agencies.	Agree in part	BGV - Programs should adhere to Australian Government guidelines as a benchmark. PSLR - This has happening but welcome recommendation. This is a GoPNG policy that is supported to be rolled out. Would welcome AHC at the briefing so that it is seen as part of the PNGAusPartnership.	DPM have agreed to deliver GESI Policy briefing sessions to the adviser network and program staff. These sessions will be delivered in September.	Throughout September 2018
	12. Increasing the emphasis on research and documentation of lessons learned and emerging evidence of what works in addressing gender inequality and seeking broader developmental change through gendered approaches. All workstreams to build gender research into their work and to demonstrate use of emerging evidence around gender (from within the partnerships and externally) in challenging assumptions in program design and adapting program activities accordingly.	Agree	Partnership /workstreams to identify gender research needs and how to resource them, including through KAL or other means, for AHC consideration. Note: some research is currently underway on CPP GET program.	Abt Gender Team, KAL and Partnerships to lead on this process which will require increasing the emphasis on research and documentation of lessons learned and emerging evidence of what works in addressing gender inequality and seeking broader developmental change through gendered approaches. All workstreams to build gender research into their work and to demonstrate use of emerging evidence around gender (from within the partnerships and externally) in challenging assumptions in program design and adapting program activities accordingly.	Ongoing

Gender and Inclusion Principles	13. The communities of practice (CoPs) disseminate emerging external evidence and advise particularly on pilot approaches demonstrated by the Pacific Women Shaping Development (PWSPD) Program that could be adopted at scale through the partnerships. They should also disseminate emerging evidence from within the facility through PWSPD. The relationship between the partnerships and PWSPD should be more deliberate and strategic.	Agree in part	Linkages have already been made between partnerships, CoP and PWSPD and this will continue. This recommendation assumes the CoPs have the appropriate leadership and capacity to drive this agenda - suggest the CoPs functionality /effectiveness be assessed through the organisational assessment this is already strengthened and joint working is evident through meetings with BP, EGIG and regular PW DFAT governance and COP meetings.	Ongoing dialogue and regular engagement has been established between Abt with PWSPD. Monthly AHC, PWSU and Abt Gender Meetings. Co-host with PWSU six-weekly Gender Stakeholder Coordination Meetings with broader Australian funded programs (including Incentive Fund, Australia Awards, JSS4D and civil society) to support linkages. The communities of practice (CoPs) disseminate emerging external evidence and advise particularly on pilot approaches demonstrated by the Pacific Women Shaping Development (PWSPD) Program that could be adopted at scale through the partnerships. They should also disseminate emerging evidence from within the facility through PWSPD. The relationship between the partnerships and PWSPD should be more deliberate and strategic.	Established and ongoing
	14. Institutionalise accountability for gender within HR processes both for regular staff and LTA positions, including:	Agree	This recommendation is being addressed by Abt through the Whole of Facility Gender and Inclusion Action Plan. Agree gender performance targets with partnership managers for inclusion in annual performance reviews.	Abt Gender Team and HR currently integrating gender into improved recruitment, performance management and HR processes. Work to institutionalise accountability for gender within HR processes both for regular staff and LTA positions should continue, including (see a-e):	
	a. Assessment of knowledge around gender and development and/or gender in the workplace during recruitment processes and inclusion of gender dimensions within all job descriptions.	Agree		Abt Gender Team and HR currently developing interview questions to assess knowledge and attitudes towards gender and inclusion. Questions will also require candidates to discuss how they envisage gender and inclusion considerations to be addressed within their role. These questions will be tailored and applicable to position levels (i.e. administration, program staff, management and executive).	By September 2018 and ongoing
	b. Deliberate actions to attract female candidates in under-represented areas, including reassessment of job descriptions, advertising and application processes, and interview structures (including ensuring there is a gender balance on interviewing panels).	Agree	Gender - there is also a need for greater attention to cross cultural working especially in the light of the number of male expatriate managers and female PNG programme staff.	Selection panels will seek to achieve gender parity and Abt will require that all selection panels must include the minimum requirement of 1 female.	By September 2018 and ongoing
	c. Instituting a mechanism for staff to raise concerns and debates around gender within the workplace, including the different needs of men and women in performing their work and instances of potential discrimination. Commitment to addressing gender equality concerns raised within the workplace and to providing staff with avenues to seek services to address issues they face outside the workplace (particularly family and sexual violence (FSV)).	Agree	CoP already doing this through Skelim Pawa programme.	Abt to institute a mechanism for staff to raise concerns and debates around gender within the workplace. Address gender equality concerns raised within the workplace. Provide staff with avenues to seek services to address issues.	By September 2018 and ongoing
	d. Staff performance frameworks should, as appropriate, include a requirement to demonstrate commitment to gender equality in ways of working and in contribution to realising the gender KRA through programming.	Agree	Gender - all management and advisory positions should include gender equality performance ratings.	Abt Gender Team and HR reviewing staff performance management frameworks to include requirement of staff to demonstrate commitment to gender and inclusion.	By September 2018 and ongoing
	e. Improving transparency around key gender data within the facility, including sharing and discussing analysis of the gender balance across different staffing levels and partnerships, gender across pay bands, gender balance in training participation, and other opportunities.	Agree		Abt to ensure time dedicated to sharing and discussing analysis of the gender balance across different staffing levels and partnerships, gender across pay bands, gender balance in training participation, and other opportunities.	By September 2018 and ongoing
	15. Develop and communicate a broader, shared definition of gender and inclusion, incorporating gender and disabilities but also geographical, ethnic, class/livelihood, sexual orientation, age, and other identity differences as well as analysing these as intersectional. This should be reflected in overarching theories of change and in the KRA itself (which could be revised if needed). Communications products being produced by all partnerships should ensure that the importance of gender equality is articulated in line with this common understanding.	Agree in part	This recommendation is unclear; while broader and clearer definitions are needed we also need to accelerate gendered designs and most importantly practice. This point reflects the need for an overarching strategy to guide the Partnership's approach to Gender Equality and Social inclusion. These are two separate issues: 1) better inclusion of Gender in MEL is good and requires thorough understanding of all partnerships about how to implement. It also refers back to the need for an overarching GESI strategy which makes clear why and how GESI is being addressed 2) regular dialogues are important but need to be supported by a clear strategy as alone won't necessarily influence internal practice. PSLR - Through the strategy testing process and the refinement of the Precinct PAF there will be a focus on shared understanding of gender & inclusion and the core business of the partnership.	Abt to develop and communicate a broader, shared definition of gender and inclusion, incorporating gender and disabilities but also geographical, ethnic, class/livelihood, sexual orientation, age, and other identity differences as well as analysing these as intersectional.To be reflected in overarching theories of change and in the KRA itself. Revise KRA if required. Communications products being produced by all partnerships should ensure that the importance of gender equality is articulated in line with this common understanding.	Training commenced July 2018 and delivery will continue to June 2019.
Knowledge, Analytics and Learning	16. KAL be strengthened by expediting the completion and endorsement of a strong, fit-for-purpose KAL strategy, which includes a knowledge partner engagement strategy and an appropriate M&E framework for KAL.	Agree in part	Propose that the KAL strategy be finalised following the organisational review. A KAL strategy should be fit for purpose and deliverable within an appropriate budget for the expected outcomes.Agree that a KAL M&E framework will be important to monitor the intended outcomes.	Strategy to be finalised following outcomes of the organisational assessment.	Pending organisational assessment
	17. The KAL Strategy be endorsed through a governance mechanism that enables the various knowledge actors to work collaboratively.	Agree in part	Propose that the governance mechanism be finalised following the organisational review. A standalone governance arrangement for the KAL would be considered based on what purpose/function this mechanism is required to play, including around any decision making role vis-à-vis the need for collaboration, coordination and socialisation of KAL work.	AHC and Abt consider and agree an appropriate governance mechanism for KAL.	Pending organisational assessment
	18. In the near term, the Governance Partnership website be approved, to establish a catalogued and moderated knowledge repository as a component, which would in the medium and longer term be integrated with the National Research Institute (NRI) (or the most appropriate local institution) with the goal of enabling them to better host such a function.	Agree in part	AHC and Abt will assess the feasibility of a knowledge repository, taking into account demand, existing capacity/capability of KAL, and potential costs involved. AHC and Abt will also consider a broader communications strategy for the PNG-Australia Governance Partnership, including current communication mechanisms/channels.		End of 2018
	19. The MEL Implementation Plan and the component set of PAFs and MEFs be finalised as soon as possible. A light review and refinement of these documents should be performed annually.	Agree		MEL Implementation Plan and PAFs/MEFs to be finalised and integrated into Abt's Adaptive Programming approach. AHC, GoPNG and Abt to review/test/update PAFs at the partnership level on an ongoing basis.	PAFs and MEFs formally endorsed by AHC by October 2018. Note MEF and PAFs will be amended/adjusted on an ongoing basis
	20. Consistent MEL language and terms need to be applied and integrated through all MEFs and PAFs, and the MEL Implementation Plan, with the MEL CoP taking the lead in supporting common language usage.	Agee	Consistent MEL language and terms will be applied to the extent possible, however the differences between partnerships and their implementation approaches means a one size fits all apporoach cannot be applied in all areas.	The MEL Community of Practice will support the increased use of consistent language and terminology, where possible.	Ongoing
	21. Activity reporting for accountability and compliance be separated from analytical and evidence-based outcome reporting. Agree on standard activity and outcome reporting frequency and format, including potential use of fact sheets and case studies.	Agree		AHC and Abt to agree on standard activity and outcome reporting, based on Abt's internal review/assessment of current reporting arrangments and consultation with AHC.	End of October 2018

Monitoring, Evaluation and Learning	22. Appropriate reporting formats and content be negotiated for each primary audience (AHC and GoPNG), as well as supporting relevant data to be collected to inform GoPNG's own reporting requirements (e.g. for MTDPs).	Agree	As above, AHC will determine reporting requirements with Abt for its reporting to DFAT, including embedding the PAFs and the deliverables outlined in the AWP into regular reporting. Abt has proposed a review of the facility's communications/reporting function that would suport this recommendation. AHC and Abt to consult with GoPNG counterparts on PNG's reporting requirements.	AHC will determine reporting requirements with Abt for its reporting to DFAT, including through the proposed Abt reporting review. AHC and Abt to consult with GoPNG counterparts on PNG's reporting requirements.	End of October 2018
	23. Gender and inclusion principles be better integrated in MEL, at both whole-of-facility and workstream levels, through regular dialogues between both the MEL and internal and wider Gender and Inclusion CoPs, including PWSPD, with a particular focus on examples of what is working and why in practice, and in MEL for gender and inclusion.	Agree	Monitoring of progress against cross-cutting issues should be done centrally and draw on MEL expertise where relevant. Gender-these are two separate issues: 1) better inclusion of Gender in MEL is good and requires thorough understanding of all partnerships about how to implement. 2) regular dialogues important but won't necessarily influence internal practice.	Gender and inclusion principles be better integrated in MEL, at both whole-of-facility and workstream levels, through regular dialogues between both the MEL and internal and wider Gender and Inclusion CoPs, including PWSPD, with a particular focus on examples of what is working and why in practice, and in MEL for gender and inclusion. The establishment of a facility PAF and tracking of program expenditure against the minimum recommended criteria of the OECD-DAC gender equity policy marker will ensure increased accountability for gender outcomes across the facility. MEL and Gender expertise within the facility to ensure gender and inclusion is refected into the workstream PAFs. Dialogue on MEL approaches to gender and inclusion to be a focus of regular engagement that has been established between Abt with PWSPD (1) Monthly AHC, PWSU and Abt Gender Meetings (2) Co-host with PWSU 6 weekly Gender Stakeholder Coordination Meetings with broader Australian Aid Funded programs.	October 2018
Value for Money	24. The Partnership move responsibility for VfM reporting to KAL, to track both sides of the VfM equation, with key economy and efficiency data provided by the Finance Team on a monthly basis (in the current VfM monthly workbook).	Agree in part	AHC agrees that VfM reporting should be enhanced, however the organisational review should provide recommendations on where this responsibility/function should sit in the facility.	Undertake the organisation review to inform the approach to resourcing of /responsibility for VFM.	Pending organisational review
	25. Provide KAL with the resources, through QTAG or otherwise, to develop a robust VfM framework that makes use of existing evidence such as the six-monthly QUICKS.	Agree in part	As per 25, AHC and Abt will consider options to develop an enhanced VfM framework. The organisational review will to help determine where the ongoing VfM function will sit and resources required.	Undertake the organisation review to inform the approach to resourcing of /responsibility for VFM.	Pending organisational review
	26. Elevate VfM analysis to a more prominent role in regular strategic discussions of the Executive Team and Partnership Leaders Group (at least six monthly).	Agree		Abt to take forward internally and VfM analysis also to be discussed at the monthly effectviness meeting.	Ongoing
	27. Seek QTAG support in the design and/or refinement of a more sophisticated, and impact-oriented, VfM framework to present a clear and robust performance story, incorporating explicit, program-specific VfM criteria (incorporating and building on the 'Four Es') and standards (levels of performance) to provide a transparent basis for making judgements about performance and VfM.	Agree in part	As above AHC and Abt will consider options to develop a refined VfM framework. Agree that QTAG should have a quality assurance role.	AHC ad Abt agree process to develop revised VfM framework. AHC to engage with DFAT Canberra on comparable data on measures of efficiency of facilities and other programs to inform vfm analysis of structures/staffing.	Draft revised VfM framework by October 2018
Decentralisation and Citizen Participation	28. The DCP media engagement seek to build momentum for reform by ensuring success stories are given a high level of publicity. There must be close links across DCP to identify potential successes early and record progress as it unfolds.	Agree		AHC and DCP to agree a communications strategy/approach.	October 2018
	29. Strategy testing processes already initiated in the Partnership (through KAL) be rolled out to discrete interventions and to strategies for districts and provinces. Strategy testing does not require high-level specialist skills or knowledge, and therefore we recommend that the Partnership train and support staff to apply this approach vertically through the workstream.	Agree		In action.	Ongoing
	30. DCP should consistently define what is meant by 'citizens', 'communities', and 'the people', disaggregating these to a greater extent to acknowledge that these are not homogenous but that complex and intersecting identities determine lines of exclusion. They should also articulate how all activities ensure that different groups within society are represented to ensure that voices are heard and needs met across genders and other intersectional identity groups.	Agree		To be relfected in the DCP PAF and MEL arrangements.	October 2018
	31. District advisers:				
	a. be supported and empowered to use their deep understanding of the local political context in which they work to adapt and inform their strategies, including using their budget in a flexible and entrepreneurial manner;	Agree	An administrative support officer has been put in place in each district to reduce the program management burden on the district advisors. District advisors are currently given flexibility to develop workplans based on the local context. Further technical expertise will be provided to district advisors to help develope locally identified priorities into activities to be implemented under DCP.		Ongoing
	b. be trained to ensure that they fully grasp gender and social inclusion issues locally and understand ways in which their activities can impact on these.	Agree	Advisors are receiving training through the facility in this area.		Ongoing
	32. District advisers give less emphasis to the training of district officials. When supporting the development of the five-year district development plans they should try to ensure a greater degree of budget realism to improve the prospects of building accountability for implementation.	Agree		2018/19 advisor workplans will ensure an appropriate mix of activities and not an overemphasis on training distrct officials.	Ongoing
	33. The Kina+Kina program be licensed and proactively encouraged to be a truly adaptive program, exploring experimentation with incentives, subject to an iterative approach to ensure that it remains contextually targeted and adapted.	Agree	The Kina Bungim Komunit (fromally K+K) design aims to usupport adaptation and context specific approaches to address local development issues and QTAG will quality assure the design to reflect the recommendation in the design.	Reflected in KBK desgn	
	34. Kina+Kina and other accountability interventions be tailored to local circumstances; choices of provinces and districts should also be made at least partly on an assessment of the underlying prospects for positive change.	Agree	This will be incorporated into the KBK design.		Design completed by October 2018
	35. Where there is a clear will among district officials to improve frontline performance, the DCP be able to coordinate interventions to support citizen monitoring with 'joint patrols'.	Agree	This will be progressed as part of the Citizen Participation framework guiding AHC's approach to community participation under DCP.		Ongoing
	36. Criteria that reduce fiduciary risk be introduced, based on continuous improvement in key areas rather than a predetermined set standard. This has the potential to build incentives into the system.	Agree	AHC will engage QTAG to quality assure the Kina Bungim Komunit (formally K+K) design, including to consider options to reflect this recommendation in the design.		Design completed by October 2018
	37. A strategy to explain the intent of social accountability be developed in order to disarm the distrust that can develop around such an initiative. Frank discussions at all levels will be needed to make this work.	Agree in part	AHC is currently supporting PNG's policy priorities in engaging citizens and supporting social accountability (Integrated Community Development Policy), including in Vision 2015 and reflected in the PNG-Australia parnership agreement on decentralistion and service delivery. AHC and DCP will consider options to explain our work in this area to key stakeholders. AHC prority is to more explicitly embed social accountability and citizen participation into exsting programs and will aim to build socialisation around social accountability into this process where feasible.		Ongoing
	38. Careful thought be given to whether forcing a wider accountability role on a number of sub-programs is appropriate, or whether these programs are better placed to play a role as vectors of important information on citizens' rights and responsibilities.	Agree	Strengthen the enabling environment for Social Accountability: DCP programming guided by the Citizen Participation Framework and we will also consider options for specific social accountability activities where appropriate, including that leverage other sector programs.		Ongoing

	39. CPP Phase Three be extended by two years to enable a design for CPP Phase Four to be developed. The final decision to proceed to Phase Four to be made in mid-2021 after QTAG completes an evaluation of CPP Three in first quarter 2020.	Agree	While it has taken longer than anticipated to realise the positive changes to CPP envisioned under the phase three design, these changes are now emerging and an extension will further institutionalise/embed these changes and allow the design process for phase 4 to respond to the CPP evaluation planned in 2020.		
Economic Governance and Inclusive Growth	40. That EGIG re-write EGIG PAF following the new Theory of Change with realistic and achievable outcomes.	Agree		EGIG is currently reviewing the PAF in line with its review of the overall M&E framework for EGIG.	By end 2018
	41. That EGIG develops its gender and inclusion strategy to meet more fully Australia's policy objectives and supports GoPNG GESI Policy. Particular emphasis needs to be placed on integrating it into the EGIG Inclusive Growth Strategy.	Agree in part	The QTAG review did not look at the internal workings of EGIG in this regard, with this suggestion seemingly coming from a response to the challenges faced in advocating gender within some parts of the PNG Government. This is particularly important especially to ensure a coherent response to WEE programmes. That EGIG develops its gender and inclusion strategy to meet more fully Australia's policy objectives and supports GoPNG GESI Policy. Particular emphasis needs to be placed on integrating it into the EGIG Inclusive Growth Strategy.	EGIG's approach to strengthening gender was articulated in the AWP submitted in June. EGIG will draft a paper in terms of a 'nested strategy' that articulates what is done both internally (in terms of program design, management and execution) as well as externally (in terms of program delivery).	By end 2018
Public Sector Leadership and Reform	42. PSLR engage with DFAT to finalise the next iteration of the PSLR Design as soon as possible.	Agree in part	AHC and Abt to agree the Precinct's strategic intent as reflected in the Abt strategy documents provided (2016 Design, May 2018 Design Update, G. Tesky feedback, 2018-19 AWP, and LTDS) by end 2018. Abt to manage a Design strengthening process in early 2019 with JSC and Board to incorporate relevant recommendations from the Strategic Review.	Consistent with the Precinct's Strategic Review, Abt as Secretariat will facilitate a design strengthening exercise will be conducted with the Joint Steering Committee and Executive Advisory Board members in early 2019.	March 2019
	43. The PSLR Director, with DFAT, take the lead in managing PSLR as a program of mutually reinforcing activities.	Agree	PSLR recognises there is a need to identify and develop clear processes to guide key areas of actions to improve efficiency and effectiveness in PSLR/DFAT management of Precinct activities.	PSLR/Abt & AHC workshops planned to identify and develop action plans and processes aimed at improving ways of working.	August-September 2018
	44. The program consult the Director of the Pacific Institute of Leadership and Governance (PILAG), and DFAT, to develop and resource a medium-term plan for the institutional strengthening of the Institute of Public Administration (IPA) as it transitions to a statutory tertiary education body.	Agree	Abt is working on some immediate support (STA, etc) and then developing a Business Case planning process to go to tender. Abt, in consultation with the PILAG A/CEO and team, recognises the significant change brought about by the new PILAG Legislation and is supporting with short term TAs and workshops to address some of PILAG's immediate and long term institutional requirements.	Discussions ongoing with PILAG to finalise a program of immediate support to facilitate PILAG being fully operational January 2019. Work to identify other business/financing models for PILAG to consider will be undertaken. Simultaneously, discussions ongoing with PILAG on a long term institutional strengthening program and change management partner/institution.	
	45. DFAT and Abt PNG management ensure the program is resourced with the staff and skillsets needed to implement the program.	Agree	The team need the right staff and skillset – would note that this requires Abt's internal management on the existing skillsets to ensure they are right and if not, how they can be supported. Likewise, that the team still reflects the diversity required to deliver a successful program. PSLR will review its current structure/resourcing and seeking additional resources under the 2018-2019 Budget to effectively deliver its work plan. Staff performance reviews underway; identifying skills gaps and optimising team performance through professional training support/workshops.	DFAT and Abt PNG Management are committed to the program being resourced with the staff and skillsets needed to implement the Australia's investment.	
	46. Abt PNG ensure that the weaknesses in the core MSU platform services, particularly around capturing costs, forecasting, and recruiting staff with the needed skillsets, are addressed.	Agree	Agree this will be addressed in part by the recommendation above. These challenges are more pronounced in PSLR, and are not being experienced across the board. Improvement measures such as the Monthly Finance Forum, increased frequency of Abt-AHC meetings, and standard financial reporting to the Monthly Effectiveness Meeting have been established as improvement measures.	Standards and processes relating to budgeting, capturing costs, forecasting and reporting will be established.	
Kokoda Initiative	47. The program logic be peer reviewed, with a particular emphasis on the robustness of causal links and incorporating gender in a more nuanced manner, including qualitative assessments.	Agree	A Gender Equality and Social Inclusion (GESI) Strategy will be conductednd to include an assesment of the program logic.	A GESI Strategy will be conducted in 2018.	Q3 2018
	48. Further community consultation designs be quality assured, with a specific criterion of evaluating the design against international good practice in facilitation methodologies.	Agree	Agree this project should be delivered according to international best practice.	Adopt rigorous methodological framework and ensure compliance with every activity.	Ongoing
	49. The KIP take an adaptive, iterative programming approach to the detailed design and implementation of the initiatives identified through the diagnostic process. The design should explicitly incorporate communication lines with other areas of the Governance Partnership where adaptive approaches are being applied (e.g. DCP).	Agree	In reference to CDD, lessons will be shared between programs.	CDD activity is already adapted from a similar program in Bougainville and draws on lessons learned. Following an initial phase we agree that a review into project effectiveness should be undertaken and lessons shared.	Ongoing
Bougainville Partnership	50. The Bougainville Program prioritise the establishment of an Integrated Financial Management System.	Agree	The Bougainville Partnership is supporting the Autonomous Bougainville Government (ABG) to implement effective Public Financial Management (PFM). This includes through the establishment of the Integrated Financial Management System (IFMS) in 2017.	The Bougainville Partnership will continue to ensure the IFMS is prioritised as an effective PFM tool. Assistance will be prioritised to the ABG Department of Treasury and Finance to implement the IFMS.	Ongoing
	51. The Program conduct robust scenario planning that leads to the development of alternative theories of change.	Agree	The program will be kept under review to ensure it remains responsive to changing political contexts.	Six monthly Bougainville Partnership steering committee meetings to be used to ensure alignment with local political context.	Q1 2018 and Q3 2019
PNG Partnership Fund	52. The following management enhancements be implemented:				
	a. Documenting governance mechanisms for PPF to reflect the April 2018 Ways of Working draft document.	Agree	Work in this area is ongoing.	AHC to provide feedback to Abt.	By August 2018
	b. Updating the PPF handbook to illustrate more clearly the involvement, engagement and reporting to GoPNG in parallel with or through DFAT.	Agree	Work in this area is ongoing.	AHC to provide feedback to Abt.	By August 2018
	c. Including a specific gender equality assessment criterion at 10% for the assessment of grants.	Agree	QTAG's review highlighted that the PPF grants could do more to advance gender.	Any new PPF rounds should be preceded by a review of the assessment criteria to include a gender equality assessment.	Before any future PPF rounds.
	53. That the PPF MEL Adviser ensure each grantee is implementing MEL to an agreed set of MEL quality standards, common formats, and consistent approaches, to a set of common agreed terms and definitions; specifically:	Agree	This has been addressed recently and grantees are using agreed templates and approaches.	Continue current reporting approach.	Immediately
	a. The frequency of reporting be reviewed by Abt PNG and AHC with a view to adopting quarterly and annual reports on the grantee's progress and bi-monthly finance reports.	Agree	Reporting frequency has been reviewed recently and there is agreement to continue with the current approach.	Continue current reporting approach.	Immediately
	b. The Secretariat adds to the quarterly and six-monthly reports a concise analysis on each grant and its progress towards delivering on the development outcomes and key outputs. Grantees should be supported to provide an analysis at the outcome level.	Agree	Note that it is not the Secretariat but the PPF program management team that would do this.	Commence at the next reporting cycle.	Immediately

54. Engage a gender adviser to work with grantees to embed gender and inclusion principles and ensure greater prominence in their reporting.	Disagree	The rationale for PPF being managed by the Abt facility was that it could make use of the resources available to all the partnerships including gender, MEL etc. If the PPF is to expand its adviser footprint, doubling up on services that are available through the MSU this undermines the rationale for the PPF being managed in the Abt facility. Given the number of gender advisors in the partnership, one/some of these should be working with partners on this issue, together with guidance from MEL team	Current Gender technical advisers will review reports to assess if gender is adequately addressed. If not, gender adviser will engage with grantees.	Immediately
55. Seek opportunities to undertake appropriate scale research during the projects.	Agree	This is a core tenant of the PPF model.	PPF team to discuss with KAL and submit a plan of research to be undertaken to DFAT for approval.	By September 2018.
56. DFAT and Abt PNG jointly review the procurement fee for SO 8 to establish if it provides VFM given the experience of the last year, the resources required to manage the fund, the advance funding requirements, management fees for comparator funds, and the risks assumed by Abt PNG.	Agree	This has been revisited in the past, and has been discussed with CEO PGF and the DFAT Chief auditor.	Abt has met with the Auditor and has responded to issues raised. On going review will be conducted as part of the VFM exercise.	Timing of the VFM exercise.