

Management Response - QTAG PNG-Australia Governance Partnership Annual Review Report 2019

Area	Number	Recommendation	Response (Agree, Agree in part, Disagree)	Explanation	Action Plan	Timeframe
Bougainville Partnership	1	Revisit the Bougainville Partnership 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 Strategic Action Plan.	Agree	The Australian High Commission Port Moresby (AHC) is working to implement the recommendations of the Bougainville Strategic Review and will present a draft management response and implementation plan for joint agreement and endorsement at the next Bougainville Steering Committee, scheduled for September 2019. Over the past year, AHC and Abt have successfully worked together to ensure the BP work plan remains flexible and adaptable in being able to respond to urgent and well-considered requests, including in re-prioritising support to the referendum, while at the same time continuing to deliver on core programmatic outcomes. Maintaining this flexibility will continue to be important in the continuing referendum and post-referendum period.	AHC agrees the BP results framework needs to be updated to take account of the changing nature of the program and the GESI strategy, and is working with Abt to undertake this update.	Ongoing
Decentralisation and Citizen Participation Partnership	2	The Decentralisation and Citizen Participation (DCP) Partnership should review its level of investment in, and reliance on, reform of decentralisation policy. Specifically, DCP should: a. ensure its Kina+Kina projects are set up to maximise wider governance benefits locally; b. assess the potential of a wider set of relationships with GoPNG agencies nationally to influence how District Services Improvement Program (DSIP) funds are used; c. consider how to work more closely with EGIG and PPF to ensure lessons from its local solutions work feed into national policy; d. seek to translate advances in transparency into greater accountability, working in particular with churches through the Church Partnership Program (CPP); and e. complete a broader Gender Equality and Social Inclusion (GESI) strategy and integrate it into the Performance Assessment Framework (PAF).	Agree	a. The integration of Empowerment Voice and Accountability (EVA) into the subnational adviser work plans will help to ensure wider governance benefits are delivered locally, and inclusive decision-making for future Kina+Kina projects engages with the needs and interests of youth, women and people with disability. b. This is a continuing focus and priority for the Decentralisation Policy Support Program. c. As per the response to recommendation 14, DCP are working closely with the Economic Governance and Inclusive Growth (EGIG) partnership to take forward a coherence project relating to Public Financial Management (PFM). Linkage to Education and Health will be progressed through a data initiative, which may draw on relevant PNG Partnership Fund (PPF) work. d. Agree. e. AHC and Abt are currently preparing a strengthened DCP Gender Equality, Disability and Social Inclusion (GEDSI) strategy.	a. Integrate into subnational advisor workplans and reporting processes and strengthen governance within K+K. b. New relationship with Department of Implementation and Rural Development (DIRD) formed and solidified through workplan activities. c. Joint EGIG-DCP work plan agreed and implemented. Concept note drafted on joint PFM support. Data project scoped and begun. d. Implement EVA strategy and work plan, including through CPP. e. GEDSI strategy agreed and implemented.	By June 2020
Economic Governance and Inclusive Growth Partnership	3	That the Economic Governance and Inclusive Growth (EGIG) Partnership offer the Department of Finance support some implementation and early outturn monitoring of Integrated Financial Management System (IFMS) to enhance effectiveness, particularly based around increased accountability and transparency.	Agree in part	AHC is currently undertaking an external review of the Economic Programs, expected to be completed by October 2019.	Decisions on future elements of the program will be considered based on recommendations from the external review.	Ongoing
Economic Governance and Inclusive Growth Partnership	4	That the EGIG spend time and resources to build on the opportunities created by effective Monitoring, Evaluation and Learning (MEL), analysis, communications and engagement to: a. seek to refine its program of initiatives to those that will make the greatest development impact; and b. make available the impact stories to the people who matter, the two governments, the people of PNG and other stakeholders.	Agree in part	AHC is currently undertaking an external review of the Economic Programs, expected to be completed by October 2019.	Decisions on future elements of the program will be considered based on recommendations from the external review.	Ongoing
Kokoda Initiative Partnership	5	An independent strategic review of Kokoda Initiative Partnership (KIP) should be undertaken to inform a more holistic and strategic way forward.	Agree		An independent strategic review for KIP has been approved, and will be und	By June 2020
PNG Partnerships Fund	6	PNG Partnership Fund (PPF) effectiveness can be enhanced by: a. completing a GESI Strategy;	Agree in part	PPF will conduct an analysis of achievements, progress and lessons learned in the existing health and education grants through their monitoring and evaluation frameworks and workplans in terms of GESI to identify strategic outcomes and opportunities. Each PPF grant has gender and inclusion integrated within the monitoring and evaluation frameworks and workplans, that provide further details as annexures.	PPF will continue to track and report program spend for GESI during 6-monthly progress report processes, as well as support the new proposed analytic work on investment outcomes and outputs to date.	Q4 2019
		b. 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	Agree	Opportunities to share learnings across the Governance Partnership are to be encouraged.	Abt to explore options for sharing lessons around GESI, health and education between the PPF and CPP, including for example, the bi-annual grantee workshops.	Ongoing
		c. Tracking and reporting on the effectiveness of gender budgeting within the immunisation grants.	Agree in part	While there is a M&E Framework highlighting sex disaggregated data, there is no specific gender budgeting within the immunization grants. The development and use of micro plans will provide an opportunity to get substantive information on gender budgeting.	Abt to work collectively with partners to identify the cost of gender activities whether it be in service delivery or capacity building and track and report on these to DFAT quarterly.	Duration of the Program
PNG Partnerships Fund	7	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: a. development outcomes and achievements at scale; b. interventions that could be scaled up and those that should cease; and c. 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.	Agree in part	DFAT is arranging for an independent evaluation of the PPF in the second half of 2019 using the new Human Development Monitoring and Evaluation Service (HDMES). HDMES will independently evaluate the original six PPF grants during Q3 and Q4 2019, which broadly address the areas proposed by QTAG (in points 7a, 7b & 7c), and will inform future programming. The HDMES evaluation will also address the issues as raised in terms of identifying key outcomes as well as interventions to scale up or cease after July 2020, along with broader policy lessons learnt. The independent HDMES process therefore represents the appropriate vehicle. PPF will not seek to duplicate this work, but will rather feed into the process as requested, and will draw out from the findings a policy narrative/case study or studies providing a snapshot of progress, achievements and key areas of concern across the grants.	AHC to commission independent evaluations of the original PPF grants.	Q3 and Q4 2019

Public Sector Leadership and Reform Partnership	8	The Public Sector Leadership and Reform (PSLR) Partnership supports the Department of Personnel Management to undertake a whole-of-government review of the implementation of GoPNG's GESI policy, and update the policy based upon the review's findings and recommendations.	Agree		Support to a review has been agreed between the PNG and Australian Governments at the bilateral level. A Terms of Reference is currently in development for tender.	By March 2020
All partnerships - GESI	9	All partnerships to finalise strategies for GESI (incorporating gender, disability and broader issues of inclusion) and ensure complete integration within results frameworks or Performance Assessment Frameworks (PAF) and Monitoring, Evaluation and Learning (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.	Agree	<p>Integration of GESI within results frameworks or PAFs and MEL strategies should also reiterate the DFAT requirement for gender disaggregated data. A report on the effectiveness of GESI mainstreaming in partnership programs is also due from Abt in March 2020 (in future this will be mainstreamed into the 6-monthly report).</p> <p>As per the Organisational Assessment, the Abt GESI team will continue to work with Partnerships to ensure they have specific partnership GESI strategies that clearly articulate GESI related outcomes and are aligned with PAFs. Since early 2019 engagement has been strengthened following a joint meeting with AHC counsellors to address GESI, and priorities for the next 12 months have been identified.</p> <p>GESI is a key performance indicator for all Abt staff in the enhanced performance management system.</p>	<p>Abt will implement a financial tracking approach against GESI program spend. Work is ongoing to finalise GESI strategies for all partnerships. Abt and DFAT will ensure PAFs include/retrofit GESI outcomes and indicators aligned to AHC GAP/Gender Equality and Women's Empowerment Strategy 2019.</p> <p>PSLR: DFAT has requested that the readjustment process for the Pacific Leadership and Governance Precinct is underpinned by a gender strategy. The readjustment process is in response to the findings from the mid-term review undertaken in 2018.</p>	By March 2020
All partnerships - GESI	10	A consolidated report of policy-relevant evidence on both gender equity and disability and social inclusion should be compiled from across the Governance Partnership. To inform this, each partnership should define how gender and disability related GoPNG policy could be informed by their work and make efforts to capture evidence to influence this.	Agree		To be reflected in Partnership GESI strategies and reported in the GESI mainstreaming in partnership programs report.	By March 2020
All partnerships - PAFs	11	<p>Performance Assessment Frameworks (PAFs):</p> <p>a. 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</p> <p>b. 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>	Agree	<p>Since mid-July 2019 Abt have been assessing partnership-level quality assurance systems, benchmarking these systems against DFAT standards, agreeing QA (planning and Monitoring, Evaluation, Research and Learning (MERL)) areas for further attention, developing draft agreed guidance and socialising fit-for-purpose practice with the partnership, which will lead to an ongoing program of capacity building for the MERL staff of the partnerships.</p> <p>AHC and responsible Partnerships have agreed to three areas of further cross-partnership collaborations. Facility is undertaking a stocktake of Partnership MERL-QA processes and assessing then against DFAT Standards. Once a consensus is reached on the assessment and priorities for improvements determined a plan Partnerships to rectify the issues will be agreed.</p>	DFAT and Abt have agreed that the Facility PAF/MERL Framework is a work-in-progress document that will be periodically updated. The Facility PAF/MERL Framework will be updated at least annually to capture lessons learned, and will be revised quarterly. Abt are also working to establish Facility PAF tools and processes, annual review and reflection forum and will support future QTAG reviews.	By December 2019 and ongoing
All partnerships - PAFs	12	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.	Agree	This will be determined by each Partnership.	The Abt central Monitoring, Evaluation, Reporting and Learning (MERL) team are supporting partnership MERL arrangements to promote appropriate/fit-for-purpose quality assurance mechanisms as per above. This will involve discussions about an appropriate workstream of internal reviews, research activities or evaluations.	Ongoing
People, Culture and Diversity	13	By December 2019 Abt PNG should undertake a survey of its organisational culture and incentives for undertakin	Agree in part	Abt PNG are obliged to meet DFAT's monitoring and evaluation standards, and are taking internal management actions to progress. This will be conducted by less formal means (not a survey).	Abt to progress developing MEL capacity, under the reestablished Monitoring, Evaluation, Research and Learning team, in accordance with the DFAT monitoring and evaluation standards. To be reflected in the Annual Work Plan.	Ongoing
Coherence and collaboration	14	The Governance Partnership, with DFAT, identify a small set of cross sector initiatives, based on workstream wor	Agree	In July 2019, AHC and Abt agreed key areas of focus for coherence and collaboration across partnerships, and the process for implementation and monitoring, in accordance with the Facility Performance Assessment Framework Outcome 1. These focus areas/cross sector initiatives are PFM (National and Subnational), Gender Equality and Public Service Capacity Development.	Project sponsors at the Counsellor/Director level are to agree an annual action plan, meet monthly to review implementation progress and report to the Facility Management Meeting (FMM) on progress every two months. Coherence and coordination will also be a standing item at all future Effectiveness Meetings.	Ongoing