

Management Response to the Australia Solomon Islands Program Support Facility (ASIPS+) Mid-Term Review

August 2026

The Department of Foreign Affairs and Trade (DFAT) would like to thank Alinea International for undertaking the independent mid-term review of the Australia Solomon Islands Program Support Facility (ASIPS+). Completed in August 2026, the review assessed the facility's performance and identified recommendations to strengthen its ongoing implementation.

Overall, the review provides a range of practical recommendations relating to ASIPS+'s future scope and resourcing, programming and performance management, management information systems, cross-cutting priorities, monitoring, evaluation and learning, stakeholder engagement and funding arrangements. The recommendations will inform decision-making and implementation for the remainder of the facility's current phase.

DFAT accepts the review and agrees with or notes its recommendations. In response, DFAT has agreed the following management response, which outlines actions already implemented and further measures to strengthen the facility's effectiveness, oversight, responsiveness and delivery.

Recommendations	DFAT Management Responses
R1. Finalise headroom, scope and future pathway decisions. Continue modelling expenditure and commitment headroom, including constrained-demand, plateau-growth and restricted-funding scenarios that maintain fiscal space to respond to emerging opportunities. Confirm the facility's scope for the remainder of Phase 1 and the Facility Support Unit (FSU) capability required to protect responsiveness, quality, risk management and value for money.	Agreed. Post will progress internal discussions with DFAT Canberra regarding headroom budget issues and design and contracting implications. DFAT will ensure that design and procurement requirements are considered to ensure fiscal space remains to respond to emerging opportunities.
R2. Complete portfolio-wide roll-out of DEH quality programming tools. Apply implementation profiling to all new SOs and assignments and calibrate FSU support to SO type, delivery role, risk and complexity. Larger or	Agreed. This recommendation has been implemented. Since November 2024, ASIPS+ has put in place the Programming and Performance Management Guidelines (referred to as SO Guidelines in the Investment Design Document). The programming and performance management guidelines have been developed to improve efficiency of the service order

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more complex SOs should include dedicated operational capacity where required; smaller SOs should have predictable access to shared services and DEH support.	drafting process, ensuring service orders have clear objectives, are strategically aligned to DFAT's broader development priorities, and are adequately resourced to meet objectives. Roles and responsibilities have been clarified upfront to improve management effectiveness, ensuring consistency in SO management, the quality of SO delivery, and the effectiveness of development activity. The Development Effectiveness Hub (DEH) is a specialist support function that consists of a panel of local and international experts which delivers services in quality development programming, covering gender equality, disability equity and rights, localization, design, monitoring, evaluation and learning (MEL), communication, climate change, indigenous diplomacy, and other key policy priorities. The DEH provides facility-wide services for cross-cutting issues, which promotes quality programming standards and facilitates collaboration across all SOs.
R3. Prioritise integrated management information systems. Integrate program management, HR, procurement, finance, risk, MEL and reporting data into a single or interoperable system to improve visibility of SO status, transaction pipelines, service standards and delays	Noted. Post acknowledges the value of integrated management information systems and expects DT Global to have systems in place to plan for future ICT investment requirements.
R4. Strengthen SOG exception reporting for delayed or off-track SOs and high-pressure transactions. Include in SOG reporting where new SOs under development exceed planned SO lifecycle timeframes, payments exceed agreed terms, SOs are off track or delayed, or other practices place additional pressure on facility systems. Use this reporting to support earlier management action and more efficient use of facility resources.	Agreed. Strategic Oversight Group (SOG) reporting will be enhanced to include exception reporting on Service Orders that exceed planned timeframes, are delayed or off track, involve payments outside agreed terms, or create additional pressure on facility resources. This could be included as a standing agenda item in future SOGs. In addition, from August 2026 the ASIPS+ Monthly Service Order Report will include Reporting thresholds and escalation triggers will be established to identify issues early and support timely management actions. This will improve oversight, decision making, and the efficient use of facility resources.
R5. Rebalance cross-cutting support towards external-facing SO delivery. Maintain internal facility gains, particularly in gender equality, safeguarding and locally led development, while shifting more DEH and cross-cutting	Agreed. Post acknowledges the importance of maintaining strong foundations established in gender equality, safeguarding, and locally led development. The DEH will continue its focus on supporting service orders to achieve better delivery outcomes, including practical support for service order designs, implementation, monitoring, evaluation and learning (MEL)

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support towards SO design, implementation, MEL and learning. This should include targeted MEL support for smaller SOs working on inclusion where required.	and inclusion of activities, particularly for smaller Service Orders that require additional support.
R6. Strengthen disability budgeting, data and outcome tracking in SOs. Require relevant SOs to budget for reasonable accommodation, collect disability-disaggregated data where appropriate, and report whether disability inclusion actions enabled participation and benefits for people with disability.	Agreed. ASIPS+ implemented this recommendation in 2025: - ASIPS+ supported Organizations of People with Disabilities (OPDs) through grants and procurement, including an AUD 96,363.64 grant to the Blind and Visually Impaired People of Solomon Islands; - ASIPS+ improved inclusion by embedding accessibility across systems, events and workplaces: adding disability inclusion to Program Leads meetings; recruitment advertising encourages applications from people with disabilities; accessibility checklists for venues are used for all events; and office upgrades at Hyundai Mall have enhanced accessibility features. - Disability equity analysis is integrated into SO design, implementation, and quality assurance through the profiling tool, which strengthens inclusive budgeting and delivery. - MEL guidance includes improved disability-related data collection. - The ASIPS+ disability internships program was established in February 2026 with two interns beginning six-month placements. This program features structured supervision, intentional role design and accessible workplaces to support meaningful employment outcomes and build an annual sector wide pathway for disability inclusive workforce development.
R7. Systematise climate risk screening and adaptation planning for all climate-qualifying SOs and record adaptation actions, responsibilities, budget and climate MEL indicators.	Agreed. Post recognizes the importance of systematically considering climate risks in the design and delivery of Service Orders. Since 2025, ASIPS+ supports partners to: - Address climate change by systematically embedding climate risk management analysis and capacity strengthening across governance, planning and implementation. ASIPS+ tracks climate and disaster risks through the Facility Risk Register ensuring shared visibility of climate

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	threats that affect partners' operations and outcomes. The DEH Climate Adviser reviews and updates climate and disaster risk ratings during each risk cycle and provides practical guidance to partners on appropriate response measures. The Operations and HSE manuals have been updated incorporate climate related hazards supporting partner organizations to improve staff safety, continuity planning and asset management in the face of climate impacts. - Integrate climate analysis into SO design and delivery through standardized tools and processes. The SO Implementation Profiling Tool screen activities for climate complexity and triggers specialist input from the DEH Climate Adviser where required, ensuring partners receive targeted technical support. In 2025, Provincial Climate Profiles and First Pass Climate Risk Assessment Tools were developed to provide province-specific exposure data, strengthening partners' ability to identify climate risks and opportunities early in SO design.
R8. Deepen learning-to-action in MEL. Record agreed actions, owners, timeframes and follow-up points from reflection and reporting processes, and track progress through existing FIMT–FSU, Program Leads, business unit and SOG mechanisms.	Agreed. Post will ensure that actions identified through monitoring, evaluation, and learning (MEL) activities are clearly documented with assigned owners and timeframes. Progress will be tracked through existing management and governance processes to ensure lessons learned lead to practical improvements and follow up action.
R9. Deepen feedback from the ground. For field-facing SOs, build proportionate feedback loops into design, reporting and reflection processes so local partner, implementation team and community feedback informs adaptation and outcome reporting.	Agreed. Post and ASIPS+ will strengthen the collection and use of feedback from local partners, delivery teams, and communities. Feedback will be considered during the design of new SOs, implementation, reporting, and review of Service Orders to help improve activities, respond to local needs, and strengthen reporting results.
R10. Promote best practice AHC–ASIPS+–SIG engagement protocols. Continue to manage rub points common to a large flexible facility by setting clear expectations for lead roles, clearance points, communication channels and escalation pathways,	Agreed. Post will continue to strengthen collaboration between AHC, ASIPS+ and SIG by maintaining clear roles, approval processes, communication channels, and escalation pathways. This will support timely decision-making and effective coordination, particularly for new Service Orders, formal proposals, work plan changes, and resource-sensitive decisions. The Strategic Oversight Group will serve as the

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especially for formal proposals, new SOs, workplan changes and resource-sensitive decisions.	appropriate forum to clarify roles and responsibilities in DFAT, SIG and ASIPS+ interactions. Post facilitates quarterly implementing partners meetings for all managing contractors that are implementing DFAT-funded programs in Solomon Islands for information sharing and learning, coordination and alignment ensuring partners are working towards the same objectives and DFAT priorities.
R11. Revise the FSU resourcing model. Resource the FSU commensurate with the level, complexity and urgency of support required, apply the tiered support model more rigorously, and assess which SOs may be better delivered through alternative mechanisms.	Noted. FSU resourcing has been revised with non-FSU Personnel Costs, including Deployee Support Services and Security-related costs, being removed from SO1 and transferred to SOD1 and SO30. Post continually monitors SOs to identify where further synergies could be realized across the Australian Government's Development Program in the Solomon Islands.
R12. Increase flexibility between ODA and non-ODA funding and simplify equivalent procurement pathways where feasible. Clarify ODA and non-ODA rules, delegations and procurement requirements, and streamline non-ODA pathways where feasible and compliant.	Noted. From July 2026, staff can manage hybrid investments (ODA and non-ODA administered funding together) in AidWorks, unlike previous arrangements where multiple systems were used.
R13. Include Facility architecture and alternative SO funding in the end-of-program evaluation. Assess whether a single hybrid Facility remains the best long-term model, or whether ASIPS+ should be reconfigured into clearer delivery streams or complemented by other implementation mechanisms.	Agreed. Facility architecture and alternative SO funding mechanisms will be included in the end of program evaluation.