



DFAT MANAGEMENT RESPONSE TO THE INDEPENDENT EVALUATION OF HUMANITARIAN STRATEGIC PARTNERSHIP FRAMEWORKS

Recommendation	Response	Explanation	Timeframe
Recommendation 1: Partnership modality DFAT Humanitarian Division (HPD) retain Strategic Partnership Frameworks (SPFs) or a similar modality to engage humanitarian partners to deliver Australia's humanitarian objectives. Before entering into new arrangements, it is recommended that DFAT Humanitarian Multilateral Engagement Section (HUS) review alternative modalities and provide an options paper to the appropriate DFAT senior management for decision, outlining funding, risk and policy impacts of proposed changes.	Agree	Agree and note that the SPF modality includes the annexed subsidiary arrangements (Exchange of Letters). Alternative modalities have been considered as part of this evaluation. Modalities, funding, risk and policy impacts will be included in the minute to the appropriate delegate seeking approval for any new partnership arrangements.	August 2025 - June 2026
Recommendation 2: Planning DFAT HUS leads a planning process that considers all DFAT's levers for engaging with humanitarian partners, structures future arrangements and supports their implementation to maximise effectiveness. At a minimum, it is recommended this planning process: a) Define what DFAT would like to achieve through its partnership with these organisations. b) Determines whether DFAT's objectives are best achieved through an approach more aligned with Good Humanitarian Donorship, or whether DFAT would like to more actively manage the partnerships.	Agree	DFAT will engage in an internal planning process which will take into consideration the factors listed in this recommendation.	August 2025 – June 2026

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c) Review and set resourcing in line with the chosen approach. d) Determine a small number of reforms or performance improvements that DFAT would like to focus on. e) Plan an approach that aligns with 2(b) across each of DFAT's levers, including the balance of core and earmarked funding, the balance between flexibility and relevance of priorities versus focusing on priorities for change, DFAT and partner staff resourcing capacity, DFAT's approach to Good Humanitarian Donorship and DFAT's approach to risk management. f) Seek opportunities to coordinate with other donors to progress shared priorities together. g) Translate this approach into clauses for negotiation with partners. h) Translate this approach into partnership engagement plans and elevate visibility of these plans across DFAT to support a common understanding of priorities and approach to engagement. Should DFAT consider any alterations to existing SPFs, it is recommended that it do so with thorough consideration of the likely impact on people in need of lifesaving assistance, and for the partners themselves. Should this not be feasible in advance of starting negotiations for new arrangements, it is recommended these steps be completed within the limitations of signed arrangements.			

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Recommendation 3: Performance monitoring DFAT HUS strengthen SPF monitoring and performance systems including by: a) Determining how to best share reporting responsibilities between DFAT and the partner to support performance and Good Humanitarian Donorship principles, considering the current humanitarian funding context. b) Developing a monitoring and evaluation framework and plan that enables comparison of performance across partners and years, building on existing performance arrangements and MPA processes. Hold informal MPAs in the years that MPAs are not mandated. c) Prioritising a small number of indicators that DFAT requires and will be used for partnership management. d) Ensuring that all DFAT officers engaged in managing these partnerships work together to progress agreed policy priorities (supported through partnership engagement plans). e) Broadening the next mid-term review or evaluation to consider holistically DFAT's engagement with humanitarian partners funded by SPFs, including all levers for supporting partner performance. Emphasise forward-looking questions and processes to evidence recommendations that can directly inform new arrangements. Complete at least two years before the next arrangements expire, to inform sensitive and lengthy negotiations. f) Establishing an evidence base for the structure of its funding (core and multi-year v earmarked and single year) to inform decisions going forward.	Partially agree	Agree that monitoring and performance arrangements and engagement strategies for SPFs will be considered in any future phase of these partnerships and will take this recommendation into account. MPAs are centrally managed within DFAT and complement a range of existing performance assessment processes for multilateral organisations, including mandatory Partner Performance Assessments (PPAs) for investments above \$3 million delivered by multilateral organisations. DFAT also contributes to MOPAN, which undertakes assessments of multilateral organisations on a rolling basis, covering four criteria (strategic management, operational management, relationship and performance management, and results). For these reasons, and noting resource implications, MPAs may not be performed in years they are not mandated. The scope and timing of the next mid-term review or evaluation will be determined based on the partnership arrangements in place at the time.	January – December 2026