Papua New Guinea Church Partnership Program Phase 3 (CPP3)

Design Document

April, 2017

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Acronyms and Abbreviations

Abt Associates	Managing Contractor for the DFAT-funded Papua New Guinea (PNG) Governance Facility
AHC	Australian High Commission (Port Moresby, PNG)
ALWS	Australian Lutheran World Service
Anglican/ABM	Anglican Church of PNG (PNG church) and counterpart Australian faith-based NGO (ANGO): the Anglican Board of Mission Australia
ANGO	Australian-based Non-Government Organisation
APEC	Asia Pacific Economic Cooperation
APG	Australian Partner Group (Representatives of CPP's ANGOs)
Baptist/Transform	Baptist Union of PNG (PNG church) and counterpart Australian faith-based NGO (ANGO): Transform Aid International
C4D	Communication for Development
Catholic/Caritas	Catholic Church and Catholic Bishops Conference of PNG and Solomon Islands (PNG church) and counterpart Australian faith-based NGO (ANGO): Caritas Australia and Catholic Bishops Conference of Australia
CBM	Christian Blind Mission, Australia
CIMC	Consultative Implementation and Monitoring Committee
CEDAW	Convention on the Elimination of Discrimination Against Women
CLC	Church Leaders Council
CPP	Church Partnership Program
CPPJPG	Church Partnership Program Joint Program Group
CPPMC	Church Partnership Program Management Committee
CPPCO	Church Partnership Program Coordination Office
CPPWG	Church Partnership Program Working Group
CPP	Church Partnership Program
CSO	Civil Society Organisation
CSPP	Church State Partnership Program
DFCDR	Department for Community Development and Religion (GoPNG)
DDA	District Development Authority
DDR	Disaster Risk Reduction
DFAT	Department of Foreign Affairs and Trade (Australia)
DNPM	Department of National Planning and Monitoring (GoPNG)
DRM	Disaster Risk Management
ELCPNG	Evangelical Lutheran Church of PNG (PNG church)
FSVAC	Family and Sexual Violence Action Committee
GDP	Gross Domestic Product
GESI	Gender Equality and Social Inclusion

GoA	Government of Australia
GoPNG	Government of Papua New Guinea
IC	Investment Concept
JPG	Joint Program Group
M&E	Monitoring and Evaluation
MDI	Media Development Initiative
MoU	Memorandum of Understanding
PGF	Papua New Guinea Governance Facility
ODI	Overseas Development Institute
OoR	Office of Religion
PLG	Partners Leadership Group
PPG	PNG Partner Group (Representatives of CPP's PNG Church partners)
PNG	Papua New Guinea
PNGADP	PNG Assembly of Disabled Persons
PNGCC	Papua New Guinea Council of Churches
PNGLNG	PNG Liquefied Natural Gas Project
SDA/ADRA	Seventh-day Adventist Church and Adventist Development and Relief Agency PNG (PNG church) and counterpart Australian faith-based NGO (ANGO): Adventist Development and Relief Agency (Australia)
SDT	Strategic Development Team
SPF	Strategic Partnership Framework
SPSN	Strongim Pipol Strongim Nesen Program
SNAP	Sorcery National Action Plan
The Salvation Army	The Salvation Army of PNG (PNG church) and counterpart Australian faith-based NGO (ANGO): The Salvation Army of Australia
ToR	Terms of Reference
United Church/ UW	The United Church of PNG (PNG church) and counterpart Australian faith-based NGO (ANGO): Uniting World

Glossary of Terms

Term	Definition relevant to CPP3
Agents of change	Individuals, groups and organisations positioned to support positive change. Agents of change can be an aspirational example, speak with experience on change required, or have specific spheres of influence; for example, across a geographic location or through a peer networks to augment church initiated action. Agents of change will most likely be drawn from church networks; women's fellowship leaders, youth fellowship leaders, outstanding students, Pastors and Church Service delivery workers including nurses and teachers.
Civic Education	Increasing political knowledge, leading to participation, tolerance and national identity. Promoting transparency and accountability of government and bureaucracy, i.e. used extensively during post-conflict periods to promote understanding of the role and responsibilities of government and citizens.
Collective action	Where two or more parties come together to coordinate action to solve a problem
Collective Voice	Where two or more parties come together to coordinate their messaging and communication towards influencing positive change.
Communication for Development:	Describes the range of 'ways' that communication processes and tools are strategically used to support social and behaviour change, mobilisation and advocacy and media development.
Gender Equity and Social Inclusion	The use of the acronym GESI in this design refers to the definition as Churches apply it – values based support for gender equality and social inclusion. The Government of PNG also has a public service program with a complimentary focus called GESI.
Formative research	The research of community interests, knowledge and needs that occurs prior to program design and implementation and provides evidence for the rationale and relevance of specific interventions.
Partnership	Partnerships are referred to in multiple contexts: • Church partners or core partnership: refers to the partnership between the seven mainline churches in PNG and Australia • Australian Partners: refers to the seven ANGOs • PNG Partners: refers to the seven PNG mainline churches • External Partners: refers to all non-church bodies who will be partners in CPP3 • Development partners: general reference to donors, Civil Society and Private sector partners, singularly or severally • Partners: when used generally the term refers to any or all of the above
Structured Partnership Model	The CPP3 structured partnership model facilitates cross-sectoral engagement so that churches and their partners will work collectively to ensure that their voice is heard and problems are addressed. It is based on an existing global model for partnerships called the Collective Impact Model which features processes and structures to build a common agenda and develop mutually reinforcing activities, learning opportunities and

	communication systems. Practically the CPP3 structures draw in partner representatives into CPP3 decision making and the program will consist of a series of either informal or formal partnership agreements between two or more partners towards a common goal, objective and action.
Participatory approaches	Refers to techniques and/or methods designed to encourage local participation within, and ownership over, development interventions.
PNG Governance and Leadership Precinct	A DFAT supported initiative established to promote value, standards, leadership and capacity amongst the public service leaders using training programs and other modalities. The precinct may also engage non-public servants into their programs such as leaders and managers from church networks.

Investment Summary

Initiative Name	PNG Church Partnership Program Phase 3		
AidWorks initiative	<TBA>		
Start date	1 July 2017	End date	30 June 2020
Total Proposed Funding Allocation:	TBA		
Australian $	TBA (DFAT-funded)		
Total other $	-		
Delivery organisation(s)	PNG Governance Facility (PGF), managed by Abt Associates		
Implementing Partner(s)	PNG and Australian Church Organisations		
Country/Provinces	Papua New Guinea, up to all provinces		
Primary Sector	Multi-Sector including Health, Education, Gender Equity and Social Inclusion, Peace building, Disaster risk reduction		
Investment Concept (IC) approved by:	<Name TBA>	IC Endorsed by AIC:	Yes/No/NA
Quality Assurance (QA) Completed:	<e.g. peer review>		

Acknowledgments

The Design Team extends its appreciation and gratitude to all who contributed to the design process, including:

- Church Partners: Anglican Board of Mission Australia; Transform Aid International; Caritas Australia; Australian Lutheran World Service; The Salvation Army of Australia; Adventist Development and Relief Agency; Uniting World; PNG Council of Churches; Anglicare; Anglican Church of PNG; Catholic Church; Seventh-day Adventist Church; Adventist Development and Relief Agency PNG; Salvation Army of Papua New Guinea; Baptist Union of PNG; Evangelical Lutheran Church of PNG; United Church of PNG

- The PPG, APG, CPP3 Working Group members and the CPPCO

- PNG Government: Department for Community Development and Religion

- Australian Government: Australian High Commission, Port Moresby; Governance Team; Sector Team; PNG Governance Facility (PGF)

- Other Civil Society Actors: Consultative Implementation Monitoring Committee (CIMC) and Family and Sexual Violence Action Committee (FSVAC); Morobe Association of Disabled Persons, CBM.

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1. Investment Description

1.1 Program overview

The Church Partnership Program Phase 3 (CPP3) is a partnership for development, led by the seven mainline churches[1] in PNG and their Australian Church Non-Government Organisation (ANGO) counterparts, with additional leadership and input through Government of Papua New Guinea (GoPNG), the Australian Department of Foreign Affairs and Trade (DFAT), civil society, private sector, and other development partners. CPP3 is focused towards a collective Church Vision:

PNG is well-governed, inclusive and prosperous, as God intended.

CPP3 builds on phases 1 and 2; supporting churches in service delivery, building community resilience and, developing capacity. Churches are central to community dynamics throughout Papua New Guinea (PNG). Churches represent shared values and often serve as the voice of the community. Churches may be the most accessible institution for rural and marginalized communities to seek support and information. In this community accompaniment, Churches note that:

- PNG is facing considerable governance and development challenges.
- The sustainability of church development efforts in the community are sometimes undermined by leadership decisions and action taken by other stakeholders.
- Effective collaboration amongst all stakeholders is the key to mobilise community in affirmative action to draw on opportunities and address development problems across PNG.

CPP3 therefore introduces a new area of focus: capitalising on the wide presence and clear potential of churches to empower communities and influence collective development.

The ambition to influence an enabling environment implies churches will positively impact the governance system. Whilst PNG needs the churches help more than ever for this, it will be difficult and sensitive. Especially given the context where a few leaders may seek to control public decision making and resource allocation (at times to poor effect), or the capacity of stakeholders in underdeveloped. In line with its ambition, CPP3's goal is:

By the end of CPP3, Church-initiated collective action leads to improvements in service provision, governance, inclusion and management practice among partner organisations. Partners then replicate their capabilities with communities to build capacity and resilience.

Achieving the goal entails upholding the core Church partnerships and values that underline the success of CPP to date, and, supporting broader partnerships with other influential actors. Critical partners will include: PNG Council of Churches (PNGCC), the recognized church peer to GoPNG; Department for Community Development and Religion (DFCDR) through the Office of Religion (OoR), GoPNG's focal point for Church State affairs; and DFAT/the PNG Governance Facility (PGF) whose financial and technical contributions offer capacity for CPP3. Partnerships will also be strengthened at district and community level. All CPP3 partnerships will also prioritise Gender Equality and Social Inclusion, noting this as a game changing development opportunity. The approach to partnerships also features: creating common outcome targets and workplans; enhancing CPP forums as a hub for problem analysis, strategy setting and consensus

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[1] Catholic, Seventh Day Adventist, Salvation Army, Evangelic Lutheran, Baptist, United, Anglican.

building; effective utilisation of communications for development to promote broad based change and to build support for CPP3, and; structured capacity development.

The new emphasis on harnessing church influence poses change management challenges. As such, the design maintains aspects and structures of CPP but also refines some elements towards the new approach, notably greater engagement of critical partners to dialogue with churches within the CPP structures. The *Collective Impact Model*[2] is introduced as a guiding framework. This model supports collaborative structures and iterative problem solving, shared learning and continuous communications. It also allows for flexibility, innovation and ongoing church ownership of the program.

This design is accompanied by an Implementation Guideline that provides draft policies and templates as a launch pad for CPP3. Churches will review and amend these in consultation with DFAT, ready for the commencement of CPP3 in July 2017.

1.2 Operational Context

In the 2011 Census, 96% of PNG's population of nearly 7.5 million, reported as Christian. The seven mainline PNG churches represent 73% of Christians. Churches also provide development services and promote social justice for PNG communities. This includes approximately 50% of PNG's health services, 40% of primary and secondary school services[3], and support to vulnerable communities. Their long history of community accompaniment, presence across the country and service delivery experience means they have considerable influence. Churches are well placed to support PNGs development.

In 2015, as CPP2 neared completion, church partners contemplated options for phase 3, reflecting on the church strengths in development and the opportunities to support PNG against the evolving development context. PNG has had 10 years of continuous economic growth, fueled by extractive projects which account for a quarter or more of the national Gross Domestic Product (GDP) in this period. PNG is also building visibility in regional and global terms; hosting the 2018 Asia Pacific Economic Cooperation (APEC) forum and a range of international meetings, sporting events and commercial ventures. PNG has some promising opportunities for development.

To date however, economic gain has not been matched by sustainable investment in human and renewable development. For example, PNG's potential in areas such as environmental tourism, women's empowerment, agriculture and small and medium enterprise has not yet been realised. Social development indicators are stagnating in some cases. Major infrastructure is needed or in need of maintenance. Literacy challenges are significant and compounded by poor access to information leading to gaps in social knowledge on government action. There are shared concerns about governance, resource allocation, decentralisation, social justice and delivery of basic services. The 82% living in rural and remote locations, and the marginalised feel these difficulties most.

1.3 The Next Phase: CPP3 - A New Challenge

CPP 1 and 2, were designed to help empower the churches (mainly) at a local level to provide better services to their communities. These two phases were largely but not exclusively focused on discrete community projects and building the capacity of churches to deliver community development and service outcomes.

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[2] Collective Impact Forum https://collectiveimpactforum.org/what-collective-impact
[3] According to Department of National Planning and Monitoring reports on the Church State Partnership program

At the end of CPP2, recommendations for the future were documented within a Strategic Partnership Framework (SPF), developed with funding and technical assistance from DFAT. *Table 1* shows the main recommended changes in approach from CPP2 to CPP3.

Table 1: Key SPF Recommended Changes from CPP2 to CPP3

(CPP2) From...	To... (CPP3)
…Individual leadership…	…to collective leadership…
...a program that supports seven partnerships…	...a consolidated coherent partnership that supports priority programs.
…diffuse management…	…more consolidated, coherent Strategic management with a degree of authority & decision making, incl. engaging PGF strategic management.
...an inward-looking initiative focused on CPP programming & operations…	...an outward-looking Partnership engaging prioritised external stakeholders (e.g. Civil Society Organisations (CSOs), District Development Authorities (DDAs), GoPNG agencies) on key governance & social issues.
...emphasis on individual church capacity & programs for service delivery…	...collective church action to influence the PNG's governance and social justice issues, supported by church capacity and the enabling environment.
...transactional processes for programming & operations targeting few communities…	...transformational governance & social changes that empower individuals & improve quality of life of large proportion of the PNG communities.
...a rigid and fixed program-implementer approach based on 7 work-plans…	...a more flexible influencer that is responsive and adaptive led by stronger collective leadership.

The SPF also noted some important changes not captured in the change matrix above. These changes are significant and the design extends the change matrix to include them:

Table 2: Extended CPP2 to CPP3 change matrix

(CPP2) From...	To... (CPP3)
…project based gender and social inclusion approaches…	…to the development and implementation of strategic church owned gender and social inclusion mainstreaming approaches…
...activity based reporting and communications approaches…	...holistic reporting and broad based communications for development strategies that promote positive change and build broader support for the program…

The SPF raised a central question: *how can the collective voice of churches influence transformational change in PNG?*

PNG's Constitution allows for full involvement of citizens in the development of the country but many citizens are not yet empowered to make demands on the state and hold the state accountable for the quality, level and reliability of public services. Citizens have limited knowledge about governance frameworks, the roles of government and other stakeholders and, where they should expect support to address their day to day challenges. This is largely due to low literacy levels[4] and the limited number of government awareness programs, which have been difficult and expensive for government to deliver.

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[4] National census indicates 51% literacy, but the concern is that the figure may be less given the chance of under-reporting.

For both service delivery and informational needs, the church has a wide geographical reach and is perhaps the most accessible institution in communities. Mainline Churches have intimate knowledge about communities in which they are present and better understand the impact of governance on services and community development. Further, churches have a mandate to be a voice of community. Leaders of government and other stakeholder groups are often also part of the Christian network and committed to listening to what church leaders say.

While their voice is critical in communities, churches have not traditionally promoted a specific influencing role, opting to focus on their essential service delivery and pastoral work in communities. Churches also operate along denominational lines, each with their own hierarchy, structure for outreach, priorities and process – and sometimes different views on development issues. It takes time and effort to reach consensus across churches and agree on common messages, especially regarding sensitive issues.

CPP and the PNGCC have successfully addressed these challenges; representing a space and processes in which churches can take joint action to enhance their linkages and share information. CPP demonstrates this best largely around service delivery outcomes and thematic development but the collaborative work churches did in CPP2 around Peace Building[5] and Gender and Social Inclusion[6] demonstrated their capability to influence wider transformative change. These examples show how churches are able to draw in Leaders from all churches and all levels of society to discuss, build evidence and collaborate towards improved development outcomes.

The SPF recommended that CPP3 build on such examples and adopt an even stronger partnership approach in which churches and a wider set of partners coalesce under collective leadership and common purpose through an enhanced, consolidated strategic management approach. Section 2 describes the model that will be used during CPP3.

The wider set of partners will be drawn from the range of stakeholders identified in the Stakeholder Analysis provided in *Table 3,* indicating the roles of potential partners and how CPP3 might need to/be able to work with them.

Table 3: Summary Stakeholder analysis

Partner	Role (relevant to CPP3)	Implications for CPP3
Churches	• Focus on community resilience, services and well-being • Each church has their own programs, structures and Authorities. • Churches agree to collaborate across denominations as they	• CPP3 is an important program but a small part of the wider church framework. • CPP3 has to be aware that the churches have their own guidelines and priorities and that these do not always match Government, development partners or communities. • The importance of partnership dialogue is that such differences and concerns can be

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[5] A CPP2 activity which examined PNG Liquefied Natural Gas (PNGLNG) Project benefit sharing outcomes in the Hela Province resulted in a workshop in which senior government (National, Provincial and Local-level), private sector and donor partners participated. CPP's work here shed light on the plight of the marginalised who were not benefitting from the outcomes of the PNGLNG project. No follow up evaluation has yet to be conducted on the impact of church efforts here but the Churches have since gained a seat of the Multi Stakeholder Group that manages the Extractive Industries Transparency Initiative (EITI) in PNG where they are now pushing this agenda alongside other stakeholders. The feedback from the community good workshop also indicated that the partners were looking to address concerns raised by the churches and the subject remains prominent as a public and media discussion.

[6] The Churches under CPP2 developed the Theology of Gender Equality and its Gender strategy. Both of which have been taken into individual Churches and National Gender networks for review and uptake.

Partner	Role (relevant to CPP3)	Implications for CPP3
	see opportunity and benefit, and to work collaboratively through the established PNGCC structure.	discussed with an agreement to collaborate where priorities and values align • Churches have a network of professionals and community groups that can be utilised for greater effect in CPP3.
PNGCC	• Legally constituted and recognised peer to Government of PNG and Australian Church leaders	• An opportunity to utilise this link more effectively, including for Gender and Social Inclusion • Being careful not to force the PNGCC into programmatic involvement but rather keep them engaged at a strategic level • Exposure to regional networks
National Government	• Makes Laws and sets national strategies and policies • Gives the mandate to church for service delivery • Makes resource allocation decisions to Church and provincial and district agencies	• Work in partnership with the GoPNG Office of Religion • Influence government on policy, strategy and resource allocations, utilising the link with PNGCC • Engage with National agencies on development problem solving, such as partnering with Government on Gender and Social Inclusion priorities • Deliver programs jointly where relevant
Provincial Government	• Coordination across the districts • Allocation of funds and line services to districts	• Acknowledge provincial role is key to the service delivery agenda. Districts are under provincial direction (e.g. Health Area Medical Supplies managed provincially) • Engage with Provincial Administrations on problem solving • Deliver programs jointly where relevant
DDAs	• Service delivery authority at district level	• Engage with DDA boards where possible on local strategies and plans • Connect with PGF work at District level • Engage with DDAs for problem solving • Deliver programs jointly where relevant
LLGs	• Community level influence and connection to formal government	• Engage with LLGs for problems solving • Deliver programs jointly where relevant
CSOs	• Program design and delivery for development	• Engage with CSOs for problem solving • Deliver programs jointly where relevant
Private sector	• Wealth and job creation • Networks and financing • Corporate social program	• Engage Private Sector for problem solving • Deliver programs jointly where relevant
Community	• Participate in development problem solving • Provide input and leadership	• Identify community level monitoring agents and leaders for involvement in CPP forums and capacity development • Engage Community for problem solving • Deliver programs jointly where relevant

1.4 Creating Change through CPP3

Churches recognise the need to work collaboratively and engage leaders across government and stakeholders at all levels to influence sustainable development.

International evidence also points in this direction: a series of case studies developed by the Overseas Development Institute[7](ODI) indicate common features of successful community led development programs, including: the importance of working politically; building shared processes for reflecting on, analysing and preparing strategic responses to development challenges (iterative problem solving); and processes for facilitation and relationship brokering to engage leaders and partners effectively.
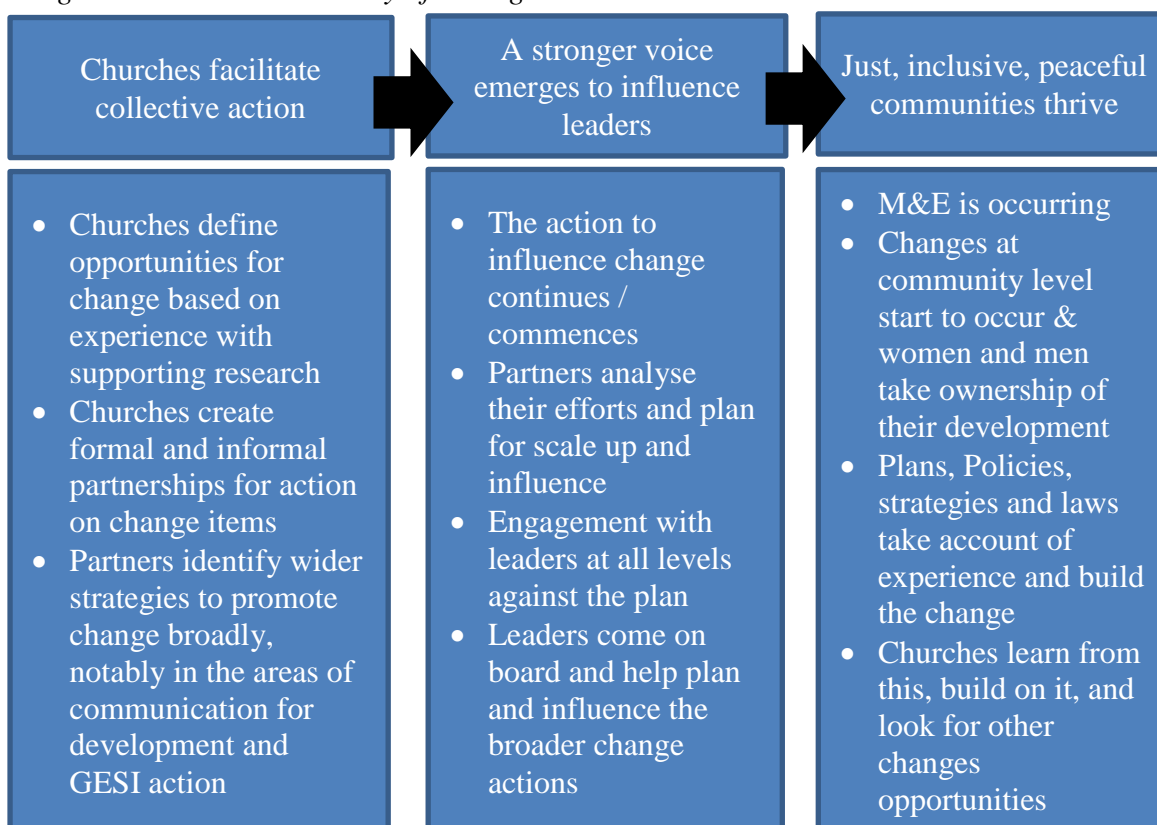
The DFAT supported Pacific Leadership Program (PLP) also provides evidence and practical lessons for collaboration and engaging leaders for development. The PLP introduced a model of partnership building and maintenance: promoting consensus, commitment, learning, and dispute resolution. The PLP has proved effective in the Melanesian context where building consensus at the outset maximizes the chances of program success. Churches can tap into this experience via DFAT and PGF for CPP3. Similarly, PGF's own design logic is based on recognition that it is essential to work closely with leadership at all levels, and to facilitate new ways of working that are responsive to local context and problem solving. Such connections and information-sharing underline the value that working closely with the PGF brings to CPP3.

The common or shared agenda that drives the partnership is summarised in the Theory of Change, the Vision and the Goal of the partnership.

The CPP3 theory of change assumes: **that *if* churches facilitate collective action, based on shared values, *then* a stronger voice will emerge to influence leaders to make positive choices, *so that* just, inclusive development outcomes are achieved and peaceful communities thrive.**

Creating positive change is often a long-term proposition. The design acknowledges this but provides a framework in which change can be deliberately targeted as a starting point.

Diagram 1: The CPP3 Theory of Change

Churches facilitate collective action	A stronger voice emerges to influence leaders	Just, inclusive, peaceful communities thrive
• Churches define opportunities for change based on experience with supporting research • Churches create formal and informal partnerships for action on change items • Partners identify wider strategies to promote change broadly, notably in the areas of communication for development and GESI action	• The action to influence change continues / commences • Partners analyse their efforts and plan for scale up and influence • Engagement with leaders at all levels against the plan • Leaders come on board and help plan and influence the broader change actions	• M&E is occurring • Changes at community level start to occur & women and men take ownership of their development • Plans, Policies, strategies and laws take account of experience and build the change • Churches learn from this, build on it, and look for other changes opportunities

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[7] https://www.odi.org/projects/2857-doing-development-differently

In practical terms, the Theory of Change poses questions about how change initiatives be implemented: *what will they look like?* The example below demonstrates how change might evolve in an operational context.

Example: Managing the change process within the operational context of CPP3

1. Churches design and deliver their Annual Program Activity Plans (PAP) which sees some of them working on *service delivery and capacity development programs* in schools in select districts. The education division, the schools, community and others are partners on the program (formally or informally).

2. Through this experience, these churches are aware of the problem of *violence in schools* (other examples may be considered).

3. The CPP3 coordination office (CPPCO) and the CPP3 Strategic Development Team (SDT) are made aware of the issue through program reports and continuous communication. They communicate with church partners and the next CPP forum host to include the issue on the agenda for the upcoming forum.

4. With strategic advice, the CPPCO initiate a consultant and/or a working group (made up of invested partners) to detail the issue ahead of the forum. Agents of change from community level are also engaged in this process.

5. As the Forum is planned, a presentation by the consultant/working group is included. Relevant participants (and change agents) are invited to the forum to participate in this session.

6. At the forum, the presentation and discussions lead to a possible multi-faceted church strategy to address the problem. For example:

   - Gaining leadership support – facilitated by the CPP3 Leadership figures,
   - Pastoral program in schools – via implementing churches,
   - Curriculum support – via joint church and government action,
   - Board of management and teacher training – using specialist private sector and/or CSO trainers,
   - Public/Community awareness – communications for development (C4D) approach.

7. The forum findings are prepared by CPPCO/SDT in the form a possible strategy (briefing paper) presented to Partner Leadership Group (PLG) for endorsement

8. When initiated, the strategy may have initial funding from the CPP3 "innovation fund" to test/trial and monitor the programmatic response.

9. Learning from the innovation, churches (as relevant) adopt agreed approaches into future PAPs and also agree and plan for joint actions across all churches.

10. Capacity development support occurs to help the initiative move forward in implementation:

    - In churches
    - With partners and agents of change.

11. Monitoring and Evaluation (M&E) is ongoing with updates shared in reports and forums and new lessons identified and used to update action.

12. Stories of success are shared more broadly and used to support uptake by other partners and inform the communications for development approach.

Communication for Development

Communications will be key to influencing change.

C4D brings a strategic, evidence-based, multi-channel communications approach to CPP3. C4D will foster public dialogue; build Gender Equity and Social Inclusion (GESI) gains, and promote behavioral and social changes leading to improved development outcomes. C4D is closely aligned to CPP3's goal to harness the collective influence of Church to support transformational change in PNG.

Specifically, C4D approaches include:

- Formative communications research[8] to better define the 'communications problem'; including barriers to change, audience segmentation, engagement of communication agents of change, language and targeted media representation. This research will establish a baseline of CPP3 terminology and representation for key issues churches and partners are likely to prioritize.
- The SDT will identify opportunities, including through CPP3 forum sessions, to promote change through the experience and networks of churches.
- The SDT will engage with PGF experts and the CPPCO to present and discuss concepts for the design of a supporting C4D strategy encompassing initiatives/influence strategies.
- The PGF communications team and the CPPCO (through the team leader) will research and then design initiatives to address key concepts, including message testing, and pass these through the SDT for finalization.
- Given possible sensitivities and high level engagement requirements, the SDT will also pass these to the PLG for advice and consensus.
- Partner with Media for Development Initiative (MDI) to engage local media in social mobilization as campaign champions including: discreet media briefing and training for church leaders, facilitated content, advertising, supporting production of radio/tv/digital content in line with campaign messages, capacity support to church media services
- Provide media presentation training to key spokespeople to ensure they have representation skills and preparation to promote campaign messages and objectives
- Identify key champions external to church to work as campaign partners or ambassadors to engage broader communities beyond church.
- Initiatives will be monitored for impact as relevant (refer to M&E framework).

1.5 Challenges that affect the CPP3 design

For CPP3 to be successful, it is necessary to understand potential challenges and implement appropriate mitigation. This section focuses on recommendations to mitigate known challenges.

An enhanced partnership approach will foster collective action and lead to positive change

Whilst this is the core logical consequence from the SPF, it is not a straight-forward proposition. Churches need to develop partnerships they are comfortable with. This means acknowledging the core church partnership approach through which each church has maintained its' identity and influenced the collective character of CPP. The risk of

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[8] University of Goroka, or Media for Development Initiative (MDI) through the ABC and NBC partnership could support this function

expanded partnerships is that this may suit some church partners better than others, and potentially affect church ownership and equilibrium, upsetting motivation or focus. It is worth examining current church relationships more closely.

Churches are community focused, keeping relationships current through their presence in community and concerned response to community needs. This affords the Church some privilege, including: a mandate as a voice for community; an ability to mobilise community volunteers; and participation and influence in community decision making. The relationship has challenges: community cultural values can be at odds with church values, this can pose issues for gender related work for example where sorcery related killings of women has been a difficult challenge to overcome in some communities. Similarly, there are risks for churches advocating and seeking funds or support at a local level in the context of community and their political affiliations.

The PNG constitution and policy frameworks recognise churches as partners in development. The church relationship with GoPNG is aligned through established community presence and a longstanding partnership in service delivery. Both Church and GoPNG acknowledge government is duty bound to deliver services to citizens and create the enabling environment for growth but when government cannot deliver this duty, it can delegate to church service providers. Government then is obliged to resource and support the arrangement. Churches have a reasonable interest that government not simply shirk that responsibility and leave service delivery to churches while allocating government resources to other political priorities. Churches are in dialogue with GoPNG over the issue of declining funding for services at current.

Churches will also need to be cognisant of sensitivities around the role of church vis-a-vis State and the risk that the change efforts of churches and their partners might be perceived as impinging on the mandated authorities of government. In design consultations, Church partners themselves expressed a degree of reticence to overtly advocate or drive change beyond what may be their regular issue management to date. Nevertheless, churches do have a record for speaking collectively on issues of national interest through the PNG Council of Churches (PNGCC) which is recognised as the church peer to GoPNG. CPP3 will seek to capitalise on this recognition through formal and strategic engagement with PNGCC, using the CPP3 leadership structure as the nexus. Likewise, the connection with Government at an agency level needs strengthening. Initially, CPP3 will pursue formal engagement through the OoR housed under the DFCDR who will also have a role within the CPP3 leadership structures.

Church and private sector relationships in CPP have been largely related to procurement. However, in relation to Church and private sector in development, the church commissioned "Community Good" report shed light on the inequities of the benefit sharing arrangement from the PNGLNG project in Hela Province. This is an example of church potential for private sector engagement on economic development and highlights at least one role church can play to promote social justice and speak out against the risks of economic exploitation.

Civil Society and church have been more active as partners but in CPP so far this has tended to be ad-hoc. An example of the potential for partnership has emerged with the Family Sexual Violence Action Committee (FSVAC). They have engaged with CPP on the Theology of Gender Equality and the CPP Gender Strategy and have included Churches on their national committee. This example is significant because it is providing a platform on which churches can further the CPP Gender strategy and utilise it to support achievement of the National Gender strategies.

The partnership approach is described further in this design; setting forward a process through which churches will develop both formal and informal partnership arrangements, that define the actions of partnerships and capture the values and strengths of CPP3 collective action.

Capacity Development and Institutional Strengthening

Capacity development and institutional strengthening has been central to CPP since inception. Capacity development has been largely focused on internal church management and service delivery capability within the core partnership group. Churches have also extended capacity development through their networks whenever comparative advantage has been evident. The CPP3 enhanced partnership approach means churches will now engage with a broader range of organisations; each with different capacity and motivation.

Given the increased scope of partnerships and the expectation that CPP3 will be focused on promoting positive change through these partnerships, the design supports a more structured approach to capacity development, including:

- Benchmarking then planning for the improvement of PNG church partner capacity to improve their capacity to manage development strategy, programs and program finances;
- Enhancing the capacity of all partners in GESI, using the CPP gender strategy and gender resources of PGF as guidance;
- Reviewing and supporting ANGO capacity development in line with PGF grant management requirements;
- Deliberately engaging and supporting capacity development in a select group from the church network, including Women and Youth fellowship groups, clergy and church workers, including health and education service providers, as agents of change;
- Capitalising on the presence of PGF and its network with the PNG Leadership and Governance Precinct and similar programs that offer capacity development opportunities;
- Supporting the establishment of key resources/facilities that enhance church institutional capacity, and;
- Strengthening institutional linkages, notably by promoting engagement through the enhanced CPP3 structure.

Strengthened accountability

A broad criticism from stakeholders has been that previous phases of CPP had limited success in telling the story of CPP impact, therefore CPP had not been as effective in building wider ownership and support for emerging key initiatives. Recent research,[9] indicated CPP was most focused on thematic and project level implementation, the lack of overarching objectives meaning that partnership reporting was not consolidated and programmatic impacts were hard to measure. Reporting on and justifying funding allocated through the aid program is an important principle that PGF and all its partners will uphold. CPP3 therefore has a commitment to Shared Measurement as a key element of the new partnership approach.

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[9] GSDRC report on Social Accountability in PNG

A new program support framework

DFAT have established the PGF to host all governance programs in one facility and promote efficiency and cohesion. CPP3 provides the partnership with connections to DFAT and PGF staff with experience, technical capabilities and capacity development options across a range of disciplines. Similarly, DFAT and PGF will benefit from the experience, advice and skills of Churches. The PGF will also represent an important data resource and source of advice to churches through the PGF program network, including: the Leadership and Governance Precinct; decentralisation programs; citizen participation programs; and private sector development. The PGF is currently finalising the Long-Term Delivery Strategy covering these areas and CPP3 will be factored into the strategy.

The CPPCO will be co-located with PGF, a concept that churches met with caution initially, out of concern that the CPPCO could lose its faith based identity and strong connection with church. To accommodate these concerns, the current design maintains several familiar aspects from CPP2, including emphasis on retaining core CPPCO staff and the CPP forum schedule, but CPP3 seeks to improve on each specifically. The current contracting arrangements where seven ANGOs hold contracts with the PGF will also be retained. Whilst options for transferring contracting responsibilities to PNG churches were considered, capacity concerns first need to be substantially addressed for this to be achievable and CPP3 will promote deliberate capacity development as a means of enabling this option in the future. Capacity development will be done specifically through the program, with a specific budget. Further capacity development opportunities will emerge through initiatives such as the PNG Leadership and Governance Precinct.

Addressing gender inequality

One of the most pressing challenges and equally most significant opportunities for PNGs development agenda is gender equality. An ODI report indicated that two in every three women in PNG has faced some form of violence and women are under-represented in all formal employment and business streams.

Churches recognise this, and towards the end of CPP2 they developed the Theology of Gender Equality (2015) and its operational guide, the PNG CPP Gender Strategy (2016 - 20). These documents and the collaboration that went into channeling a common sense of gender across the CPP, highlight the shared values and principles upon which CPP is formed. These documents evolve the focus on gender for both Churches internally and for the operations of CPP3.

The consensus to promote Gender through CPP3 is consolidated in the Christian values set down in the Theology of Development, reflecting the national goals and directive principles and the basic rights and social obligations of the PNG Constitution. The CPP commitment to gender equality links to PNG and Australian government strategies[10].

Church partners have acknowledged that while churches see their role as giving voice to poor and marginalised people generally, they need to be strategic in efforts to influence, either by identifying spaces where change is already happening and seizing moments of opportunity or identifying key issues and building influence to create those opportunities for change. Two areas where churches have built influence and social momentum are GESI and sorcery related violence. Taking a Christian theological approach to gender

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[10] PNG: Convention on the Elimination of Discrimination Against Women (CEDAW) ratification (1995) and the National Policy for Women and Gender Equality (2011-14)
Australia: DFAT's Gender Equality in Australia's Aid Program (2007) and Thematic Strategy (2011)

equality builds consensus and links to a strong Pacific regional movement, including a similar approach taken in the Solomon Islands.

Operationally, the approach to gender under CPP3 relies on:

- Good advice – CPP3 will draw on the in-house expertise of the PGF. The PGF gender experts will act as a sounding board and open connections to the wider program connection of PGF to the DFAT supported Pacific Women Shaping Development Initiative and other initiatives.
- Strategic oversight – the SDT (described in section 2.1) will sit at the heart of Gender strategy in CPP3. The SDT will have the overview of each church constituent, and church collectives collaborating at every level of implementation. Through this connection common methodologies can be projected and experience in implementation will be pulled in to ensure each constituent church takes learning and direction from the collective. This will ensure a dynamic and supervised rollout of the gender strategy.
- Coordination – The CPPCO will deliver on management and coordination and reporting actions to move the strategy forward.
- Mainstreaming – as the Church moves into partnership arrangements with Government agencies and stakeholders, joint action on Gender Equity will be a non-negotiable area of cooperation with action detailed in the partnership agreements that are formed.

2. CPP3 Structured Partnership Model

The SPF and the need to address the above challenges in collaboration, point to the need for a structured partnership approach that facilitates cross-sectoral engagement so that churches and their partners will work collectively to ensure that their voice is heard and problems addressed. The partnership approach is based on the *Collective Impact Model[11]* and provides the opportunity for common purpose among the diverse set of partners which then provides a backbone to develop reinforcing activities (joint programming), communication and learning together. The structured partnership model has five key components that are applied to CPP3 below, including:

- Creating a **common agenda** - Focused on the CPP3 theory of change which assumes church facilitation of collective action will increase support and action to bring about positive development. The church stakeholders will come together to share a collective vision for change that includes a common understanding of the overall problem and a joint approach to solving it through agreed upon actions.
- **Mutually reinforcing activities** - CPP3 features a common program goal and inter-connected outcomes and activities to strengthen focus, collaboration and delivery of results. Although the churches share a common moral vision, they remain a diverse set of stakeholders who need to coordinate mutually agreed activities through a shared plan of action.
- **Backbone support** - The CPP3 structure has been enhanced to support the new partnerships approach (including drawing in external stakeholders to be in dialogue and decision making forums), promote innovation, and address program challenges. The structure will support the churches ongoing vision, structure and activities. This includes supporting aligned activities, helping to establish

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[11] Collective Impact Forum https://collectiveimpactforum.org/what-collective-impact

measurement practices and assisting in building public will to advance policy and mobilize resources.

- **Continuous communication** - the church stakeholders will engage in frequent and structured communication to build trust, create common motivation and assure that mutual objectives are met. CPP forums will be enhanced as a hub for analysing and sharing information, developing strategies and building consensus. CPP3 will also capitalise on PGF expertise to help tell the story of CPP impact effectively

- **Shared measurement** - The CPP M&E framework is updated against the common goals and outcomes. Activities to support the inculcation of this are included with forums and communication platforms also essential to this process. All church partners will agree on how success will be measured and reported, with the list of common indicators that has been drafted in the design to be refined and used for learning and improvement.

Each of the components of this model are described in more detail below. It is important to note however, that the backbone support section will be described first, as understanding the new CPP3 structure is critical to the other components of the model.

2.1 Backbone support: An Improved Structure

To achieve the overall theory of change and more effectively address the challenges that may arise during CPP3, churches identified an improved structure to build the backbone support mentioned above. Although there are changes to terminology and structure, all those involved with CPP2 will be able to see how the changes are simply building on what has been established in earlier phases. Changes to names and structure are made in order place emphasis on the new strategies that CPP3 is embracing such as the enhanced partnership approach and the need to work strategically at multiple levels. The degree of continuity as evident in the updated structure is essential so as to not lose too much of the character, knowledge or experience that CPP has developed over time. The changes to the structure are designed to achieve the following:

- *Maintain church ability to set character for the program:* by maintaining familiar and effective elements of previous phases.

- *Focus on working appropriately through established structures:* without duplicating or making risky impositions. An example of this is that although engagement with PNGCC is an important part of CPP3, importantly PNGCC is not being "programmed" or turned into a CPP structure. It does not have CPP3 oversight, nor is it seeking regular reports to comment on or direct. Instead CPP3 is seeking to talk to members of PNGCC when necessary and request that it can put forward agenda items from time to time and seek support to influence.

- *Strategy setting is central:* having a central group focused on strategy with operational oversight and to make better use of forums and church and partner networks to inform and deliver strategies. Strategies that improve current approaches and that offer innovative collaboration will be developed.

- *Functionality and efficiency:* largely related to the introduction of PGF as a technical and financial management support mechanism.

- *Forward looking:* develop options for evolution of the structure through reflection

The Partner Leadership Group

To build collective leadership and facilitate continuous communication in line with the structured partnership approach, the **Partner Leadership Group** will be established. This will comprise the existing Church Leaders Council (CLC) (made up of seven PNG church leaders from the seven mainline churches) as the first constituents with additionally one representative covering all the Australian church partners. GoPNG and DFAT/ PGF will maintain an ongoing participatory presence in the PLG. The CPPCO will act as the secretariat. The CLC component and the CPPCO will ensure the character of the CPP is held and that the voice of the program belongs to church. It is through the PLG that PNGCC can be engaged for advocacy and leadership purposes.

The PLG will have the option to call on expertise from a subset of stakeholders including GoPNG, CSOs and private sector, to support deliberations and provide input based on expertise and experience. Through this engagement, the relationships of church with non-church CPP operatives will emerge.

Other members of PLG will then support the churches in ensuring that the PNG identity and ownership of the program emerges, collaboration is mutually beneficial, compliance is appropriate, and efficiencies are built into the program. The PLG will host Australian Church Leaders occasionally, as and when such inputs are possible.

Strategic Development Team

To address the need for a common agenda with mutually reinforcing activities to effect transformation, **a Strategic Development Team** will be established, comprising PNG Church and ANGO managers, formerly members of the Joint Program Group (JPG) as the main constituents, with technical specialists from GoPNG and the PGF program contributing as required. The SDT will maintain operational oversight, participate in planning, attending and analyzing outcomes of improved **CPP forums**, building business cases for activities within an agreed action plan and identifying strategies for improving practice.

The SDT is central to CPP3, as the strategies they develop will feed into what the PLG, PNGCC and others work on in common agenda. The SDT strategies will also frame how churches work with facilities, agencies, institutions and communities that are involved in front line delivery. The SDT formally takes the role of JPG, the Australian Partners Group (APG), the PNG Partners Group (PPG) and Working groups, though these structures will remain as part of internal church approaches if deemed necessary by them. For CPP3, short-term, purpose fit working groups may be established sparingly by the SDT as and when justified.

CPPCO, ANGO and PNG Church Roles

The **CPPCO** will be based in the PGF to capitalize on efficiency and technical support. CPPCO will be enhanced and reorganized to ensure capacity to manage new approaches and directions under CPP3. The executive officer position will be upgraded on the basis that more management and technical competencies are required under the role. Four component coordinators will be assigned to each of the areas of CPP focus with the partnership coordinator being the deputy team leader, whilst the PGF team will provide support and input as needed and agreed, particularly in areas such as M&E, communications and support to delivering on the Church Gender strategy.

ANGO and PNG Church roles will change to reflect the new input from PGF and the updated approaches in CPP3. The shift calls for greater inputs to: representation and

engagement, strategic thinking, high quality reporting, capacity development and increasing impact and connectivity of community programs to achieve CPP3 ambitions. The seven ANGOs continue to hold individual agreements with PGF in the first instance. Through the capacity development processes under CPP3, ANGOs will work with their PNG church partners to develop their capacity to create the option to transfer management functions progressively in the future.
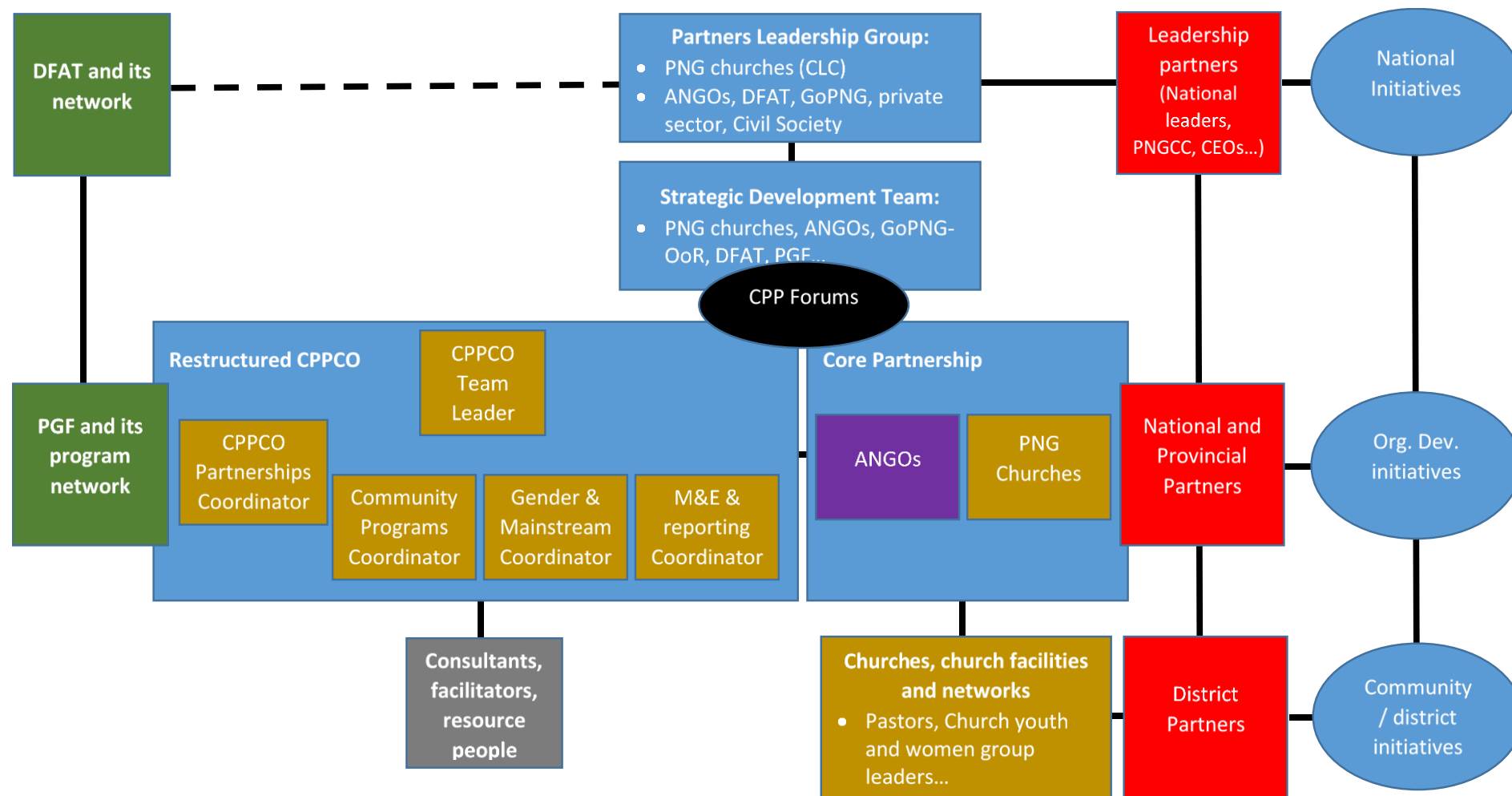
Programmatic workplans and key strategies such as the Theology of Gender Equality/Gender Strategy, developed amongst the seven church partners under this partnership framework will be consolidated and channeled through the CPPCO, which will be supported by PGF. This approach will emphasise partner collaboration and deliver efficiencies in administration and operational support.

The Implementation Guideline provides details for establishing the CPP3 structure, including:

- A description of Church, GoPNG, DFAT, PGF and other stakeholder roles;
- Terms of Reference for all CPP3 structures;
- A description of roles for delivering against the M&E framework;
- A performance management framework for promoting individual and organizational performance standards;
- A capacity development framework;
- An updated Program Activity Plan format that captures new outcomes focus, and
- The common implementation plan, outlining possible meeting times for CPP3 structures.

Diagram 2 below depicts the CPP3 structure, and the roles and relationships of the partners involved.

Diagram 2: CPP3 structure

DFAT and its network

PGF and its program network

Partners Leadership Group:
- PNG churches (CLC)
- ANGOs, DFAT, GoPNG, private sector, Civil Society

Strategic Development Team:
- PNG churches, ANGOs, GoPNG-OoR, DFAT, PGF...

CPP Forums

Leadership partners (National leaders, PNGCC, CEOs...)

National Initiatives

Restructured CPPCO

CPPCO Team Leader

CPPCO Partnerships Coordinator

Community Programs Coordinator

Gender & Mainstream Coordinator

M&E & reporting Coordinator

Consultants, facilitators, resource people

Core Partnership

ANGOs

PNG Churches

National and Provincial Partners

Org. Dev. initiatives

Churches, church facilities and networks
- Pastors, Church youth and women group leaders...

District Partners

Community / district initiatives

2.2 A shared agenda and mutually reinforcing activities

In order to pursue the common agenda, the partnership will project mutually reinforcing activities: activities to augment each other and achieve results greater than any one outcome area could if implemented in isolation.

The churches and their partners will need to communicate further to refine mutually reinforcing activities that will be incorporated into a clear programmatic plan of action, to pursue the Vision and Goal indicative outcome areas were identified in extensive consultations.
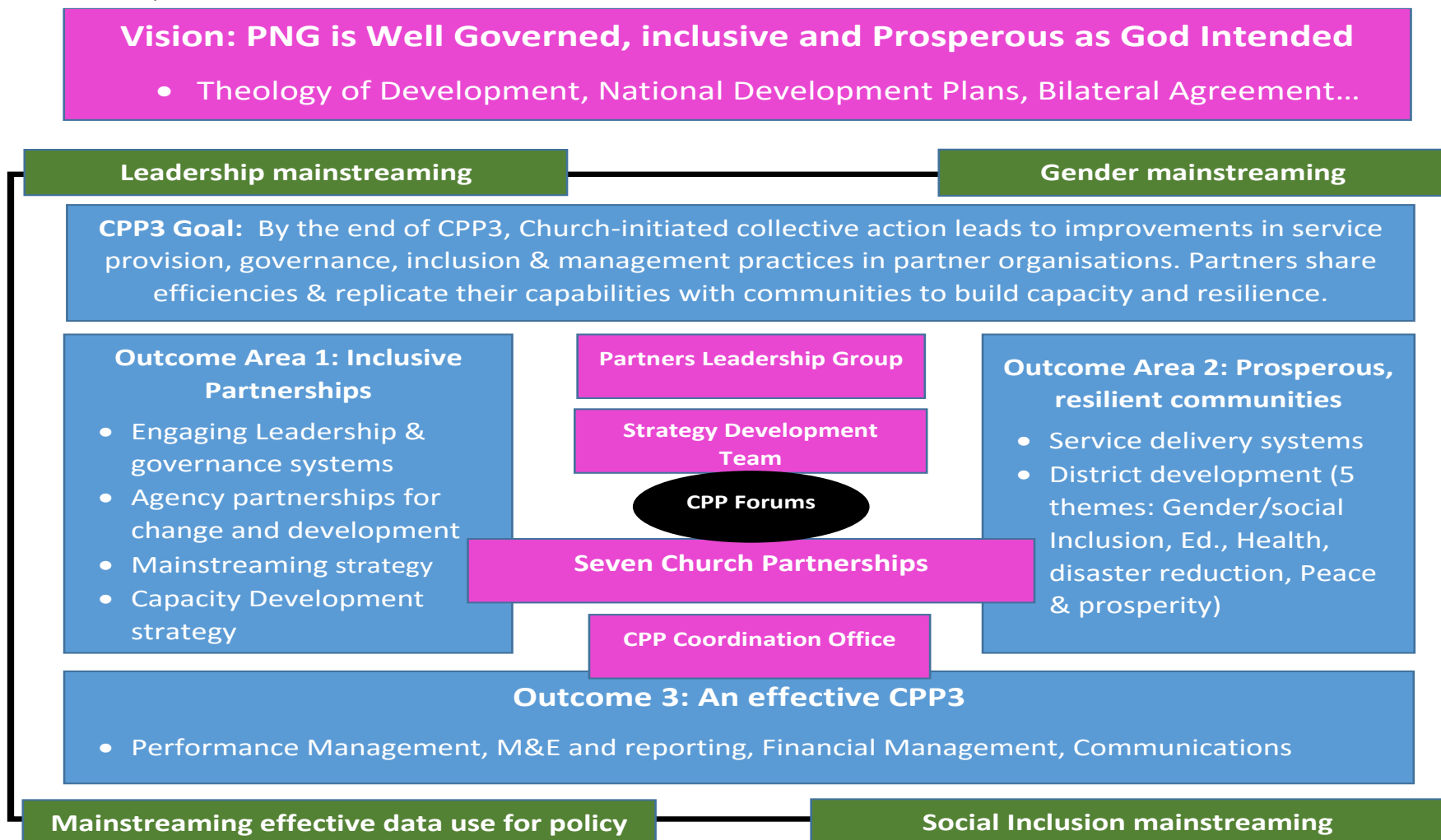
Diagram 3 below depicts the logical flow of the CPP3 Goal and Outcome Areas framework. The narrative below explains each part of the diagram, for clarity:

1. The Church Development Vision sets the aspiration which CPP3 will move towards.
2. The end of program Goal provides the focus for program action, this is two-fold as per the rationale of the program:
    (i) working with organisations that can influence governance improvements and sustain community outcomes, and
    (ii) focusing on the community level, not just as recipients of support but working to empower them to participate in problem solving and development.
3. Two of the three Outcome Areas of CPP3 reflected the elements of the goal as described above – i.e. inclusive partnerships, and prosperous resilient communities.
4. Outcome Area 3 addresses the CPP3 commitment to an improved management approach - modelling the value of church partnerships.
5. The summarised version of the CPP3 structure (described in section 2.1) that sits in the middle of the diagram demonstrates the key mechanisms for providing direction, technical and coordination inputs to make the program operate effectively.
6. Encircling the CPP3 diagram are a series of common focus points for all partners that participate in CPP3, these are the elements where a mainstreaming approach will be taken: i) gender, ii) social inclusion iii) leadership strengthening, and iv) effective use of data for policy, planning, communications and strategy setting. The approach of mainstreaming means that churches will seek to document partnerships through agreements and recognition by SDT, along with any service delivery activity that is agreed.

Further details on the CPP3 Outcome Areas are provided after Diagram 3.

Diagram 3: Summary CPP3 Framework

Vision: PNG is Well Governed, inclusive and Prosperous as God Intended

- Theology of Development, National Development Plans, Bilateral Agreement…

Leadership mainstreaming

Gender mainstreaming

CPP3 Goal: By the end of CPP3, Church-initiated collective action leads to improvements in service provision, governance, inclusion & management practices in partner organisations. Partners share efficiencies & replicate their capabilities with communities to build capacity and resilience.

Outcome Area 1: Inclusive Partnerships

- Engaging Leadership & governance systems
- Agency partnerships for change and development
- Mainstreaming strategy
- Capacity Development strategy

Partners Leadership Group

Strategy Development Team

CPP Forums

Seven Church Partnerships

CPP Coordination Office

Outcome Area 2: Prosperous, resilient communities

- Service delivery systems
- District development (5 themes: Gender/social Inclusion, Ed., Health, disaster reduction, Peace & prosperity)

Outcome 3: An effective CPP3

- Performance Management, M&E and reporting, Financial Management, Communications

Mainstreaming effective data use for policy

Social Inclusion mainstreaming

The text below provides more detail regarding the outcome areas, rationale and outputs which will help the churches to further define and agree to mutually reinforcing activities.

Outcome Area 1: Inclusive Partnerships

The activities under Outcome Area 1 will ensure that CPP3 partnership arrangements are leading to changes in governance practice, policy, organizational development and inclusive approaches that benefit the community.

Before explaining more about the rational and outputs, it is important to clarify what inclusive partnerships might include. CPP3 partnerships include but are not limited to:

- Churches can opt to develop formal or informal partnership agreements for any specific program/project they work on, depending on their assessment on the context. Partnerships will be monitored by the CPPCO and SDT, drawing on lessons learned to develop the partnership approach.
- Where an informal arrangement is pursued (especially in less complex programs and where strong working relationships already exist), Churches will simply reach an understanding with a partner for collaborative action on an initiative and broadly outline responsibilities in a PAP.
- Things to agree on include: Who leads a program or partnership initiative, how the team will be composed across partners (including local/community actors), what reporting channels exist, and what process should be employed to ensure the partnership team can respond quickly to opportunities and risks.
- Where the church is working with a new partner or the program approach is more complicated, churches can use experience gained through previous CPP activities to develop a formal partnership agreement. In such a case, facilitated discussions are held (with cognizance of the SDT) so partners agree to specific action and a formal partnership agreement. The partnership agreement will also outline processes for resolving disputes and make clear commitments to the implementation of Gender development action (this is the suggested avenue for promoting a mainstreamed approach to gender action). The partnership agreement will define commitments that can be enduring and not just tied to a single program or project.
- Where a broader partnership agreement already exists (e.g. if PGF has a partnership agreement with a district in place), then if agreed, such an agreement can be expanded to include churches and their commitments to action within the partnership.
- The CPPCO has the task of capturing all partnership agreements as well as noting and supporting scheduled partnership agreement reviews in liaison with the SDT. A Partnership coordinator position is included in the proposed CPPCO restructure to cater for the possible volume of work generated through this approach.

Rationale: To introduce the enhanced partnership approach to seek connectivity with all levels of institutions to sustain outcomes of church efforts at community and district level.

Outputs:

1.1 PNGCC, GoPNG leaders, non-state leaders and communities are strategically engaged on issues of importance to the Nation

CPP3 will seek to capitalize on the PNGCC's ability to communicate with National leaders through formal and informal mechanisms. In the first instance, CPP3 will engage with the PLG to set the boundaries for PNGCC engagement. Items from CPP3 (in the form of strategic advice and requests) for PNGCC reference will be submitted for addition to the PNGCC meeting agenda as agreed.

To enhance the partnership approach, the Church Leaders Council (CLC) structure will be supplemented to provide direction for the program as the PLG. CLC will still meet in its own right and maintain CLC functional relationships, bringing the benefit of those relationships to the PLG as needed, including subset members from ANGOs, GoPNG, Private sector, CSOs and DFAT as required for collaborative input to final decision making.

The SDT will draw information from all parts of CPP3 and process initiatives through the CPP forums to build and deliver strategies for engagement and influence on specific issues. The SDT will refer for endorsement and utilization by the PLG and their peers (as discussed in the communication for development sub-section). Whilst it is expected that most of the engagement strategies will focus on matters that church have significant experience with, such as service delivery and community strengthening work, there is also scope for innovation under the design arrangements through the proposed "innovation fund" as described in the example in section 1.4 above.

In addition to the PNGCC, other critical partnerships to be established initially include:

- The Office of Religion within the DFCDR. The OoR will be managing the Church State Partnership Program (CSPP), PNG's own version of CPP focused largely on service delivery. CSPP has suffered funding cuts but remains a credible commitment by GoPNG to church partnership. Engagement with the Office of Religion will develop synergies between CPP3 and CSPP. The Office of Religion will also require capacity development support and CPP3 can aid in linking the Office to the CPP3 capacity building approach, to PGF and wider programs such as the PNG Leadership and Governance Precinct. The OoR will also serve to appropriately connect CPP3 to the wider range of government partners that may be required to support CPP3 action, including the Department of Provincial and Local Government Affairs, the Department of National Planning and Monitoring and National sector agencies.

- DFAT – the partnerships arrangements between Churches and DFAT/PGF emanate from this design process and the long-term partnership developed through earlier phases of CPP3.

- District level partnerships – As CPP3 will work at district and community level, opportunities to develop district and community agreements so church action in these localities can be embedded across the wider district and national plans and strategies. This links to the work of PGF who are active in developing select districts.

1.2 *National and Provincial Partnership MOUs are in place with evidence of effective collaboration and engagement*

As an enabler of collective action, partnership agreements will be sought with relevant National and Provincial agencies and with Private and CSOs as necessary. The partnership agreement process will draw on experience from previous CPP phases allowing churches to lead an enhanced approach which reflects their values and

experience. A partnership template will be identified by church partners drawing on previous partnership work and through a facilitated discussion including CPPCO and SDT. Partnership agreement will detail shared objectives and values, agreed inputs (linked to PAPs if relevant) and benefits, and, processes to resolve dispute and review. The partnership agreements will also detail geographic focus, have a clear focus on joint gender and social inclusion action and provide endorsement of Agents of Change.

The CPPCO will coordinate and provide support to agreement building processes, identifying linkages across agreements to enhance collaboration and outcomes. This is important as churches will also be seeking partnership agreements at district and community level that need to be connected to activity at higher levels as appropriate.

1.3 CPP3 partners achieve their capacity development plans.

ANGOs and the PNG Churches capacity development plans are important with one objective being to build capacity for PNG Churches to potentially assume contract management functions with PGF in the future. CPP3 will adopt the Joint Organisational Analysis (JOA) process from the DFAT supported Strongim Pipol Strongim Nesen (SPSN) program or similar. This is a facilitated process in which organisations review their current capacity under seven management disciplines to create a baseline and detail a planned response to identified capacity gaps. Capacity plans are reviewed after a one or two-year period against the baseline and adjustments made.

As churches develop programs and agreements with non-church partners they will also identify the possibility of capacity support to those organisations. The process is linked to PGF to enable linkages to other capacity development initiatives such as the PNG Leadership and Governance Precinct.

1.4 CPP3 partners demonstrate improved gender equity and social inclusion practices and are collaborating and advocating for inclusivity broadly.

For Gender equity, the focus will be on operationalizing the Gender strategy, including relevant sensitisation workshops, strengthening partnerships with CSOs, Government, the National Referral pathways and other development programs (such as Pacific Women Shaping Development Initiative).

The initial Disability and Child Protection focus will be on finalizing a common strategy before mainstreaming and detailed implementation activities are conducted.

It must be noted that at a project level, Gender Equity and Social Inclusion is also given prominence and the aim is to have connections occurring at all levels that advance this agenda.

Outcome Area 2: Resilient, prosperous communities

Outcome Area 2 is: Communities that CPP3 partners work with are more resilient and able to address their own development challenges in partnership with others.

Rationale: Ensure churches can continue their good work at community level, including delivering services, building ownership, promoting inclusion and strengthening systems and capacity locally.

Outputs

2.1 *Local level partnerships are in place and demonstrating citizen engagement*

At the local/community/district level churches will be developing their programs under five thematic areas:

- Health
- Education
- Peace and Prosperity
- Gender Equity and Social Inclusion
- Disaster Risk Reduction (DRR)

Whilst the Churches have indicated their priority interests within each of these, further consultations with GoPNG sector agencies, DFAT sector teams and support programs and Provincial and District authorities will be required to ensure specific PAPs are aligned to wider plans and strategies held by stakeholders. DFAT are currently in the process of designing support programs for Health and Education respectively and will consult with Churches through this process. Once these consultations are completed, Churches will also pursue partnership agreements at District level to lock in place delivery commitments where relevant. It should be noted in this context that District Level Service Delivery agreements that are being developed through Department of Provincial and Local Level Government Affairs and may be utilized as the instrument connecting Church action to DDA plans and resources.

Through CPP3 the intention is to also harness the church network more effectively. At district and community levels, this will mean identifying monitoring and change agents within the church network (pastors, church women's and youth leaders, church health workers, teachers, etc.) as well as identifying others through the district networks (e.g. Community Development Workers trained under SPSN) who might also be engaged for this purpose. As discussed in the communications section of this document, such individuals will be strategically engaged to participate in CPP workshops, forums, training courses on Monitoring and Evaluation and leadership in order to engage them to extend the work and communications of CPP3 effectively.

2.2 *CPP3 partners are delivering improved strategies and integrated workplans at community level*

With PAPs and partnership agreements in place, the churches will proceed with implementation and monitoring activities. Part of this process includes sharing learning with others through reports and the CPP forums. The SDT will review reports and develop CPP Forum programs to demonstrate key lessons. Analysis will lead to strategies for engagement, action and capacity development across the program. Such strategies will help frontline teams improve implementation and also help leaders identify areas to influence change with leaders.

The relationship with PGF and other new stakeholders is essential in strategy development and monitoring of implementation. PGF has Long Term Development Strategies under development and will share lessons from this and draw on CPP3 experience to inform improvements.

2.3 *Communities improve their development status. Learning from this applied and evident through improved service delivery organisations/approaches.*

The impact of PAP scheduled activities, including mainstreaming and other strategies targeted at community and district levels will be important to measure in order to refine CPP3 implementation and engagement strategies in development. Development of baseline data, feeding into PAPs, will be important to enable measurement of change

attributable to CPP3. When impact, either negative or positive is identified, the impact and evidence will be analysed with attributive lessons shared by the SDT across CPP3 and other partners.

Outcome Area 3: An effective, well managed CPP3

Outcome Area 3 will be measured by the following outcome statement: CPP3 is a model program, demonstrating the value of collective action, inclusive approaches, applied learning and management competency in their work at all levels.

Rationale: Address the need for accountability and improved coordination in the context of updated approaches and partnerships

Outputs:

> 3.1 *Partnership management and coordination functions are efficiently and effectively delivered*

CPPCO will be restructured and upgraded under CPP3. A Team Leader will be appointed with qualifications and capabilities that relate to the broad range of activities that CPP3 must strategically undertake. A coordinator will be appointed against each of the components of work under CPP3 along with an additional coordinator to cover the Gender Equity and mainstreaming work. Support staff and additional technical specialists will be engaged through PGF as needed.

Terms of reference have been developed as a starting point (see implementation guideline) and will be finalized as the recruitment process proceeds. It is recommended that existing CPP staff be reallocated against CPPCO positions as relevant.

The partnership building and maintenance process for CPP3 is guided via:

- A partnership building and maintenance guide (including dispute resolution and links to M&E framework and performance management framework),
- Documentation of successful partnership mechanisms implemented across CPP1&2 and projection of this experience to ensure church language, values and experiences are captured with the potential for this to lead into a CPP3 partnership agreement template,
- Access to external and internal partnership brokers/facilitators.

> 3.2 *Strategy development and planning functions are efficiently and effectively delivered with results shared*

CPPCO will support the SDT to develop strategies and disseminate program knowledge and induct partners as relevant. Important aspects of the strategy development process include:

- SDT supports host church and CPPCO in preparing the forum agenda and in defining a wider range of church operatives and partners to input effectively;
- Capitalise on DFAT/PGF knowledge, program experience and technical capability
- Development of data collection, communication and information sharing materials.

CPPCO will also be the collation point for all plans developed under CPP3. As church partners develop their PAPs, CPPCO will play a vital role in supporting the consolidation process, reviewing PAPs and partnership agreements, identifying and affirming linkages and supporting opportunities to enhance collective action. Important aspects of the planning process include:

- Annual review and forward planning cycle,

- Quarterly (or six monthly, depending on agreement with PGF) review and reporting with forward adjustment,

- Enhanced links to other partner planning process, mainly achieved through those partners participating in PLG and SDT structures.

3.3 *Community level programs are efficiently and effectively delivered with results identified and shared through improved M&E communication approaches*

CPPCO will establish the Monitoring and Evaluation Framework for the program (draft included in this design document with a detailed version in the Implementation Guideline) and finalise the reporting templates. In addition, there will need to be a CPP3 M&E system induction workshop with Church M&E officers. Those officers in turn will identify community based Agents of Change and other partnerships to act as program monitoring agents.

As quarterly activity reports are submitted, using the new reporting template and CPP3 common goal and outcomes, the CPPCO will oversee consolidation. The CPPCO team will look across reports, identifying opportunities and issues for SDT attention and seeking clarification from partners. As reports will all align to the common outcome areas, the CPPCO will be in a position to aggregate content and deliver a summary of key issues, findings and progress.

2.3 Continuous communication

Development of CPP3 information and communication processes will allow church partners to project their program experience and achievements. This will be a key tool to ensure PNG communities have a say in the program, promote community participation, community ownership of CPP3 activities and in telling the story of CPP3 impact.

CPP3 will require a scale up in its communications focus and an explicit communication strategy, aligned to PAPs and the new strategic direction of Phase 3. The communications strategy will guide and be responsive to the combined leadership offered by the SDT, PLG with a dedicated and well-resourced component of the PGF. CPP3 program communications, which encompass how churches will communicate on the progress of CPP3 to both external and internal audiences, will include:

- Regular communication of CPP3 achievements, through CPP3 reports
- Regular bulletins, in the form of articles and multimedia channels
- Expansion of the internal agents through whom information is provided, including engaging of "monitoring and Agents of Change" at community level. These could be church workers, church youth and women's leaders, identified through project planning stages to become central to delivering and monitoring programs in different localities. These individuals will be brought in to participate in specific forum sessions as relevant and be part of CPP3

workshops, capacity development efforts conducted by churches and their partners and, where relevant through links with the Pacific Leadership and Governance Precinct.

PGF offers specific support and opportunities for CPP3 in this area. As CPP3 sits within a wide range of programs managed through PGF, and CPP3 will engage across this suite of programs, there is a need to manage the emergence of a coherent and effective CPP3 public presentation, including stories of positive change and the potential for communities to engage with CPP3. Effective communication is further highlighted given the potential to engage both PNG and Australian CPP3 stakeholders.

Responsibility for CPP3 communications will reside with the CPPCO who will work against policies and strategies defined by the PG and SDT respectively. CPPCO will be supported by the PGF Communication Team. The triggers for communication activities should be the achievements of program milestones, including the regular reporting schedule and significant events, engagement of Agents for Change, identification of public advocacy, SDT strategies and the importance (linked with M&E) of telling the program story. Final discernment and approval should lie with CPPCO in consultation with the SDT and PGF Communications teams and where relevant the Australian High Commission media team.

2.4 Shared Measurement

The fifth element of the structured church partnership model as outlined is Shared Measurement. This approach to monitoring and evaluation represents a significant shift in CPP3 from individual monitoring and evaluation activities of CPP 1 and 2. Joint or shared measurement will enable CPP3 to document processes and evidence to tell the overarching CPP3 story; achievements demonstrated against the shared vision, goal, outcomes and indicators.

The CPP M&E systems developed by each CPP partner through phases 1 and 2 reflected the operational structure of CPP and the seven separate management approaches and application of M&E tools. For CPP3 a higher level will be developed to the M&E system. The partners will agree on the ways that success will be measured and reported, with common indicators captured in a Monitoring and Evaluation Framework. The CPPCO, with SDT input, will facilitate development of the both the Framework and the M&E system that are needed to gather information, analyse it and report the findings to the Partnership for learning and improvement, transparency, and for accountability to stakeholders: PGF, and DFAT.

Key adjustments that have been or will need to be made to implement the new Shared Measurement approach of Phase 3 include:

- A new program-wide Theory of Change, Vision, Objectives, Outcomes and Indicators

- Higher-level reporting on thematic plans and CPP3 activities

- A focus on telling impact and value stories of CPP3 with links to communication resources and expertise

- Baseline data must be established in order to measure and report on change

- Identification of the requirements for reporting GESI results.

Because CPP3 is coordinated with PGF, the CPP3 planning and M&E approach will be linked to the PGF Annual Programming Cycle and the associated Review and Reflection points, Strategy Testing Workshops, quarterly reviews, and six and twelve-month progress reporting.

The M&E framework is the key instrument that binds the measurement processes together. Shared measurement applies to:

1. *Setting direction and targets:* Whilst the design provides a starting point with goal and outcomes, the churches can refine this at commencement and have the opportunity to review and update these if the evidence supports.
2. *Establishing baseline information:* This is encouraged through the M&E framework and covers the capacity development process, the mainstreaming initiatives and activities targeted at influencing governance and improving service delivery. A budget for commissioning formative research and CPP3 program and activity reviews is also provided to support learning.
3. *Monitoring and evaluation processes:* Described in the monitoring and evaluation framework that follows.
4. *Empowering more monitoring and Agents of Change:* Under CPP3, churches will increase the involvement of women's and youth leaders from within their structures to act as monitoring, implementation and Agents of Change in their communities and to the program.
5. *Telling stories, reporting results and processing feedback:* CPP3 reports will be prepared by the seven church partners in line with the M&E framework and reporting templates. In addition, stories and media releases related to CPP3 achievements will be developed and delivered. These outputs will generate feedback from partners and the public alike and CPP3 will take account of this feedback as a contributing voice and as it analyses information and develops strategies to address development problems.
6. *CPP forums:* The basic process of forums will remain with churches taking turns at hosting forums. The forum program will be refined to ensure the event acts as a hub for socializing reporting and analyzing information so strategies for change can be publicly developed and lessons to improve program and service delivery arrangements can be publicly shared.

An illustrative M&E framework is described in section 2.5 below. Because the structured church partnerships model is focused on the dialogue required for a shared measurement process, this framework is considered illustrative. Once churches come together to discuss shared measurement during CPP3, the framework will be refined.

2.5 Monitoring and Evaluation Framework

M&E for the CPP3 will monitor, track, evaluate, analyse, report on, and communicate quality and results to assess lessons learned, program relevance, effectiveness and efficiencies. Supported by the PGF Monitoring, Evaluation and Learning team, CPP3 will be creative in collection, compilation and analysis of data leading to tested evidence and contribution to the knowledge and approaches of PGF. In carrying out its key M&E role the CPPCO will:

- Establish the Monitoring and Evaluation Framework to support the common Goal (Section 3) and outcomes for the program.
- Develop the M&E system needed to gather and analyse the data relevant to reporting on the higher-level objectives, consolidate the key issues, findings,

results and progress for reporting, learning and improvement, and accountability to stakeholders, PGF, and DFAT.

- Develop the templates required for quarterly reporting against the common goal and outcomes. The potential for online log-in and data entry/reporting will be explored (see Implementation Guideline for the draft).

A CPP3 M&E system induction workshop will be held for the M&E officers of Churches and other partners. M&E officers may be asked to identify Agents of Change within communities and other partnerships who can act as monitoring agents and provide qualitative and quantitative data against the overarching CPP3 results.

In reviewing the results identified, the CPPCO will look across the reports, identifying opportunities that need SDT attention and follow up to seek clarification from partners. A CPPCO M&E Coordinator position and ToR have been developed, with accountabilities to PGF and CPP3 implementers. Diagram 4 below summarises the anticipated M&E activities.

Diagram 4: CPP3 Monitoring and Evaluation Activity summary (4 levels of assessment to measure if the theory of change is achieved)

CPP3 Theory of Change			
Level of Assessment	**Baseline, indicators & other guiding information sources**	**M&E Activity**	**Key TOR questions**
Contribution to National Development vision and objectives	National Plans and indicators	External Evaluation at program end	How is CPP3 contributing to improving the operating environment?
Achievement of CPP3 Goal and Outcomes	Design, Consolidated workplan, strategies	External Evaluation at program end	What is the overall impact of CPP3
Program level outcomes and outputs and impacts assessments	Baseline analysis, Consolidated workplan, qtly /annual reports	Internal Individual program reports Annual Aggregate result	What are the specific outcomes and outputs and impacts?
Organisational performance	Performance management assessment/ reports, capacity plans	Internal assessment, quarterly reports, acquittals	What needs to be done to improve performance

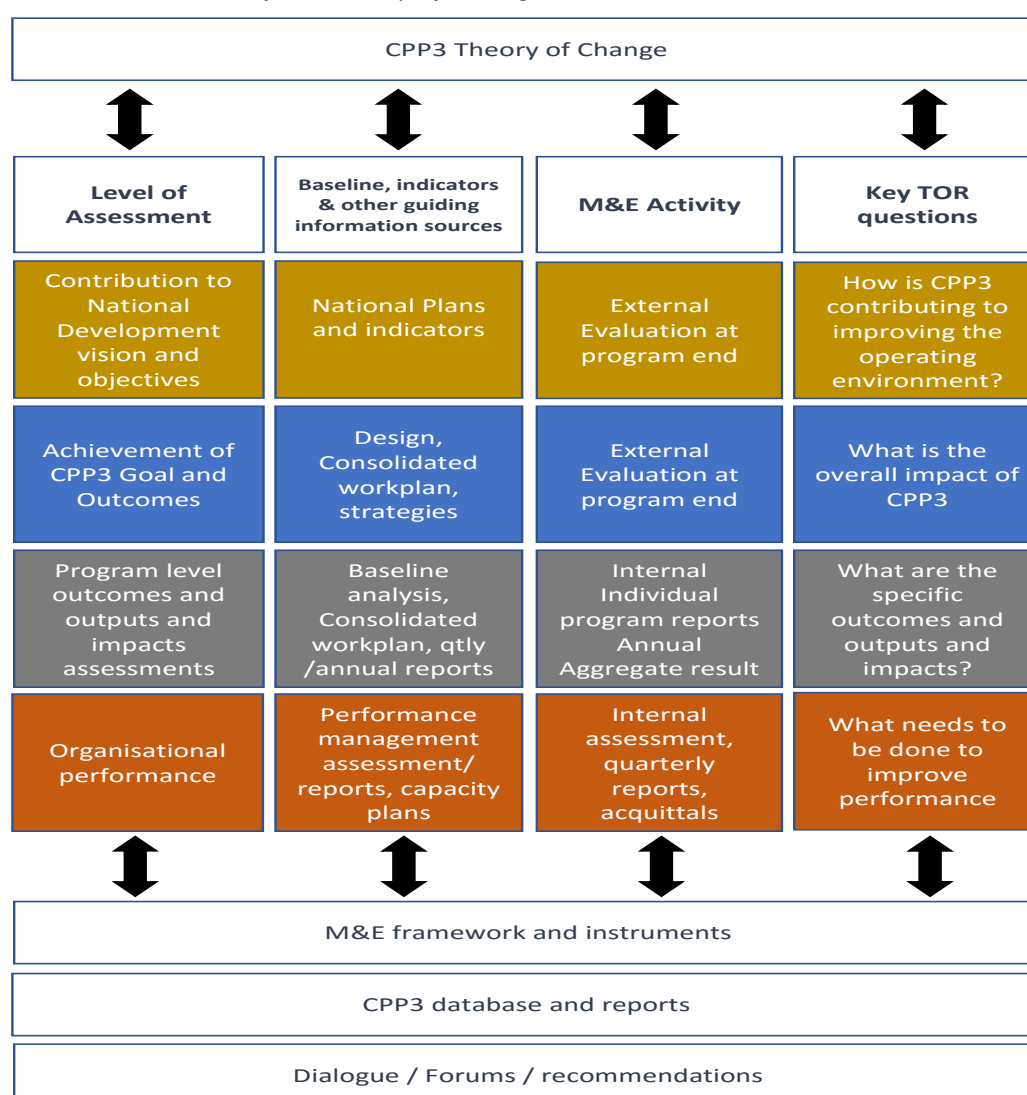| M&E framework and instruments |
|---|
| CPP3 database and reports |
| Dialogue / Forums / recommendations |

Table 4 below provides the draft M&E framework that will be the starting point for the development of the final agreed Framework facilitated by the CPPCO.

Table 4: M&E framework

Outcomes	Indicators	Means of verification / data sources	Responsibility	Timing
Inclusive Partnerships: 1. CPP3 partnership arrangements are leading to changes in governance practice, policy, organisational development and inclusive approaches that benefit the community	**Outcome 1 Indicators:** 1.1 PNGCC, GoPNG, non-state leaders and communities are increasingly engaged on issues of importance to the Nation	• Baseline data on situation that needs to be influenced • M&E reports linked to change strategies developed by SDT. • Church participation and contribution to various dialogue and fora • Newspaper and press references.	• SDT to develop influence strategies with data on current situation • CPPCO to consolidate in reports	• Ongoing but three monthly assessment reports
	1.2 National and Provincial Partnership agreements are in place with evidence of effective collaboration and engagement	• Partnership agreements are sighted. • M&E reports providing evidence that MOUs are implemented and collaboration is occurring	• SDT finalise Partnership agreement template • CPPCO & church implementers to negotiate agreements • Implementers give M&E reports • CPPCO consolidates M&E reports	• Ongoing but three monthly assessment reports
	1.3 CPP3 partners achieve their capacity building plans.	• JOA reports and capacity development baselines and plans are in place. • JOA review workshop in which gains against baselines are measured • Training reports	• External facilitators to do JOA reports and reviews • Churches and partners to develop capacity plans • Training provider reports	• Ongoing but three monthly assessment reports
	1.4 CPP3 partners demonstrate improved GESI practices and are collaborating and	• Organisational GESI baselines are reported • Reviews to see gains against baseline • External evaluation	• Implementers provide M&E reports • CPPCO to consolidate results in reports • External consultant	• Ongoing but three monthly assessment reports

Outcomes	Indicators	Means of verification / data sources	Responsibility	Timing
	advocating for inclusivity broadly.	• M&E reports demonstrating evidence of change in practice and organisations		• End of program
Resilient, prosperous communities: 2. Communities that CPP3 partners work with are more resilient and able to address their own development challenges in partnership with others.	**Outcome 2 Indicators:** 2.1 Local level partnerships are in place and demonstrating citizen engagement	• Partnership MoUs are sighted. • M&E reports providing evidence that MOUs are implemented and collaboration with citizens (communities) is occurring	• SDT to endorse Partnership template • CPPCO and church implementers to negotiate MOUs • Implementers give M&E reports • CPPCO to consolidate results in reports	• Ongoing but three monthly assessment reports
	2.2 CPP3 partners are delivering improved strategies and integrated workplans at community level	• Integrated strategies and plans are sighted • Stakeholder feedback on the quality of the plans	• SDT develop strategies with partners • Implementers give M&E reports • CPPCO to consolidate results in reports	• Ongoing but three monthly assessment reports
	2.3 Communities improve their development status. Learning from this applied and evident through improved service delivery organisations/approaches.	• Community baseline statistics are reported • M&E report that demonstrate CPP3 activities are measured and gains on baselines noted • Newspaper and press references	• Church agencies / M&E officers / community monitors input to prepare baseline reports, CPPCO to consolidate • Church agencies / M&E officers / community monitors input to complete M&E reports, CPPCO to consolidate	• Ongoing but three monthly assessment reports
	Outcome 3 Indicators: 3.1 Partnership management and coordination	• Management/M&E guidelines in place	• CPPCO and implementers	• Ongoing but three monthly

Outcomes	Indicators	Means of verification / data sources	Responsibility	Timing
An effective, well managed CPP3: *3.* CPP3 is a model program, demonstrating the value of collective action, inclusive approaches, applied learning and management competency in their work at all levels.	functions are efficiently and effectively delivered	• All groups composed with TOR and functioning with minutes of meetings • All management systems in place • Performance management reports • Stakeholder feedback on quality of management and coordination		assessment reports
	3.2 Strategy development and planning functions are efficiently and effectively delivered	• All required strategies are in place • All required plans are in place • Strategies, plans delivered on schedule • Stakeholder feedback on quality and timeliness of strategies	• CPPCO and implementers	• Ongoing but three monthly assessment reports
	3.3 Community level programs are efficiently and effectively delivered with results identified and shared through improved M&E communication approaches	• Plans in place for community program • M&E reports in place for qtly activity • Communications materials are developed each quarter • Stakeholder feedback on quality of M&E and communications activities	• CPPCO and implementers	• Ongoing but three monthly assessment reports

3. Staged Implementation Process

3.1 Overview

CPP3 pursuit of activities at multiple levels and across several partners is complex, and so the design is seeking to be flexible and responsive. The churches themselves operate against individual structures, common features of which have been progressively consolidated through the CPP. The design is proposing a number of changes that Churches will need time to deliberate on, and for which they must be afforded the opportunity to review and finalise as they launch the program. In addressing to these complexities, the CPP3 implementation process takes account of several factors, including:

- *Transition period (February to June 30th, 2017):* This subset of the CPP3 work plan defines activities required to prepare for CPP3 inception.

- *Common Schedule of Events (July 2017 through to completion in June 2020):* CPP has always been seen as a collaborative initiative, but there has been a degree of disconnectedness across activity and reporting due to the lack of an overarching common purpose and outcomes. Although this design establishes the common purpose and outcomes that tie the individual PAPs to a common purpose, at an implementation level it is essential to identify the common activities that CPP3 must deliver on – this forms the common schedule of events.

- *Program Activity Plans (sometimes referred to as Thematic Plans or PAPs):* Churches working at district and community level will collaborate to align and finalise their frontline plans to the consolidated PAPs and outcomes.

- *New strategies and innovation:* As new strategies and related activities are developed these will be updated in the consolidated PAPs operating at district levels

- *Phased approach:* Establishment, strategy setting, induction and early implementation in Year 1. Full implementation and monitoring in year 2. Full implementation, monitoring and increased reflection on future options in Year 3.

3.2 Summary of Transition Period Timeline Activities (Feb 2017 - Jun 2017)

Key elements of the transition plan (shown in detail in the draft consolidated plan in The Implementation Guideline along with templates) are summarized in table 5 below:

Table 5: Indicative Transition period activities: Feb to June 2017

Activity	Description	Dates	Responsibilities
CPP March 2017 Forum Planning	Set the program, participants and logistics in place for the forum.	Feb and Mar 2017	CPPCO, United Church
The Gender Strategy workshop	Detailed discussion of gender strategy and update. Includes training of church agents	Wk of Mar 13, 2017	CPPCO, CPP gender team
The March 2017 CPP Forum	• Refining the program goal, outcomes and staged	Wk of Mar 20	CPPCO, United Church

Activity	Description	Dates	Responsibilities
	implementation plan to suit operational considerations. • identification of process towards a partnership agreement template • Finalising the terms of references for the CPP3 structures • Composing of the PLG and SDT • Reviewing and updating the budget framework • Initial scoping of thematic work programs		
SDT Set up meetings	• Post forum detailed work sessions (finalise templates as discussed at the forum)	Apr 2017	SDT members, CPPCO
PLG Set up meeting	• Updating the CPP Charter to reflect adjustments under CPP3 • Initial engagement with new partners for CPP3 (initiate communications for CPPCO follow up)	Apr 2017	PLG members, CPPCO
Negotiations with PGF leading to signing of agreements.	• Negotiation of funding agreement	Apr – May 2017	7 church partnerships and PGF
Recruiting and reorganising for the adjusted CPPCO	• Engaging team leader, four coordinator positions and core operational staff	Apr – Jun 2017	PGF, CPPCO, SDT representatives

3.3 Developing a staged implementation plan (Jul 2017 - Jun 2020)

The Implementation Guideline offers a series of templates for churches to review as part of their implementation planning. Included is the framework for planning, which the churches will update at the March 2017 CPP, forum and then as an ongoing proposition in consultation with DFAT/PGF as part of their funding agreement negotiation cycle. The Implementation guideline provides these planning templates and related policies.

3.4 Description of the Program Activity Planning Process

The PAPs relate to the work that churches do mainly in communities and at a facility and district level, but it must be noted that in CPP2 there was also work done at national and provincial levels - such arrangements are not discounted by this design. In CPP2, there were seven PAPs for seven churches. For management purposes, this arrangement will

remain but there is an updated process through which they will be finalized and consolidated. The process for CPP3 is summarized as follows:

- Churches already have ideas and rationale for PAPs to address the five priority areas identified. During the transition phase, churches will draft (first draft) these individually (including engaging with potential and likely partners and negotiate inputs and outputs).
- At the CPP forum in March 2017 and follow up meetings, churches will discuss workplans with each other so they can define and address overlap, identify improvements and negotiate changes.
- The CPPCO with advice from the SDT and PGF will consolidate the plans, again addressing overlap and duplication and recommending adjustment.

4. Operational Framework

4.1 Overview

In order to help partners to deliver CPP3, the design provides guidance or draft operational frameworks for consideration and update in the remaining transition period of March to June 2017, or early in CPP3 implementation.

Table 6: Summary of Implementation Guidelines and frameworks for CPP3 (details provided in the Implementation Guideline):

Guideline / framework	Features / Description
References existing standalone guidelines	• The CPP Charter and Theology of Development • The Theology of Gender and Gender Strategy • These exist as standalone documents already and the CPP charter will be updated to reflect adjustments taken under CPP3
Common workplan	• Common activities for all partners
PAP template	• To guide PAPs against the outcome areas
Finance and Budget framework	• Requires application of Common overhead / costing to ensure consistency • CPP3 partners to improve systems against recent audit reports • Proposed budget categories for CPP3
Monitoring and Evaluation framework	• New indicators developed against goal and outcomes • Some baseline data will need to be collected • Will require resource for induction
Partnership Agreement Process	• Churches identify their own templates for partnership agreements • Allows CPP3 and other partners to ensure a common understanding based on previous experience • Includes a dispute resolution process
Performance management framework	• For organisations and individuals • Links to partnership agreements and TORs • Breaches referred internally and to PLG if necessary • Support the partnership dispute resolution process

Guideline / framework	Features / Description
Capacity Development Framework	• Detailing approaches for managing capacity development
Communication guideline	• Guiding policies and information • Increased importance given possible sensitivities around any change initiatives • Needs resourcing support
Procurement system	• Existing System refined as needed
Common Risk Matrix	• Identifies common risks and mitigating actions. Note the National Elections in 2017 amongst others • Churches will also have PAP risk plans for local level risks

4.2 Finance and Budget Framework

Through CPP1 and 2, finance management and procurements systems were developed but recent audits point to the need for improvement. The audit reports serve as a road map/reference point for capacity inputs and enhancing CPP3 management systems. An important issue encountered in earlier phases were the disparate approaches applied to calculate overhead costs and management fees. Collectively the Churches have identified propositions to address this, ready for negotiation of funding agreements with PGF for CPP3.

A draft indicative budget framework has been developed and included in the Implementation Guideline to serve as a discussion point in developing budgets with DFAT/PGF towards commencement of implementation. Key recommendations around the budget include: an innovation fund to promote trialing of commonly defined change concepts and new approaches before they are included in annual program activity plans; increased budgets for engagement and partnership brokering; increased budgets for common capacity building activity, and; maintaining an emphasis of funding around the programs that each of the seven church partnerships will deliver.

It is through this negotiation process where CPP3 and DFAT/PGF defined details of reporting, any areas they agree or disagree to fund, the funding allocation to each activity and the details of the management charges.

4.3 Summary CPP3 Risk Matrix

Ongoing risk management is part of the CPP3 approach – CPP3 is about iterative problem solving where analysis and strategy (and therefore risk mitigation) are central. CPP3 forums serve as hub for discussing and updating program risks and the regular program reports to CPPCO will also be analysed with sharing of any risks that are identified through the reports and catered for in future management planning.

The risk assessment falls in two parts, one being the risk identification process through the PAP which should remain in CPP3. The second part is the common risks that all partners will face and CPPCO in particular will need to monitor. A full common risk matrix is shown in The Implementation Guideline with key information summarized here.

Table 7: Summary of the Common Risk Matrix

Key Risk Events	R	Proposed Risk Mitigation Strategy
Not all churches agree with details within the design	M	Churches use the March 2017 CPP forum and post forum discussion meetings to adjust in readiness for implementation
July 2017 PNG **election** could result in a change of GoPNG priorities for churches and development	L	Work with GoPNG to ensure incoming Government is briefed on the design, goal and intended outcomes. Regular communication with GoPNG partners to seek their ongoing participation.
PNGCC capacity and commitment issues mean that efforts to engage them to influence their peers in government lack traction and impact	M	Develop effective engagement strategies and support capacity development plans for the PNGCC
Partnership and engagement approaches at sub-national level are difficult to secure and implement	M	Secure facilitation and advisory inputs to support robust partnership agreement development. Include a performance management system to ensure that progress in monitored and addressed consistently. Engage local agents and build their capacity.
GoPNG funding for service delivery and churches through the CSPP declines and churches are compelled to divert funding and effort to cover this gap	M	Ensure careful, regular monitoring of Government fiscal position and effective communication approaches to maximize chances of maintaining suitable government funding partnership.
Changes to CPP, such as including the CPPCO within the PGF result in PNG stakeholder pushback on the initiative due to loss on influence and identity	H	Allow for Church input to CPCO activity and planning processes, ensure churches have access to the CPPCO and a direct line to the Executive Officer
New outcomes and activities prove hard to implement and cause frustration and delays	H	Effective strategy development, including the use of external expertise
Monitoring and Evaluation Framework lacking detail to assess effectiveness of inputs, outputs and outcomes	M	M&E will be built in to all activities and linked to progress reports and financial payments from outset. M&E should be clearly articulated from CPPCO to all levels.
The new approaches under CPP3 prove difficult to achieve due to church and partner capacity constraints	H	Introduce the Joint Organisational Assessment and capacity development process. Increased budget for advisory and facilitations support including access to PGF resources.