



Australian Government
Department of Foreign Affairs and Trade

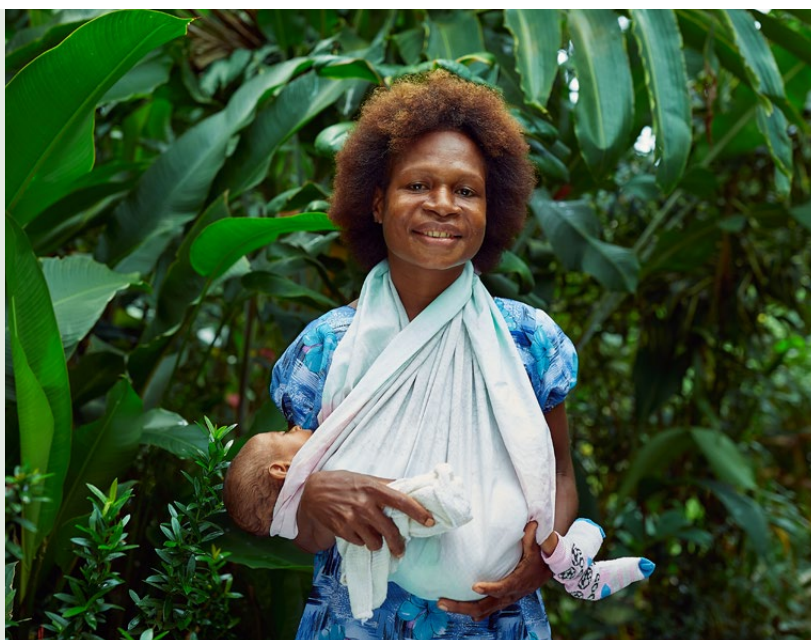


Australia's International Development Performance and Delivery Framework

Acknowledgement of Country

The Australian Government acknowledges Australia's First Nations peoples as the Traditional Custodians of Country throughout Australia and recognises and respects their continuing connections to lands, waters and communities.

The Government pays respect to Elders past and present, to emerging leaders, and to all First Nations peoples, and recognises the continuation of diverse cultural, spiritual and educational practices.



Australia's International Development Performance and Delivery Framework

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CHAPTER 1

Introduction

The Australian Government is committed to delivering a high quality, effective development program that is responsive to partner needs, achieves results, and is informed by robust monitoring, evaluation and learning. The implementation of the development program is guided by the performance and delivery framework. This framework is central to the objective of Australia’s development program: to advance a peaceful, stable and prosperous Indo-Pacific region.

The performance and delivery framework has four main elements:

- country and regional Development Partnership Plans setting out shared objectives, expected outcomes, and approaches to consultation, evaluation and learning;
- a set of indicators communicating our regional context, what we do and how we work;
- Strategic Partnership Agreements with multilateral organisations and implementation frameworks for global programs; and
- investment level monitoring and evaluation systems.

The framework deepens our accountability to Australians and our partners through improved transparency and more timely and comprehensive public access to information on our programs and investments. It also improves the integration of development with other tools of statecraft including through whole-of-government governance structures for the development program. We will seek feedback on implementation of the performance and delivery framework and our performance culture through a biennial perceptions survey. We will use this survey to test how the rollout of the performance and delivery framework is perceived by partners, and to ensure that we continue to strengthen our reputation as an effective and valued development partner.

Performance and Delivery Framework

Level	Policy settings	Performance assessment	Reporting
Whole of Development Program	International Development Policy	Three tier indicator framework	DFAT Annual Report Annual bilateral Development Partnership talks
Country and Regional Programs	Development Partnership Plans	Annual reporting Mid-cycle strategic review	Annual Performance of Australian Development Cooperation Report
Multilateral Programs	Strategic Partnership Frameworks	Periodic multilateral performance assessment	Online data portal
Investments	Aid Programming Guide	Investment reports Independent evaluations Impact assessments	



Credit: Caritas

CHAPTER 2

The performance and delivery framework

2.1. Country and Regional Development Partnership Plans

Country and regional partnerships are a key element of delivering the development policy. New whole-of-government country and regional Development Partnership Plans (DPPs) will be progressively released during 2024, replacing COVID-19 Development Response Plans.

Australia's development program is delivered through country and regional planning, articulated in DPPs. Country and regional plans translate into action the development priorities we share with our partners. These new DPPs will be prepared with our partner countries, in consultation with broader stakeholders, identifying agreed Australian Government activities to be delivered through country and regional programs and investments.

DPPs will be based on strong partnerships, support existing bilateral and regional architecture, and reflect context-specific analysis, including on climate change, gender equality, disability and social inclusion as well as barriers to economic growth. The duration of each plan will vary, informed by the timeframes of partner government and regional planning frameworks.

DPPs will identify where Australia can add value to a country's national development priorities and how we work with other development actors. DPPs will consider climate risk and align bilateral programs with partners' Nationally Determined Contributions and National Adaptation Plans.

Each DPP will have a performance assessment framework (PAF) that includes indicators for assessing progress towards stated objectives. Annual internal reporting will inform consultations with partner governments. Progress against PAF indicators will be published. Mid-cycle progress reviews of each DPP will be undertaken and published, with opportunity to update the DPPs as needed. Regular in-country dialogues will be held with stakeholders to share information, learning and progress.

DPPs will include an initial multi-year Consultation, Evaluation and Learning Plan that identifies the timing of key stakeholder forums, evaluations to be conducted, program or thematic areas that would benefit from further analysis, and learning and dissemination activities that will be completed over the first three years of the DPP (with an update completed during the mid-cycle review).

2.2. Performance Indicators

The three-tier performance indicator framework supports implementation of Australia's international development policy. It includes key policy commitments that will directly shape the investments that make up Australia's development program. These commitments include that:

- all new investments of \$3 million and over include a gender equality objective; and
- from 2024-25, at least half of all new bilateral and regional investments that are valued at more than \$3 million will have a climate change objective, with a goal of this rising to 80 per cent in 2028-29.

Together, these commitments will drive meaningful change in the development program over time.

The indicator framework comprises three tiers:

- **Tier 1: Indo-Pacific development context** – these indicators present selected issues central to achieving sustainable development outcomes for the Indo-Pacific. Improvements over time for Tier 1 indicators are the outcome of collective efforts by countries and their development partners, including Australia.
- **Tier 2: Australia's contribution to development** – these are annual results directly attributable to Australian development efforts, organised against the four focus areas of the development policy.
- **Tier 3: How we work** – these are selected measures of the Department of Foreign Affairs and Trade's operational approach to delivering Australia's development program.

Tier 1	Tier 2	Tier 3
Indo-Pacific development context	Australia's contribution to development	How we work
<ul style="list-style-type: none"> • Fragility • Gender equality • Political rights and civil liberties • Fiscal sustainability • Governance • Poverty • Economic growth • Health • Impact of disasters • Climate change adaptation • Climate change mitigation • Regional economic integration 	<p>Building effective and accountable states:</p> <ul style="list-style-type: none"> • Improved governance • Economic policy reform and management and private sector development • Economic empowerment • Social protection measures • Gender equality • Disability equity <p>Enhancing state and community resilience:</p> <ul style="list-style-type: none"> • Infrastructure • Education • Health • Food security • Climate adaption, mitigation, environment and biodiversity • Maritime security <p>Connecting Partners with Australian and Regional Architecture:</p> <ul style="list-style-type: none"> • Strengthening leadership • Labour mobility • Strengthening regional architecture <p>Generate Collective Action on Global Challenges:</p> <ul style="list-style-type: none"> • Multilateral engagement • Trade • Emergency assistance 	<ul style="list-style-type: none"> • Our development cooperation is effective • Our development cooperation is inclusive with a focus on gender equality and disability equity • Addressing climate change is central to our development cooperation • Partnerships underpin our development cooperation • Our development cooperation is transparent • Our development cooperation uses local actors in design, delivery and review • Our development cooperation is informed by monitoring, evaluation and learning • Our development cooperation is enhanced by First Nations perspectives

Indicator results are published in the *Performance of Australian Development Cooperation Report (PADC)* and the DFAT website.

2.3. Strategic Partnerships with Global Partners

In addition to country and regional programs, Australia's development assistance is also provided through multilateral organisations and global programs. This includes core funding to multilateral development organisations such as the World Bank and UNICEF. Multi-year Strategic Partnership Frameworks drive outcomes expected from our partnerships with multilateral organisations, with DFAT performance assessments completed periodically. Global programs include the Australian NGO Cooperation Program, Australian Volunteers Program and Australia Awards. Each of these programs complete annual reporting against program-specific monitoring and evaluation frameworks.

2.4. Investment Level Monitoring and Evaluation Systems

Robust monitoring, evaluation and learning (MEL) systems are essential to inform high quality investment designs and support effective program delivery. When implemented well, MEL supports evidence-based management decision-making, accountability and learning and improves program effectiveness and efficiency. DFAT has invested over many years in developing Design and Monitoring, Evaluation and Learning Standards that apply across all stages of the program cycle (planning, design, implementation and review/evaluation).

Translating policy into action

Investment designs translate strategic intent to impact on the ground. Designs set out the logic between the desired outcomes (intermediate and end of program outcomes), indicative activities and implementation arrangements. Investment MEL Plans build on the program logic in investment designs and set out how outcomes will be achieved, indicators to assess progress and risks to delivery. Investment MEL Plans are assessed against DFAT Design and Monitoring, Evaluation & Learning Standards after six months of investment implementation, with MEL systems operational within 12 months. MEL Plans yield data that is used to complete Tier 2 results reporting (Section 2.2) and investment performance reporting (Section 2.4).

Decisions about investment delivery approaches, forms of support and the type of delivery partner are made through the design process. The figure below summarises the principal investment options supported through the development program.

APPROACHES TO DELIVERY

- Facility-based approaches
- Humanitarian and disaster response
- Program-based approaches
- Project approaches
- Sector-wide approaches

FORMS OF AID

- Budget support
- Core funding of a partner
- Non-core funding
- Institutional twinning
- Experts and technical assistance
- Pooled funding/co-financing
- Scholarships and training
- Supply of goods/services, payment of costs
- Volunteers

TYPE OF DELIVERY PARTNERS

- Academic research institutions
- Australian international and national NGOs
- Managing contractors
- Multilateral development organisations
- Official bilateral international development agencies
- Other Australian Government agencies
- Regional organisations
- Private sector partners

AGREEMENT TYPE

- Contributions (grant-like agreements)
- Procurement agreements
- Whole-of-government agreements/ROUs
- Direct funding agreements with partner governments

Investment performance reporting is completed annually for all ODA investments \$3 million and over. The aim of this reporting is to assess progress to achieving outputs and outcomes and to identify management actions to address any performance issues over the next 12 months. Through Investment Monitoring Reports (IMRs), each investment is rated as performing satisfactorily or unsatisfactorily on a six-point scale against four quality criteria: effectiveness, efficiency, gender equality and disability equity. To ensure performance assessments in IMRs are robust and contestable, they are subject to moderation by experienced staff. Investment monitoring reports prepared in the final year of implementation assess the extent to which end of program outcomes were achieved. The ratings in final investment monitoring reports are independently validated.

The performance of key ODA delivery partners (commercial suppliers, NGOs, and multilateral organisations) is also assessed annually through Partner Performance Assessments.

Strengthened evaluation approach

The quality and use of evaluations is at the centre of our strengthened approach to evaluation. Evaluation is a key source of information to guide decisions on development programming.

Program areas are required to identify, prioritise and complete a minimum number of evaluations each year, based on program size. Evaluations can focus on any topic of relevance to a program and vary in scope from an entire country program to evaluation of a single investment, or significant component of an investment. They may target areas where there are significant evidence gaps, risks, high-profile interventions, or investments of high financial value and may also assess impact (impact assessments). Over time, programs aim to evaluate all significant investments.

To ensure objectivity, evaluation teams are led by an independent person who is not directly involved in the management of the program/investment being evaluated. Evaluations apply DFAT's Design and Monitoring, Evaluation and Learning Standards to ensure quality, and are published on the DFAT website with a management response.

The development evaluation function is managed by a central unit in DFAT. The Unit is independent of program delivery and sectoral program teams, and oversees implementation of the Development Evaluation Policy.

To further strengthen our approach to monitoring, evaluation and learning, DFAT will:

- introduce multi-year evaluation planning and increase the number of sector and thematic evaluations;
- pilot new approaches to monitoring and evaluation including real-time reviews to better inform project implementation and post-completion impact assessments for major investments; and
- increase internal and external communication of evaluation findings, including analysis and examples of investments that have achieved outcomes and those that have underperformed.



Credit: ADRA

CHAPTER 3

Governance

The Departmental Executive and departmental committees oversee the strategic direction and quality of Australia's development program. Executive and committee members are senior managers from across DFAT.

Departmental Executive

The Departmental Executive has overall responsibility for DFAT's strategic priorities and resource management, including for the Australian development program. It considers budget and policy matters that require high-level attention; how the program aligns with government policies and priorities; and strategic-level program performance. The Departmental Executive includes the Executive Board and four committees:

- Development Program Committee;
- Implementation and Enabling Committee;
- Strategic Policy Committee;
- People and Culture Committee.

Development Program Committee

The Development Program Committee (DPC) oversees and governs the overall development program. It supports the Secretary, the Executive Board, and PGPA Act delegates to exercise their decision-making authority under the development program. The DPC:

- advises the Executive Board on development program priorities, budget, policy and strategies;
- reviews development program risks and performance;
- advises PGPA Act delegates on investment concepts and designs.

Divisional responsibilities and expertise

Geographic divisions and Posts are responsible for managing country and regional development programs. Their responsibilities include setting strategic directions, investment design and implementation, managing relationships with partner governments and other stakeholders, monitoring, evaluation and learning, and performance reporting.

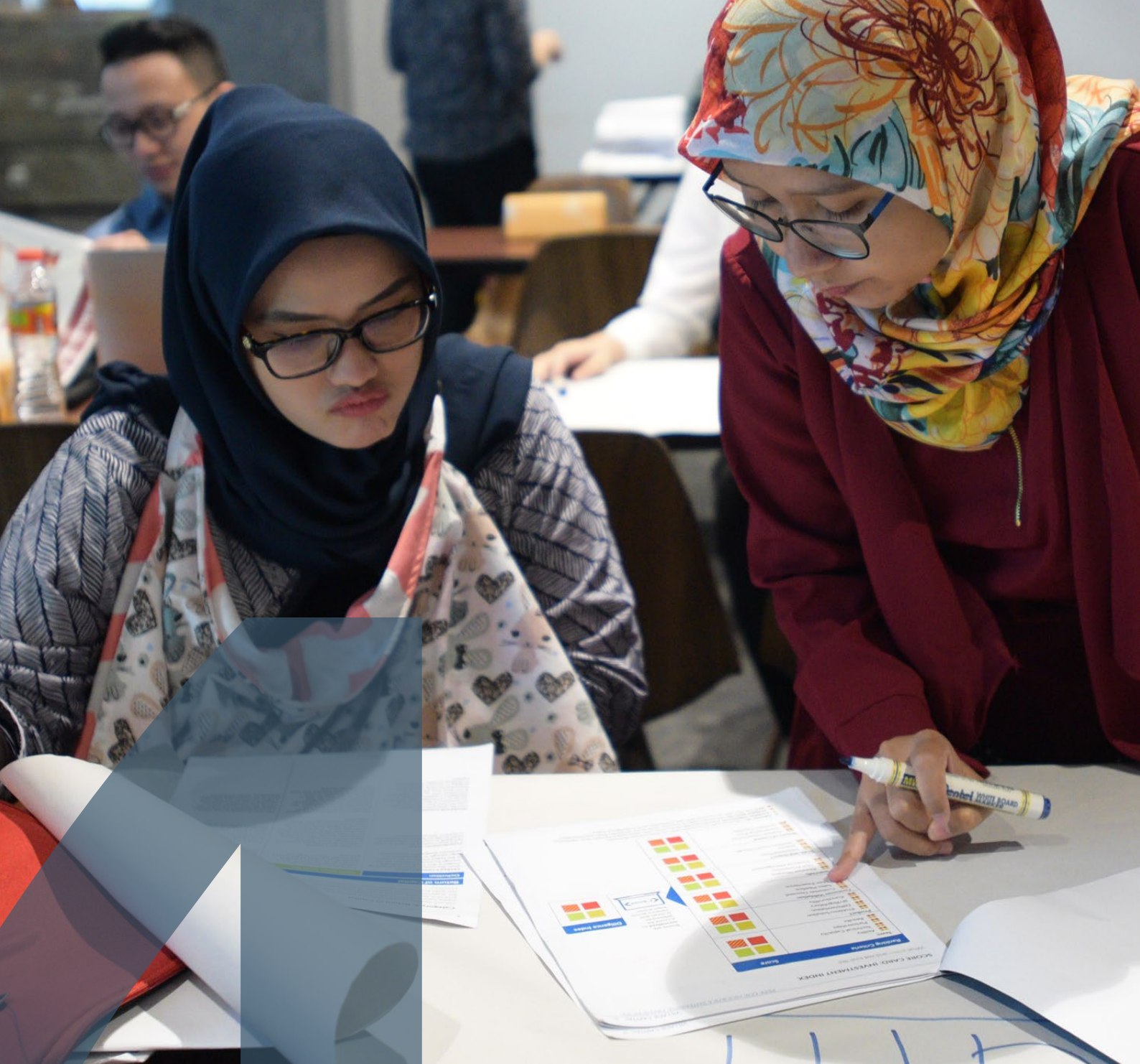
There is flexibility in how development program management responsibilities are divided between Posts and geographic divisions, taking into account the scale and level of engagement required, balanced with costs, resourcing, security and other factors.

A number of other DFAT divisions are engaged in development-related work—for example, as managers of global, sectoral or thematic programs, or as centres of development policy or development program management expertise.

Senior Responsible Officers

Senior Responsible Officers (SROs) are responsible for overall management of a country/regional development program. These are initially being trialled for the largest bilateral and regional development programs in the Pacific and Southeast Asia. These positions are accountable to Heads of Mission or the relevant Deputy Secretary.

SROs complement and support the existing, separate roles performed by program/financial delegates and investment managers in relation to individual Official Development Assistance (ODA) investments.



Credit: DFAT

CHAPTER 4

Performance Reporting

Reporting on the performance of the development program occurs at several levels designed to support broader accountability and transparency of development program operations.

Annual reporting on the effectiveness and efficiency of the development program occurs through the DFAT Annual Report. This report includes progress against specific performance measures on the effectiveness and efficiency of ongoing and completed investments as well as the effectiveness of investments in progressing gender equality.

Broader and more detailed reporting on annual performance is included in the *Performance of Australian Development Cooperation Report* (PADC). The PADC reports:

- progress against the three-tier indicator framework, presenting latest data for regional development indicators (Tier 1), and results against selected indicators of Australian development assistance (Tier 2) and organisational effectiveness/ways of working (Tier 3);
- results from the biennial perceptions survey;
- performance data for country, regional and sectoral/thematic programs;
- information on the quality and use of evaluations;
- aggregate multilateral performance ratings (completed every two years).

The first PADC report will be published in the first half of 2024, providing performance data for country and regional programs and introducing the new three-tier indicator framework.

Annual internal reporting is completed on DPPs with information on performance indicators publicly reported through the PADC. Mid cycle reviews of Development Partnership Plans are published. The performance of multilateral development organisations, with a focus on progress with strategic partnership agreements, is periodically assessed (usually every two years) with aggregate ratings against selected criteria published. In addition, all evaluations and management responses are published.

An online searchable portal providing access to key data on program expenditure and investments will be available from late 2024. Over time, additional information will be included on the portal including charts, infographics and investment documentation such as designs, reviews and evaluations.

Appendix A: Performance framework indicators and measures


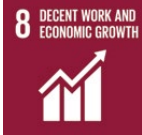




Tier 1: Indo-Pacific development context

Indicator	Measure	Data source
Fragility in the region	Proportion of fragile and conflict affected countries in the region	Classification of Fragile and Conflict-Affected Situations
Gender equality	Percentage of gender gap closed	Global Gender Gap Index, World Economic forum Published annually Gender gap closed, to date, East Asia and Pacific Benchmarking gender gaps, 2023 - Global Gender Gap Report 2023 World Economic Forum (weforum.org)
Political rights and civil liberties	Scores for countries in the region on the Freedom House Index	Freedom House – Country and Territory Scores Scores are out of 100 where 100 is the most free.
Fiscal sustainability	Number of countries at high risk of debt distress	IMF DSA List
Governance	Scores against Government Effectiveness indicator	WGI 2022 Interactive Interactive Data Access (worldbank.org)
Poverty in the region	Proportion of people who lived below the poverty line \$2.15 per person per day (LIC); \$3.65 per person per day (LMIC); \$6.85 per person per day (UMIC)	World Development Indicators DataBank (worldbank.org)
Economic growth in the region	GDP per capita (range)	Asian Development Outlook (ADO) April 2023 Asian Development Bank (adb.org)
Health	Coverage of essential services (Universal Health Index rating, for regions (SE Asia and Pacific)	World Health Statistics (who.int) : The Universal Health Coverage (UHC) Index comprises four component sub-indices: Reproductive, maternal, newborn and child health; Infectious disease control; Non-communicable diseases; and Service capacity and access. For the UHC Service coverage Index see: https://www.who.int/data/gho/publications/world-health-statistics and then see Annex 1-2, Column J here: whs2023_annex1.xlsx (live.com) for 2021 statistics for the latest available update.
Impact of disasters	Estimated economic costs from the combined impacts of the disaster-climate-health nexus	Pacific and Southeast Asia sub region Asia-Pacific Disaster Report ESCAP (unescap.org) EM-DAT The international disasters database (emdat.be)
Climate change adaptation	Countries in the region reducing vulnerability to climate change (Notre Dame Index scores)	Notre Dame Vulnerability Index rankings — comparing data for countries in the regions. Data is poor for Pacific Small Island States.
Climate change mitigation	Number of countries in the region reducing the CO2 intensity of their economies (per unit of GDP)	ClimateWatch: Co2e per million \$GDP Climate Watch Data
Regional Economic Integration	Total volume of trade in our region	WTO/ Observatory of Economic Complexity, DFAT data, S & P Global database, UN Comtrade







Pacific countries do not include French Polynesia, New Caledonia, Cook Islands, Wallis and Futuna, and Guam. Southeast Asia region encompasses ASEAN countries and Timor-Leste.

Tier 2: Australia's contribution to development


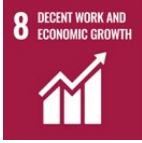

Building effective and accountable states

Indicator	Measure	Relevant SDG
Improved Governance	<ul style="list-style-type: none"> Number of organisations Australia has supported in the reporting period to strengthen accountability and/or inclusion, including examples of assistance provided and significant policy change achieved, at the following levels: <ol style="list-style-type: none"> Government institutions, organisations or systems (by type and level) Civil society organisations or systems (by type and level) Private sector organisations (by type and level). 	
Economic policy reform and management and private sector development	<ul style="list-style-type: none"> Countries supported with policy and technical advice on economic reform and management (including examples and results achieved). Total direct financing to partner governments. Number of market actors in key economic sectors supported to expand market access and/or improve supply chain resilience. Additional private funds leveraged to support sustainable development. 	
Economic empowerment	<ul style="list-style-type: none"> Number of women entrepreneurs provided with financial and/or business development services. 	
Social protection measures	<ul style="list-style-type: none"> Number of people reached with new or improved social protection programs. 	
Gender equality	<ul style="list-style-type: none"> ODA funding channelled to Women's Equality Organisations and Institutions. Number of services provided to victim/survivors of sexual and gender-based violence 	
Disability Equity	<ul style="list-style-type: none"> Number of organisations of persons with disabilities (regional/national/state/local) receiving capacity building support. 	




Enhancing state and community resilience

Indicator	Measure	Relevant SDG
Infrastructure	<ul style="list-style-type: none"> Number of infrastructure projects supported that meet G20 Principles for Quality Infrastructure Investments, or similar internationally agreed standards. Number of local people accessing jobs created by new infrastructure projects, disaggregated by gender where possible. Examples of improved policies and regulations in the infrastructure sector. 	
Education	<ul style="list-style-type: none"> Proportion of children and young people achieving at least minimum proficiency in reading and mathematics, with Australian support. 	
Health	<ul style="list-style-type: none"> Partner countries improve health system capacity to provide quality, accessible, affordable health services, with Australian support. Contraceptive protection from unplanned pregnancies made available through Australian support. Partner countries have improved ability to anticipate, prevent, detect, and control communicable disease threats, with Australian support (with examples). 	
Food Security	<ul style="list-style-type: none"> Australian support for improved food security and climate resilient agriculture practices via policy, technical advice and/or capacity building. 	
Climate Adaptation, Mitigation Environment and Biodiversity	<ul style="list-style-type: none"> Number of people for whom Australia's investments have improved adaptation to climate change and resilience to disasters. Number and value of investments that are: <ol style="list-style-type: none"> contributing to low-emissions development pathways or are supporting mitigation activities and improving climate change adaptation and disaster resilience. Number and value of investments which are promoting/delivering nature-positive outcomes Number of people using: <ol style="list-style-type: none"> basic or safely managed drinking water services basic or safely managed sanitation services and/or a handwashing facility with soap and water. 	
Maritime security	<ul style="list-style-type: none"> Australian support (including through technical assistance, capacity building and data/information sharing) contributes to partner countries' resilience and ability to manage their maritime domains and marine resources. 	

Connecting partners with Australian and regional architecture

Indicator	Measure	Relevant SDG
Strengthening Leadership	<ul style="list-style-type: none"> Number of people who successfully complete a tertiary or technical/vocational course or work-related training. Number and percentage of alumni participating in mutual collaborations between their country and Australia, after completion of an Australia Award. 	
Labour mobility	<ul style="list-style-type: none"> Number of PALM workers and total remittance flows per year per country. 	
Strengthening regional architecture	<ul style="list-style-type: none"> ASEAN – Examples of support to ASEAN. Pacific regional – Examples of support to Pacific regional organisations such as the Pacific Islands Forum, the Pacific Community (SPC), Forum Fisheries Agency (FFA), and the Secretariat of the Pacific Regional environment Programme (SPREP). 	

Generating collective action on global challenges

Indicator	Measure	Data source
Multilateral engagement	<ul style="list-style-type: none"> Assessment of performance against Australia's objectives, from periodic Multilateral Performance Assessments 	
Trade	<ul style="list-style-type: none"> Increased capacity of our partner countries to participate effectively in rules-based trade and economic architecture. Number of countries supported to engage productively with the multilateral trading system. 	
Emergency Assistance	<ul style="list-style-type: none"> Number of marginalised women, men, girls and boys provided with emergency assistance in conflict and crisis situations. 	

Tier 3: How we work

Indicator	Measure
Our development cooperation is effective	<ul style="list-style-type: none"> • At least 85 per cent of investments are assessed as satisfactory on both the effectiveness and efficiency criteria in the Investment Monitoring Reporting process. • At least 80 per cent of investments are effective in addressing gender equality. • At least 70 per cent of completed investments are assessed as satisfactory against both effectiveness and efficiency criteria in the Final Investment Monitoring Reporting process.
Our development cooperation is inclusive with a focus on gender equality and disability equity	<ul style="list-style-type: none"> • 80 per cent of all development investments will address gender equality effectively, and all new investments over \$3 million will include gender equality objectives. • Percentage of investments effectively address disability equity in implementation.
Addressing Climate Change is central to our development cooperation	<ul style="list-style-type: none"> • From 2024-25, at least half of all new bilateral and regional investments that are valued at more than \$3 million will have a climate change objective, with a goal of this rising to 80 per cent in 2028-29.
Partnerships underpin our development cooperation	<ul style="list-style-type: none"> • Regular dialogues, in Australia and at Posts, to share emerging practices, exchange ideas and facilitate learning. • Development Partnerships Plans in place by 2024 • DFAT Perceptions Survey (every two years).
Our development cooperation is transparent	<ul style="list-style-type: none"> • Establish an online portal providing access to financial and performance data as well as key documentation on all DFAT managed ODA investments • Australia's ranking on the Publish What You Fund Aid Transparency Index (from 2025).
Our development cooperation uses local actors in design, delivery and evaluation	<ul style="list-style-type: none"> • Number of local personnel, sub-contractors and staff engaged (employment created) – Managing Contractors. • Number and dollar value of local contracts and grants (local supply chains) – Managing Contractors. • Number of local partners supported through ANCP, and funding (amount and proportion) to local partners through ANCP organisations, the Australian Humanitarian Partnership and the Australian Red Cross (from 2025) • By 2025, develop systems to track the proportion of humanitarian funding to local and national partners. • By 2026, 80 per cent of bilateral investment designs and evaluations include local participation.
Our development cooperation is informed by monitoring, evaluation and learning	<ul style="list-style-type: none"> • MEL Plans assessed against DFAT Design and M&E standards at six months of implementation. • Conduct an annual review of the quality and use of evaluations and publicly report on the findings.
Our development cooperation is enhanced by First Nations perspectives	<ul style="list-style-type: none"> • First Nations' perspectives are embedded into development programming and policy.

Appendix B: Framework implementation timeline

Framework components	Timeframe
Commence Development Partnership Plans preparation	On launch of the policy
Publish multi-year evaluation plan (then annually)	February 2024
Commence identification and design of evaluations that assess impact	July 2023
Publish review of the quality and use of evaluations (then annually)	February 2024
First Performance of Australian Development Cooperation Report published (then annually)	February 2024
Development Partnership Plans finalised	End 2024
Launch development portal	Late 2024
First perceptions survey conducted (then biennially)	2024
Half of all new bilateral and regional investments valued at more than \$3 million have a climate change objective	July 2025
Undertake a mid-cycle review of Development Partnership Plans that captures, shares and applies learning about our progress	Timing will vary

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