	POLICY		
Australian Government AusAID			

Performance Management and Evaluation

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Business Process Owner	**ADG. Quality, Performance and Results (QPR) Branch**		
For help, contact	**QualityReports@ausaid.gov.au**		
For use by	**All staff involved in program delivery (including Senior Executive and advisers)**		

Contents:

Overview

The Australian Government is committed to improving aid effectiveness to achieve the best possible results with the aid budget. This policy sets out the minimum expectations for performance management to support this commitment across the aid program. It is essential reading for AusAID senior managers and staff working on country, regional and thematic programs. It links to more detailed guidance to manage and report on performance across the aid management cycle.

Policy context

The Performance Management and Evaluation Policy (PMEP) establishes expectations for performance management of Official Development Assistance (ODA) delivered by AusAID ('the Agency'). It is implemented under the Government's aid policy *An Effective Aid Program for Australia: Making a Real Difference – Delivering real results* (*Effective Aid*), including the Comprehensive Aid Policy Framework (CAPF), the Annual Review of Aid Effectiveness, and a Transparency Charter.

The CAPF establishes a framework that links four-year ODA budgeting with a three-tiered results framework, against which annual progress will be tracked. The PMEP establishes how performance information (including CAPF headline results information) is defined, obtained and then used to improve the effectiveness of investment/initiatives, programs and the Agency. The three tiers of the results framework are:

> Tier 1: Progress against development goals: measures high-level progress against development goals in countries where the Australian aid program operates
>
> Tier 2: Contribution of Australian aid: measures the contribution of Australian aid towards Australia's five strategic development goals
>
> Tier 3: Operational and organisational effectiveness: measures the aid program's efficiency and effectiveness.

The Australian aid program also supports the aid effectiveness principles in the Paris Declaration on Aid Effectiveness (2005), the Accra Agenda for Action (2008) and the Busan Partnership for Effective Development Cooperation (November 2011).

These changes strengthen AusAID's evolution into a results-based agency that is focussed on managing for, monitoring and reporting real, measurable results. In this context, the PMEP will continue to evolve in response to the implementation of *Effective Aid*.

The CAPF Results Framework is complemented by our country program architecture and well developed systems for performance management and results reporting in global, sectoral and country programs.

Purposes

Performance management serves three purposes - management, learning and accountability.

Management

Reliable performance information is an important basis for sound decision making. It assists program managers and senior management to identify and manage risks and provides sound evidence for program and budget decisions.

Learning

Performance management provides knowledge about aid effectiveness that is relevant beyond individual program improvement. This includes understanding what works, what doesn't, for whom and under what circumstances. The PMEP seeks out information about both successes and challenges in order to inform the ongoing improvement of program delivery.

Accountability

AusAID has multiple accountabilities towards: the Minister/Parliament, Australian public, beneficiary communities, implementing partners, other Australian government agencies, and partner governments. AusAID is held accountable by these stakeholders for the delivery of an effective aid program.

Policy Overview[1]

This policy sets out the minimum expectations for performance management and evaluation in AusAID for the purpose of improving aid effectiveness. AusAID defines these as:

Performance management: *"the systematic and cyclical process of planning, monitoring, review and evaluation (self-assessment and independent) of projects, programs and policies with a view to continually improving aid effectiveness.*"

Evaluation: "*the systematic and objective assessment of an on-going or completed project, program or policy, its design, implementation, and results... An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision–making process of both recipients and donors. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program."*[2]

The PMEP is applied at the levels of:

- 'Agency' which includes the overall policy setting, planning, implementation and review related to AusAID's work;
- 'Program', which defines strategies for thematic areas, countries, regions and/or global programs; and
- 'Investment/Initiative' which describes the investments, initiatives or activities that contribute to the outcomes described at the program level.

This policy applies to all AusAID aid activities including those delivered by other Australian Government agencies under AusAID's appropriation. Aid delivered by other government using their own direct appropriation is subject to the Uniform Standards agreed by the Development Effectiveness Steering Committee. The Uniform Standards include a standard for performance management, evaluation and results, with requirements consistent with those in AusAID's Performance Management and Evaluation Policy. Other agencies are responsible for operationalizing the standard within their own organisations but may choose to refer to this Policy, its associated guidance and relevant AusAID staff in determining how best to apply the standards.

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[1] It is useful to keep the following definitions in mind when implementing this Policy (taken from the OECD-DAC Glossary of Key Terms in Evaluation and Results-Based Management):
- Results are the outputs, outcomes or impact (intended or unintended, positive and/or negative) of a development intervention.
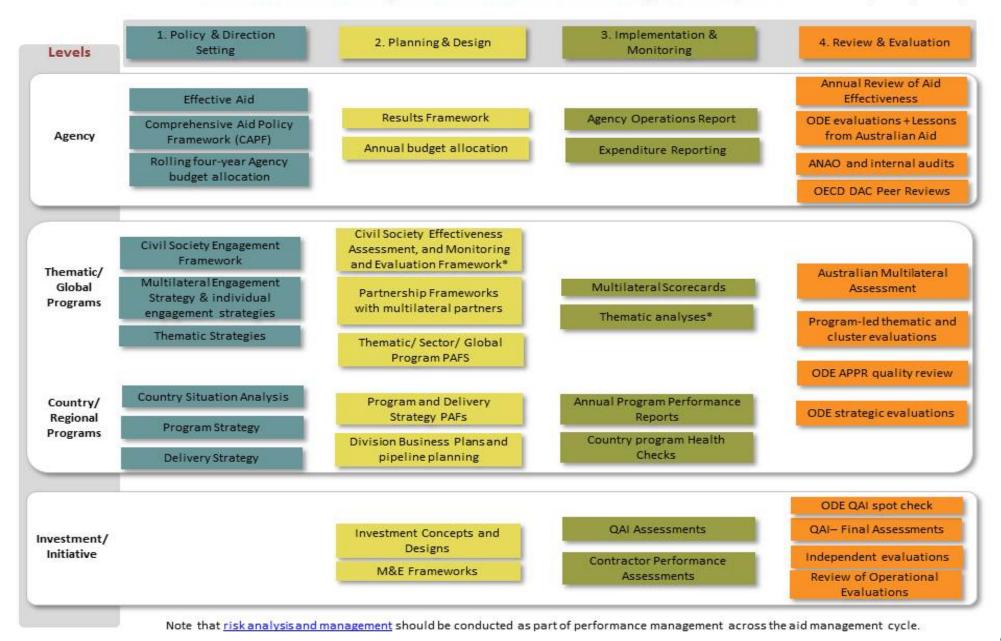- Outcomes are the likely or achieved short-term and medium-term effects of an intervention's outputs.
- Outputs are the products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.

[2] OECD-DAC, 2002.

Performance Management across the aid management cycle

* currently being developed

Levels	1. Policy & Direction Setting	2. Planning & Design	3. Implementation & Monitoring	4. Review & Evaluation
Agency	Effective Aid Comprehensive Aid Policy Framework (CAPF) Rolling four-year Agency budget allocation	Results Framework Annual budget allocation	Agency Operations Report Expenditure Reporting	Annual Review of Aid Effectiveness ODE evaluations + Lessons from Australian Aid ANAO and internal audits OECD DAC Peer Reviews
Thematic/ Global Programs	Civil Society Engagement Framework Multilateral Engagement Strategy & individual engagement strategies Thematic Strategies	Civil Society Effectiveness Assessment, and Monitoring and Evaluation Framework* Partnership Frameworks with multilateral partners Thematic/ Sector/ Global Program PAFS	Multilateral Scorecards Thematic analyses*	Australian Multilateral Assessment Program-led thematic and cluster evaluations ODE APPR quality review
Country/ Regional Programs	Country Situation Analysis Program Strategy Delivery Strategy	Program and Delivery Strategy PAFs Division Business Plans and pipeline planning	Annual Program Performance Reports Country program Health Checks	ODE strategic evaluations
Investment/ Initiative		Investment Concepts and Designs M&E Frameworks	QAI Assessments Contractor Performance Assessments	ODE QAI spot check QAI– Final Assessments Independent evaluations Review of Operational Evaluations

Note that risk analysis and management should be conducted as part of performance management across the aid management cycle.

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Guiding Principles for Performance Management and Evaluation

Effective Aid focusses on the efficient and effective delivery of aid through: a clear strategy; based on 'value for money'; consolidation of ODA; risk and performance management; transparency and results; and involving the Australian community. The following principles provide a practical basis for implementing performance management in the context of *Effective Aid.*

1. Focus on usefulness

This overarching principle recognises that while each performance management purpose has an important role, historically learning and management have been underemphasised. When applying this principle, processes should be applied in a 'fit for purpose manner' to meet the underlying purpose.

2. Invest resources proportionately

The amount of effort and resources invested in performance management should be proportional to the value and risk profile of the program, and the context in which it is being delivered. Consideration should be given to the evidence base that exists when applying the processes under this policy.

3. Support partnerships

Effective performance management relies to a large extent on the quality of partner knowledge and information systems. Programs should build and support good performance management systems and use of information by aid partners, including strengthening capabilities and supplementing with additional information if necessary. Aid program performance should be routinely considered in ongoing conversations with aid partners and through undertaking joint evaluations and annual review consultations. Open dialogue with partners about performance is a minimum expectation.

4. Be transparent

Performance of the aid program should be open and transparent to partners, beneficiaries and the public, both in Australia and in partner countries. The PMEP supports the Transparency Charter which mandates the publication of key documents.[3] The default position is making performance and evaluation reports publicly available, while protecting the confidentiality of individual informants.

5. Seek out contestability and sound evidence

All aspects of performance reporting should be subject to contest, and stand up to scrutiny and challenge by management, peers and external individuals. Conclusions drawn from performance reporting and evaluation should be based on sound evidence, both quantitative and qualitative.

6. Clarity of Intent

AusAID's experience is that where programs have unclear or overly ambitious goals, program success is difficult to identify and the link between program activities and longer term outcomes is not well communicated. All programs must be guided by clear intent (often referred to as a theory of change) which connects activities with longer term outcomes. At the same time, performance assessment frameworks need to be flexible where responsiveness to changing circumstances is needed. Where possible, SES staff should be engaged early in performance management discussions to provide clear direction-setting for programs and investments.

7. Reinforce accountabilities for performance

Good performance management is a key responsibility for all those involved in aid management and sits at all levels. Responsibility for performance management and evaluation should be explicitly allocated within business units as part of business planning.

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[3] Australia is part of the International Aid Transparency Initiative which aims to make information about aid spending easier to access, use and understand.

Criteria for assessing performance

AusAID assesses performance against the following criteria at different stages of the aid management cycle. These criteria[4] guide AusAID staff in implementing the PMEP purposes and principles:

- **Relevance**: The strategy/ program/ initiative is the most appropriate way to meet high priority goals that Australia shares with its development partners within the given context.
- **Effectiveness:** The strategy/ program/ initiative is meeting or will meet its objectives, and is continually managing risk.
- **Efficiency:** The resources allocated by Australia and its partners are appropriate to the objectives and context, and are achieving the intended outputs.
- **Sustainability:** Significant benefits will endure after Australia's contribution has ceased, with due account given to partner systems, stakeholder ownership and plans for phase out.
- **Impact:** An assessment of the positive and/or negative changes (directly or indirectly, intended or unintended) produced by the strategy/ program/ initiative. The degree to which impact can be assessed will vary according to the nature and duration of the strategy/ program/ initiative.
- **Monitoring and evaluation:** An appropriate system provides sufficient information and is being used to assess progress towards meeting objectives.
- **Analysis and learning:** The strategy/ program/ initiative is based on sound technical analysis and continuous learning.
- **Gender equality:** The strategy/ program/ initiative incorporates appropriate and effective strategies to advance gender equality and promote women and girls' empowerment.

Accountabilities for performance management

Given the importance of reliable performance information for sound decision making and tracking results, accountability for performance management across the aid management cycle (see table on page 3 above) is a part of each person's role at AusAID. General accountabilities are set out in the AusAID Governance and Accountability Policy, with specific performance management accountabilities outlined below.

Who:	Accountable for:	Through the use of:
Executive (Director General, Deputy Director General)	The policy setting. Monitoring overall progress. Decisions based on performance information and evolving policy priorities/ settings. Agency results.	Comprehensive Aid Policy Framework. Annual Review of Aid Effectiveness Senate Estimates. Agency Operations Report.
First Assistant Director General (FADG) / Minister	Delivery on program results and final divisional reporting on headline results. Quality design processes/ products. Use of performance information to monitor program effectiveness.	High level planning and reporting for results High level monitoring of investment design processes. High level monitoring of progress for example through: Operations Report, Health checks.
Senior Managers (Chief Operating Officer/ ADG/ Minister Counsellor/ Counsellor)	Program strategies focused on delivering realistic aid outcomes. Demand for reliable performance information for decision making. Monitoring progress and results.	Program strategies based on theory of change. Annual Program Performance Reports (APPR) and Quality at Implementation (QAI) reports supported by evidence. Supporting Performance &Quality (P&Q) units. Health checks.
Performance and Quality (P&Q) Managers	Advice and support to program areas to deliver quality products and effective aid.	Dialogue with programs. Development of specialised skills in P&Q. This will be guided by the competencies for P&Q staff that will be developed by mid-2013.
Program/ sector/ initiative managers	Application of performance processes (such as Investment Design Quality Standards and QAI) with a focus on their usefulness. Use of reliable performance information to make program improvements. Calculation of headline results.	Ensuring reliable performance management systems (such as M&E frameworks) are in place; Planning ahead to include technical advice in performance processes. Headline results reporting guideline and technical notes.

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[4] The first five are based on the OECD-DAC criteria for evaluating development assistance.

Who:	Accountable for:	Through the use of:
Policy and Sectoral Division (including advisors)	Technical advice. Quality analysis. Dissemination of learning between programs. Quality assurance of headline results calculation sheets.	Engagement in strategy and design development, QAI moderation, APPR peer review. Commissioning thematic evaluations. Synthesising lessons and feeding these back to program areas. Thematic Analyses for the Annual Review of Aid Effectiveness.
Program Effectiveness and Performance Division	Effective performance management and evaluation system that supports continuous improvement. Quality assurance of headline results calculation sheets. Coordinate reporting of CAPF headline results for Tier 2 and Tier 3.	Policy framework (PMEP) and underlying guidance. Quality assurance of policy implementation. Training and support to P&Q managers and to the Agency more broadly as required.
Office of Development Effectiveness	Informing agency-wide evaluation practice and learning. Assessing the quality of the performance system and reporting. Collaboration with international evaluation think tanks.	Independent Evaluation Committee oversight of ODE's work plan and evaluations. QAI Spot Checks, APPR Quality Reviews, and Reviews of Operational Evaluations. Synthesis of evaluations and quality reviews. Engagement with think tanks.
Whole of Government Branch	Delivering the Annual Review of Aid Effectiveness (advice to Government and a public document).	Evidence from across government, including from APPRs, ODE, thematic areas in AusAID and reports from other Government agencies on their direct appropriations.
International Policy and Partnerships Division	Overseeing performance management of multilateral organisations, including synthesising and sharing lessons between programs. Calculation of headline results from multilateral contributions.	AusAID's Multilateral Engagement Strategy, individual strategies, Australian Multilateral Assessment and Multilateral Performance Scorecards. Engagement with AusAID programs that have multilateral partners.
Civil Society & Business Branch	Overseeing civil society performance management and reporting processes Calculation of headline results from ANCP contributions.	Civil Society Engagement Framework, Civil Society Assessment, and Monitoring and Evaluation Framework, ANCP Monitoring, Evaluation and Learning Framework Engagement with AusAID programs that have civil society partners

Performance Management – Central Activities

As described above, performance management and evaluation occur across the aid management cycle and at different operational levels, as described below.

Agency level

At the Agency level, performance management includes:

Policy and direction setting

The Australian aid program is guided by *Effective Aid* and a Comprehensive Aid Policy Framework (CAPF) which sets out program fund allocations and the Results Framework targets.

Planning and design

Budget allocations and the Results Framework are reported on annually based on performance information.

Implementation and monitoring

The performance against the Tiers 2 and 3 of the results framework will be informed by APPRs and the Agency Operations report. This document analyses data from AidWorks and other sources identify operational trends and issues in implementing key aid policy objectives set out in *Effective Aid* and the CAPF. The Agency's expenditure and adherence to business processes is tracked through regular reporting to the Executive.

Review and evaluation

The Annual Review of Aid Effectiveness is compiled each year to assess the effectiveness of Australia's aid program. The Annual Review includes: a strategic update; a description of performance against the 3-tiered results framework and narrative analysis; and recommendations on changes to the budget strategy.

AusAID's internal audit unit conducts regular performance audits. The Australian National Audit Office conducts regular audits of public service agencies, including AusAID. The OECD DAC conducts peer reviews of the Australian aid program on a four-yearly basis. In addition, ODE conducts agency-wide evaluations as set out in the ODE evaluation work program endorsed by the Independent Evaluation Committee. In 2013, ODE will produce a report drawing on the key findings of ODE evaluations and quality assurance products. This report will be called Lessons from Australian Aid and will be overseen by the Independent Evaluation Committee.

Program level

At the program level, performance management includes:

Policy and direction setting

Program strategies (ie regional/country strategies) guide the delivery of Australian ODA and must align with *Effective Aid* and the CAPF. The strategies describe shared development outcomes to which Australia will contribute over the longer-term (4-5 years)[5] and also identify and analyse key risks. The Development Effectiveness Steering Committee (DESC) approves high priority program strategies and all others are approved at AusAID agency level. Thematic and global program strategies play a similar role and represent Agency consensus on the key priorities, strategic directions and preferred ways of working by sector/ theme.

The principles and priority areas for working with multilateral organisations are set out in the Multilateral Engagement Strategy. Individual Multilateral Engagement Strategies also identify Australia's specific policy and reform priorities for major multilateral partners. The AusAID Civil Society Engagement Framework outlines how Australia will work with civil society organisations in Australia and overseas to increase the impact of aid.

Planning and design

It is good practice for each priority objective identified by a program strategy to have an associated Delivery Strategy. A program-led Delivery Strategy Peer Review assesses the quality of its: theory of change; appropriateness of approach; and effectiveness/ efficiency of management arrangements, including risk management.

Each program strategy should have a Performance Assessment Framework (PAF) (which may also incorporate Delivery Strategy PAFs) outlining how program performance will be tracked, assessed and used for management, decision-making and reporting of results. PAFs should also identify the headline results which the program will contribute to.

Strategic Partnership framework agreements identify mutually agreed specific priority work areas for selected multilateral partners and the mechanisms for managing the relationship. For civil society partners, the Civil Society Effectiveness Assessment and the Monitoring, Evaluation and Learning Framework, which are under development, will be key tools for planning and designing Australia's engagement with civil society organisations.

Division Business Plans draw on performance information to inform resource bids and/or programmatic changes. While branches, posts and sections are not formally required to develop business unit plans, it is recommended that planning also be undertaken at these levels to identify priorities, workforce needs and resource requirements.

Programs should also undertake pipeline planning for expenditure, strategy development and design processes. Programs should generally use Program Management Plans or Program Fund Plans in Aidworks to assist with this pipeline planning. Programs may also chose to develop other planning and monitoring tools which suit their needs, such as management dashboards.

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[5] In the Pacific, these are framed as Partnerships for Development

Implementation and monitoring

Annual Program Performance Reports (APPRs) assess the ongoing relevance of a Country/Regional Program Strategy, quality of activities and management consequences (which include a discussion of risks). APPRs report against country/regional PAFs, delivery strategy PAFs, and headline results against the Results Framework. The level of senior management involvement in APPR peer reviews should be proportionate to the program risk and value profile.

The Program Effectiveness and Performance Division (PEPD) prepare Health Checks to assist country and regional programs improve their effectiveness through detailed analysis of operational and performance data. The Health Check process facilitates constructive discussion between senior program and PEPD staff on performance and effectiveness trends and issues.

Thematic analysis reports are developed to analyse key sectors AusAID works in and to identify challenges or emerging issues. The thematic analyses may draw on APPRs and can contribute to the Annual Review of Aid Effectiveness.

The performance of major multilateral partners is assessed through multilateral scorecards. These draw on a range of evidence, including from QAIs, APPRs, domestic and international reviews, and Australian engagement with multilateral organisations. Information from scorecards also feed into and strengthens APPRs, regional/country strategies and Individual Engagement Strategies with multilateral organisations.

Review and evaluation

Program and thematic areas will develop a rolling and coordinated work plan of evaluations to assess performance at the program, thematic and delivery strategy levels. These evaluations may cluster initiatives together to assess aid themes, modalities or particular evaluation questions and may include evaluations undertaken by other donors, partner governments, or other parts of AusAID (such as ODE). Programs should consider the appropriate mix, timing and coverage of evaluations. Program and thematic areas should consult with their P&Q managers, Performance Policy and Systems (PPS) section and ODE for support as appropriate.

In addition to the program and thematic area-led evaluations, ODE conducts agency-wide evaluations as set out in the ODE evaluation work program. ODE also annually reviews the quality of performance assessment in APPRs and highlights issues requiring improvement.

The Australian Multilateral Assessment (AMA) reviews the performance of major multilateral partners and is conducted every five years. The AMA involves field and headquarters visits. It, draws on a wide range of other information sources including AusAID program evaluations, ODE evaluations and donor and other independent evaluations of multilateral partners performance to inform assessments.

Investment/ Initiative level

At the investment/initiative level, performance management includes:

Policy and direction setting

Investments/initiatives contribute to the overall outcomes established in the country/delivery or thematic strategy.

Planning and design

Investment/initiative concepts provide a brief analysis of a proposed focus for development assistance, to inform a decision on whether to support it. Investment/ initiative designs document strategic context, outcomes, implementation arrangements, risk analysis and monitoring and evaluation frameworks. The quality assurance processes applied to concepts and designs is proportional to their risk/value profile[6] and may include peer review and/or independent appraisal. All investments/initiatives must meet the Investment Design Quality Standards.

Implementation and monitoring

Investment/initiative monitoring processes will be established in an underlying M&E system, which should be consistent with the relevant program PAF. The M&E system may include discussion with partners, field visits, partner reporting and the identification of headline results which the investment/initiative will contribute to (where relevant). The M&E system will also include the annual Quality at Implementation (QAI) report. QAIs

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[6] For example, those with high risk and value profiles require more detailed quality assessment, which includes review by the Strategic Program Committee at concept stage.

are required for all monitored initiatives[7] and can be drafted around other program processes such as partnership talks. QAIs will be finalised in line with corporate timelines (see further below) to provide the most up to date information for the Agency and to meet critical deadlines for reporting to Cabinet. QAIs are the first level at which information on results are gathered and they should also include a discussion of investment/initiative risks. The information in QAIs informs reporting at the program level, via APPRs and then the Annual Review of Aid Effectiveness.

Other annual reviews include contractor and advisor performance assessments. For contractors, these are mandatory for all aid-related contracts valued at and over AUD10,000; for advisers, these are mandatory for all commercially contracted advisers.

Review and evaluation

Each monitored initiative is required to undertake an independent evaluation or review at least once over its life, at the best time for program purposes and at a scale proportional to its risk/value profile[8]. This requirement may be covered by the program level evaluations (as discussed above), including cluster evaluations or those conducted by others such as ODE. Program areas should refer further to the detailed evaluation guidance and risk management guidance and can seek advice from their P&Q manager and/or PPS on what is appropriate.

Each monitored initiative is required to complete a QAI-Final as the last QAI. This QAI summarises the key results and learning from the initiative. It draws from existing sources of information and available evidence (for example independent evaluations, Activity Completion Report, and multilateral reports).

Each year ODE assesses the quality of a sample of QAI reports to help provide confidence in the robustness of the QAI ratings awarded by AusAID managers. ODE and the Program Effectiveness and Performance Division (PEPD) also conducts a Review of Operational Evaluations on a periodic basis, which assesses the quality of investment/initiative level evaluations and identifies overarching lessons emerging from these evaluations.

Implementation of the Policy

Guidance and Support

Guidance on business processes that support this policy is available on the Rules and Tools intranet and AusAID's internet site. Support on the application of performance management is available from P&Q Managers, the Program Effectiveness and Performance Division, and relevant thematic areas. All staff can also access training under the Aid Management Pathway, and competencies, career paths and training for P&Q Managers will be developed by mid-2013. Programs can also source pre-qualified expert advice from the Aid Advisory Services Standing Offer.

Timing

The table below sets out the indicative timeframes for corporate reporting based on financial year reporting.

Month	Process
May	Blue Book (Budget) published (informed by previous Annual Review of Aid Effectiveness)
May	Six monthly Agency Operations Report (provided to the Executive)
June	Divisional Business Plans (approved by the Executive)
31 July	Annual Program Performance Reviews published (including headline results)
September	Multilateral Scorecards finalised
14 October	Annual Report (tabled in Parliament, then published)
October	Annual Review of Aid Effectiveness (submitted to Cabinet, including public report with headline results and separate review to inform ODA budget decisions)

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[7] A 'monitored' initiative is where: the expected Australian Government funding over the life of the initiative is greater than $3 million; *or* the value is less than $3 million, but the initiative is significant to country or corporate strategies or key relationships with other development partners including other government agencies. Note QAIs are not required for core funding to multilateral organisations.
[8] This removes the previous requirement for both an Independent Progress and Independent Completion Report.

Month	Process
November	Six monthly Agency Operations Report (provided to the Executive)
Jan	Divisional Business Plan Mid Term Review
March	Green Book (statistical summary) published
15 March	Quality at Implementation reports (finalised in AidWorks)

Exemptions

Some limited exceptions exist to quality requirements and are described in Quality Process Requirements & Exemptions. An exemption from a quality process can be sought where there is a clear and valid justification, and approval is granted by an ADG or Minister Counsellor.

Policy review and Quality Assurance

The quality of the PMEP's implementation is assessed through a range of methods which include;

- **Observance and utilisation**: The Quality, Performance and Results (QPR) branch monitors compliance and reports this to the Executive. Low or falling levels of compliance are investigated and revisions to the policy and guidance considered. The key measure of the policy's effectiveness is the degree to which it influences practice;
- **Moderation of self-assessment**: A significant feature of the PMEP is self-assessment, particularly in relation to QAI and APPR reporting. In order to balance this, QAI moderation and APPR peer review is undertaken on an annual basis by QPR branch, thematic areas and/or P&Q managers working with programs to help identify areas for improvement;
- **Spot Checking**: Spot checks are undertaken by both the Office of Development Effectiveness (ODE) and the QPR branch. ODE performs an annual quality check of QAI and APPR processes and an ODE quality review of independent evaluations is being planned. QPR branch undertakes spot checks on a rolling basis covering all areas within the PMEP. The checks provide insight into how the policy is being applied and ways in which it can be improved;
- **Peer feedback**: The QPR branch regularly engages with users of the policy and the AusAID P&Q network in order to gather feedback on how well the policy purposes and principles are being applied, and uses this insight to update policy and guidance as appropriate;
- **Piloting:** Where possible, changes to the policy and associated guidance will be trialed with selected program areas in order to test for simplicity and ease of use;
- **Health checks:** These are undertaken by QPR to highlight areas where performance can be improved such as in programming choices, portfolio planning, program manageability, program and data quality.

Please send any comments or feedback on policy to QualityReports@ausaid.gov.au.

Other Relevant Policy, Guidance and Tools

Acronyms
Performance Assessment Frameworks
Quality Process Requirements & Exemptions
Quality at Implementation
Independent Evaluation
Investment Design

Adviser/ contractor performance reviews
Annual Program Performance Reports (APPRs)
Program Management Plans
Regional/ country strategies
Risk Management in AusAID
Headline Results

Feedback

If you have any comments or feedback about this Policy or related business processes information, please contact QualityReports@ausaid.gov.au.