Report

Strongim Pipol Strongim Nesen (SPSN)
Annual Plan July 2014 – December 2015

30 September 2014

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Abbreviations

Abbreviation	Description
ABG	Autonomous Bougainville Government
ARoB	Autonomous Region of Bougainville
AIDS	Acquired Immune Deficiency Syndrome
ALAC	Advocacy and Legal Advice Centre
AUD	Australian Dollar (currency)
CBO	Community Based Organisation
CD	Capacity Development
CDS	Community Development Scheme
CCI	Cross Cutting Issue
CDW	Community Development Worker
CDWA	Community Development Worker Association
CIMC	Consultative Implementation and Monitoring Council
COE	Council of Elders
CSO	Civil Society Organisation
DFAT	Department of Foreign Affairs and Trade
DfCDR	Department for Community Development and Religion
DGTP	Democratic Governance Program – Transition Phase
DGU	Democratic Governance Unit (DFAT)
DIRD	Department of Implementation and Rural Development
DNPM	Department of National Planning and Monitoring
DoH	Department of Health
DPLGA	Department of Provincial and Local Government Affairs
DSIP	District Services Improvement Program
EHFV	Eastern Highlands Family Voice
EOI	Expression of Interest
FSV	Family and Sexual Violence
GA	Grant Agreement
GESI	Gender Equity and Social Inclusion
GoA	Government of Australia
GoPNG	Government of Papua New Guinea
HIV	Human Immunodeficiency Virus
IB	Implementation Briefing (SPSN)
ICDP	Integrated Community Development Project
IEC	Information, Education, Communication
JGC	Joint Governing Council
JOA	Joint Organisational Assessment
K	Papua New Guinea Kina, or Kina
KP	Key Partner
KPP	Komuniti Prosek Plen (Community Project Plan)
LLG	Local Level Government
LGC	Local Grants Committee
LNG	Liquefied Natural Gas
M&E	Monitoring and Evaluation

Abbreviation	Description
MDI	Media for Development Initiative
MEF	Monitoring and Evaluation Framework
MIS	Management Information System
MSCD	Manus Support – Community Development
NATTB	National Apprenticeship and Trade Testing Board
NBC	National Broadcasting Corporation
NBDP	National Board for Disabled Persons
NCD	National Capital District
NDRAC	National Disability Resource and Advocacy Centre
NGC	National Grant Committee
NGO	Non-Government Organisation
NMAG	National Museum and Art Gallery
NOPS	National Orthotics and Prosthetic Services
PNG	Papua New Guinea
PNGADP	Papua New Guinea Assembly of Disabled Persons
PPBS	Panguna Peace Building Strategy
PWD	Person With a Disability
RRRC	Reef and Rainforest Research Centre
SACL&N	Strengthening Anti-Corruption Linkages and Networks
SPSN	Strongim Pipol Strongim Nesen
STA	Short Term Adviser
TIPNG	Transparency International PNG
URS	URS Australia Pty Ltd
VA	Village Assembly
WASH	Water, Sanitation and Hygiene

1   Introduction

This Annual Plan was prepared in September 2014 and is the fifth Annual Plan for the Strongim Pipol Strongim Nesen (SPSN) Program. This plan covers the 18 month period from 1 July 2014 to 31 December 2015.

The goal of SPSN is "to enable civil society, together with the state and others, to better meet the needs and priorities of men, women and children in communities across PNG".

SPSN has four priority areas to enhance the impact of service delivery: health (including HIV and AIDS), education, gender and disability. Additionally, it focuses on the cross-cutting issues (CCIs) of gender, HIV and AIDS, disability and child protection.

The SPSN Program integrates five component outcomes, namely:

Component 1 - Strengthened practice and promotion of democratic governance by key partners.
Component 2 - Communities working together to address identified problems.
Component 3 - Improved local governance in selected geographic areas.
Component 4 - Strengthened collaboration between stakeholders to promote democratic governance.
Component 5 - Strengthened human capital for the practice of democratic governance.

SPSN welcomes the new Australian Government aid policy framework and performance benchmark system. The new policy has private sector development and human development as its two development outcomes and SPSN directly supports the following priority areas that come under these outcomes: effective governance; gender equality and empowerment of women and girls with a focus on economic empowerment, leadership and voice and the elimination of violence; health and education; and agriculture, fisheries and water management.

The extension period should be viewed as three distinct six monthly periods:

- the first period (July to December 2014) focuses on the completion of most of the existing grants under Component 2 and implementation of all new grants across the program;
- the second period (January to June 2015) will see the completion of most projects across Components 2 to 5 and a focus on the evaluation of outcomes across SPSN projects;
- the third period (July to December 2015) will see the completion of the Key Partner activities under Component 1 and the finalisation of all outstanding projects together with the closure of all program activities and the preparation of the Program Completion Report.

2   Strategy

In this 18 month extension, SPSN will maintain and continue to build upon all its investments and achievements made to date across every Province and 86 (of 89) Districts within PNG for the Australian aid program. The extension will enable the continuation of SPSN's capacity to provide flexible funding, technical assistance and capacity building support and will continue to provide a tested delivery platform for important current and new initiatives, in particular within the special case Provinces of Manus and Bougainville.

The extension will maintain the visibility and practical support from DFAT that SPSN provides. This is particularly relevant in areas around the continual improvement of good and democratic governance through a variety of approaches, including:

- democratic governance linked to service delivery for improved health, education, gender equality, disability and social inclusion;
- organisational, community and network based grants for programs, projects and capacity building;
- civic education;
- participatory approaches including community driven development;
- social accountability (e.g. Extractive Industry Transparency Initiative);
- targeted support to and through strategic key partners; and
- flexible opportunistic support, at every level, for example to support emerging priorities in Bougainville and Manus.

At the commencement of Program extension, SPSN will continue funding support to seven Key Partners under Component 1; continue support 193 existing small grant recipients and 41 medium and large grantees under Component 2; work with 10 projects with funding carryover under Components 3 and 4; continue with three initiatives under Component 5.

In summary this proposed 18 month extension will deliver:

Component 1: The finalisation of new agreements for funding to all Key Partners until September 2015, whilst evaluating democratic governance, capacity development and service delivery outcomes from the preceding funding deeds.
Component 2: Funding and technical support to manage to completion all existing signed commitments together with all remaining round two pipeline activities that have completed KPPs plus a limited number of new small grant projects in Milne Bay Province.
Component 3: The capacity to support special case needs in Bougainville and Manus and fully fund the CARE Integrated Community Development Program (ICPD). Support may also be provided to new initiatives with Reef and Rainforest Research Centre and the PNG National Museum and Art Gallery.
Component 4: Provide enhanced support and focus on *Pacific Women Shaping Pacific Development* along with disability initiatives and network support.
Component 5: Maintain the emphasis on building the numbers of relevantly trained and accredited Community Development Workers (CDW) and their support structure, whilst expanding CDW engagement across PNG service delivery sectors and mobilising local civil society and government service delivery personnel. Review the impact and usefulness of the Joint Organisational Assessments (JOAs) undertaken with selected partners.

It is also expected that SPSN will need to respond to some additional DFAT initiatives during the currency of this plan.

3 Work Program

The SPSN work program for the period June 2014 to December 2015 is discussed in this Section and the associated Risk management matrix for the SPSN Program is given in Appendix C.

3.1 Component 1

Component 1 supports the strengthened practice and promotion of democratic governance by Key Partners and enables the Australian Aid Program to engage with Key Partners in a more strategic manner. SPSN provides technical assistance and grant funding for Key Partners core operations, program work and capacity development.

The plan will cover two broad areas and these are the management of overall component activities within SPSN and program activities for each key partner organisation.

Component management

SPSN will work with the Key Partner organisations in the following indicative component management activities that will produce the capacity development outcomes for Component 1.

1. Development of Funding Proposals and funding deeds.
2. Development of M&E plans, Case Studies and Evaluation of program delivery for Key Partners.
3. Implementation Briefings (M&E, Financial Reporting and Fraud and Compliance) for Key Partners for new funding deeds.
4. Review of Key Partner Capacity Development plans and conduct a repeat of the Joint Organisational Assessment (JOA) process, as required (as part of the evaluation process).
5. Provide coordination towards Financial Management Capacity support to Key Partners to be implemented under Component 5.
6. Program closure preparation work.

Key Partner Program Delivery

The work plans and budgets are currently being developed by each Key Partner. Discussions to date have resulted in the following list of indicative program and capacity development outputs for each Key Partner organisation.

a. **Buk bilong Pikinini:**
  - Capacity development-training for librarians in early childhood learning and development;
  - Regional expansion - opening new libraries.

b. **Callan Services:**
  - Institutional management capacity of Callan governance services at national and sub-national levels;
  - Roll-out of Child Protection and Safety Policies at national and sub national levels;
  - Building sustainability through advocacy and institutional capacity of Callan and its network partners;
  - Strengthening M&E capacity within Callan and its network partners;
  - Improving technical capacity of lecturers and trainers at Callan;
  - Community based rehabilitation training to network partners;
  - Distribution of assistive devices for Persons With a Disability (PWD);

c. **City Mission:**
- Strengthening youth development programs in Lae and Port Moresby;
- Institutional capacity building (institutional housing);

d. **Consultative Implementation and Monitoring Council (CIMC):**
- National development consultation forum;
- Social Accountability Pilot project;
- Sectoral committee meetings;
- Budget and expenditure tracking initiative;
- Family and Sexual Violence Action Committee;
- Civil Society and Government Partnership;
- Informal economy policy;
- Strengthening institutional capacity.

e. **Eastern Highlands Family Voice (EHFV):**
- Women's Program;
- Children's Program;
- Men's Program;
- Strengthening institutional capacity.

f. **Media for Development Initiative (MDI):**
- Capacity development of National Broadcasting Corporation (NBC) journalists;
- Rural and national content gathering;
- Youth radio launched – Tribe FM;
- Radio and television program development;
- NBC branding;
- Research and information dissemination;
- Strengthening editorial work.

g. **Transparency International PNG (TIPNG):**
- Extractive Industries Transparency Initiative;
- Mike Manning Youth Democracy camp;
- Advocacy and Legal Advice Centre (ALAC);
- Strengthening Anti-Corruption Linkages and Networks (SACL&N);
- Youth Against Corruption;
- Civic education (school based and community based);
- Strengthening institutional capacity.

3.2 Component 2

Component 2 seeks to build on social capital by delivering a grant scheme that will support a range of activities that fall under the SPSN priority areas and promote democratic governance and social inclusion.

(a) Existing Grants:

- *Large and Medium Grants:* SPSN is currently implementing 30 large and 10 medium grants and approximately 72% of committed funds have been disbursed to date. SPSN will support the grant partners to complete their projects in a timely manner so that all are complete by June 2015.

- *Small Grants*: SPSN has 193 small grants and 82% of the committed grant funds have been disbursed to date. SPSN will continue to work with partner organisations to build their capacity, promote democratic governance principles and deliver the outcomes from the projects. All of the projects are due to be completed before June 2015.

(b) New Grants:

- *Large and Medium Grants*: A number of large and medium grants will be selected to continue with their work and the selection will be based on past performance and the ability to expand their program quickly so that all work can be completed by June 2015.

- *Small Grants*: a total of 40 new small grants will be implemented during the extension period. These comprise 35 KPPs which have already been prepared and where there is still funding available as per the geographic strategy for each province. The remaining five will have new KPPs prepared as these were in parts of Milne Bay Province that did not receive the EOI forms during the initial call and a subsequent request was made in those areas that had missed out the first time. The five KPPs will be selected from those new EOIs. These 40 new grants will be completed by September 2015.

- *Additional Small Grants in the Autonomous Region of Bougainville (ARoB):* approximately 28 new small grants will be planned and implemented in ARoB. The projects will be based on EOIs submitted to SPSN during the first call for EOI in 2011 and also on additional ideas associated with the peace building initiative. These new grants will be completed by September 2015.

(c) Grant Implementation Costs:

- Costs associated with the planning, implementation, monitoring and evaluation of the grants, including grant planning, monitoring and support visits by Community Development Workers and government officers will be covered under C2.

3.3   Component 3

The purpose of Component 3 is to support community, government, development partners and the private sector to work together to identify and model how particular development needs (service delivery) can be addressed through improving local governance. It is SPSN's intention to seek opportunity, where relevant, for increased cooperation between any partners within the program that will lead to improved outcomes and sustainability. The following projects will be supported during the year:

a. **Panguna Peace Building Strategy.**

- Training programs for local mediators, Council of Elders and women and youth leaders;
- Community Mapping and Planning;
- Mediation and reconciliation between victim families and perpetrators;
- Retrieval and burial of remains;
- Mainstreaming Panguna leadership and governance into ABG framework;
- Consultations with leadership groups (ABG, Mekamui, Panguna Land Owners); Commanders; Women; Youth; Churches) in the lead up to the Bougainville Leaders' Summit;
- Leader's Summit;
- Implement mainstreaming activities; and
- Strengthened capacity of the Project Coordination Office.

b. **Komuniti Lukautim Ol Meri.** No further funding will be provided to FHI360 and they will continue their work with the unspent funds from their existing grant.

- Victim transport systems;

- Community mobilisation and strengthening to attend to Family and Sexual Violence (FSV);
- Community based family resource centres established;
- Building capacity of police personnel to deal with FSV;
- Small enterprise development for women's groups;
- Child protection clubs established; and
- Information Education Communication materials developed and distributed.

c. Eastern Highlands Family Support Centre.
- Construction and furnishing of a family support centre within the Goroka Hospital.

d. Manus Support – Community Development (MSCD)*. Under the MOU signed in November 2013 between DFAT and the Manus Provincial Administration, support will be provided to sports and income generation activities targeting vulnerable youth, men, women and children. The following outputs will be delivered during the 18 months covered by this plan:

- Sports grants;
- Business development grants;
- Small enterprise seed funding grants;
- Service delivery grants;
- Capacity development of Manus Provincial Administration; and
- Adviser inputs for sports development, business development, mediation and community development, and drugs and alcohol rehabilitation.

e. CARE Integrated Community Development Project (ICDP)*. This project has three outcomes: i) strengthened and better informed communities, government, and civil society organisations working more effectively in partnership to identify, prioritise, address, and advocate for development needs; ii) improved access to basic services; and iii) improved, more secure and self-reliant livelihoods. It operates in three districts in three provinces i.e. Obura Wonenara District (Eastern Highlands Province), Menyamya District (Morobe Province) and Gumine District (Simbu Province) and the following are the main outputs scheduled for the period:
- Strengthened linkages and engagement with government and key stakeholders;
- Increased capacity of communities, Wards, LLGs, and District to prepare plans;
- Integration of Ward plans into Local Level Government plans and submitted to District;
- Increased organisational capacity of local development partners;
- Female and male teachers trained and schools identified for registration;
- Community basic literacy and numeracy levels enhanced;
- A range of relevant Information, Education and Communication (IEC) materials is available to communities;
- Enhanced capacity of men and women farmers to farm fish for subsistence;
- Increased capacity of men and women farmers to grow income-generating crops;
- Enhanced capacity of local institutions to raise community awareness on climate-resilient agricultural practices;
- Improved community infrastructure;
- Support to priority health initiatives;
- Village court system established/re-established and strengthened; and
- Increased community capacity in disaster risk reduction planning.

f. CARE Autonomous Region of Bougainville Village Assembly Strengthening Extension Project

- Facilitate Division of Local Level Government officers, Council of Elders and District staff engagement with Village Assembly development and capacity building;
- Engage Council of Elders, District Administrations, Members of Parliament and other stakeholders in preparing for participatory planning processes in the target Districts;
- Undertake community entry and baseline activities related to expanding the approach to a new district;
- Confirm and recruit community facilitators in Tinputz and an additional district and provide TOT training;
- Deliver core Council of Elders and Village Assembly member training and support with related practical work;
- Include gender equity and diversity module in Village Assembly training; and
- Promote the involvement of women and youth in Village Assembly and Council of Elders structures and activities.

g. **Reef and Rainforest Research Centre (RRRC) Building Resilience in Treaty Villages of South Fly District.**

- Component 1 – Strengthened Treaty Village Governance Capacity: Villages and wards have the capacity to prepare transparent and accountable consultative plans and culturally appropriate strategies to meet the needs of communities; Villages and wards link with provincial, district and local-level government (LLG) and development partners in (a) accessing development funding for Community Driven Development (CDD) initiatives, (b) and supporting referral networks for services such as health care.
- Component 2 – Enhanced Community Livelihoods: Improved food security; Improved fisheries (and post-harvest) management; Improved transport and communications; Improved disaster risk reduction.
- Component 3 – Improved Physical and Social Environment: Water supply, sanitation and hygiene promotion (WASH); Disease Prevention and Health Promotion.

h. **Ward Planning.**
- This project will be redesigned in consultation with DFAT and may involve other partner organisations who are interested in being involved with local level planning i.e. ward, local level government and district planning. The partners could be provincial administrations, district administrations or CSOs.

i. ***PNG National Museum and Art Gallery (NMAG) Support.*** The Australian Government will support NMAG in a refurbishment and capacity development activity. SPSN will provide support to the development of a twinning arrangement between NMAG and a facility in Australia as a vehicle to access technical and project management support which will focus on:
- Mounting of a 'Built on Culture' exhibition;
- Developing and implementing a program of capacity development;
- Providing functional planning input to a master plan for NMAG redevelopment.

This support will be coordinated with the DFAT Infrastructure section who are providing the lead on immediate remedial works and the creation of a master plan.

3.4 Component 4

Component 4 is aimed at building or strengthening collaboration between stakeholders (governments, the private sector, civil society and development partners) for the promotion of democratic governance by providing support for national networks to address particular issues impacting on democratic governance, to build a critical mass of stakeholders debating and considering democratic governance

in general, and for guidance to be provided to DFAT and other development partners on how to best support and engage with civil society.

The projects supported under Component 4 can be grouped into two thematic areas: disability inclusive development for all, and the promotion of gender equality. SPSN's role is to facilitate this process to bring about the following outcomes:

- Promotion of dialogue and engagement within and across networks;
- Development of new, or strengthening existing, networks and linkages between civil society (or civil society and government) around shared thematic outcomes; and
- Increased learning and innovation, sharing of information, resources and collaboration between stakeholders regarding democratic governance and service delivery.

Details of the projects under the two main thematic areas and their outputs are as follows:

3.4.1   Disability Inclusive Development for All

(a) PNG Assembly of Disabled Persons (PNGADP)
- Strengthening Governance and Operations of PNGADP to be the national voice of Persons with a Disability (PWD) in PNG;
- Strengthen partnerships with provincial governments, national government, development partners, donor agencies in PNG;
- Influence policy and program by providing information and advocating for disability inclusive development practices; and
- Build the capacity of Disabled Persons Organisations (DPO) (in partnership with DfCDR and provincial governments) by providing training and support and increase their membership in the provinces.

(b) Motivation Australia
- Finalize the National Guidelines for the Provision of Assistive Devices in PNG; and
- Develop a standard training course for the safe and effective provision of walking aids.

(c) National Board for Disabled Persons (NBDP)/ National Orthotic and Prosthetic Services (NOPS)
- Strengthened governance and capacity of NBDP and its secretariat;
- Basic level training on assistive devices delivery;
- Assistive devices delivery; and
- Analysis and report of disability provincial data.

(d) Department for Community Development and Religion (DfCDR) Disability Inclusive Development (current project)
- Finalize and launch revised National Disability Policy;
- DPO and Provincial Coordination Committee on Disability capacity workshops in the provinces (in partnership with PNGADP); and
- Improve disability data collection.

(e) National Disability Resource and Advocacy Centre (NDRAC)
- Strengthen NDRAC organisational capacity and governance;
- Advocate and promote awareness on disability (in partnership with ADP as per the policy);
- Build network partnerships by being the focal point for disability information dissemination; and
- Build DPO and PWD confidence through communication training.

3.4.2 Promotion of Gender Equality and Women's Empowerment

(a) CARE Women in Coffee (Year 2)
- Improve gender equity in the organisational policy and practice of key industry stakeholders;
- Increase the participation of women in coffee farming; and
- Improve learning on women's empowerment in the coffee industry in PNG.

(b) World Bank Community Driven Development – Independent Monitoring
- Independent monitoring of two World Bank initiated community driven projects; the Rural Service Delivery and Local Governance Project (RSDLGP) and Inclusive Development In post conflict Bougainville project (IDIB).

3.5 Component 5

Component 5 aims to develop the capability of men and women for democratic governance. To support capacity development across SPSN, a capacity development decision-making framework has been developed (Appendix B). This framework is being used to identify and prioritise human capability development needs as they emerge through the implementation of other components. The component is led by the Institutional Strengthening and Capacity Development Adviser.

(a) **CDW Accreditation**. The CDWs continue to be a critical element of the SPSN small grants scheme, as they were in all predecessor programs. SPSN has continued to own and lead the CDW standards system even though the original concept was for it would be institutionalised amongst the PNG partners such as NATTB, DfCD and the CDWA. In reality, DfCD has barely got involved over the past 12 years, NATTB shows little ownership of the standards and CDWA has failed in its establishment and program development efforts. SPSN will update and implement a strategy that continues to support the growth of existing and new CDWs whilst attempting to revitalise the CDW Accreditation and standards system through local players rather than donor partners like SPSN.

(b) **CDW/Community Development officer (CDO) Training and Assessment.** The purpose is to improve the capability of sub-national government officers, CDWs and any relevant CSO staff in participatory planning, project management and monitoring and evaluation. This will be achieved through training and assessing against the CDW National Standards. Participants will be selected from existing CDW and government officer ranks and the trainers have already been through the Training of Trainers program and they will continue to roll out the training across the provinces until completed by late 2014. Based on the train the trainer experience, M&E training will then be contracted out to a registered training organisation so similar training can also be provided to relevant staff of Key partners (Component 1), Medium and Large Grantees (Component 2), and, Disability and Gender program grantees (Component 3 and 4).

(c) **Grant Cycle Training**. Continue to build the capacity of government staff, CDWs and *CSO/CBO representatives* to perform the work associated with all aspects of the grant cycle especially implementation briefings (including project management, financial management and compliance) and project monitoring and evaluation. This work will continue as part of the grant cycle implementation under Component 2 small, medium and large grants.

(d) **CSO Training Needs**. STAs and Registered Training Organisations will be contracted to provide training and support to meet a number of defined partner needs including: financial management and financial sustainability; advocacy, communication and networking skills; social inclusion awareness and workplace policy development; amongst others.

3.6 Governance Structures

3.6.1 Joint Governing Council

The Joint Governing Council (JGC) membership represents the key entities associated with SPSN, the GoPNG, civil society and DFAT. Its role is to endorse key strategy program initiatives, ensuring that they coalesce with GoPNG policy, donor partnership agreements and civil society expectation. Three meetings of the JGC are planned for 2014/15 with a final one expected in late 2015. A number of JGC members have participated in program monitoring visits.

3.6.2 National Grant Committee

The National Grant Committee (NGC) is chaired by one JGC government representative and has a membership of provincial administration representatives and civil society representatives. To date the NGC has reviewed and approved proposals for large and medium grants and some members have participated in monitoring visits to grant projects. Two meetings of the NGC are planned for 2014/15 with the possibility of a final meeting before September 2015.

3.6.3 Local Grant Committees

Currently SPSN is working with 22 Local Grant Committees (LGC) across PNG. SPSN will continue to support the LGC meetings in each province as the LGCs continue to take more responsibility for the small grants within each province. The LGC is charged with the responsibility of endorsing the finalisation process for all small grants.

3.7 Gender and Social Inclusion

Gender and Social Inclusion aims to continue to focus on four issues which influence the outcomes of democratic governance in supporting projects and partners to *mainstream* the issues across their programmes: gender equality, HIV & AIDS, disability, and child protection.

The main activities for Gender and Social Inclusion (GESI) in this period include:

- The continual review and update of organisational policies related to GESI;
- Development of a Child Protection Framework for improved capacity of projects and partners involving children; and
- Promotion of greater and meaningful participation of different/marginalised groups through strengthening network partnerships and advocacy for targeted awareness on the four issues.

The GESI Action Plan has been developed and ongoing consultation with component leaders and the monitoring and evaluation team will target activities enabling key overall SPSN outcomes in relation to GESI to be achieved. SPSN policies and practices will be reviewed on an ongoing basis so that all program activities are incorporating the mainstreaming framework, e.g. SPSN HIV Workplace Policy and the PNG National Disability Policy.

Particular attention will also be given to Child Protection matters across SPSN and with program partners. A strategy for this important social inclusion element is currently being drafted.

3.8 Monitoring and Evaluation

M&E functions will focus on the following:

1. System development – involves the continual review of the M&E system and the adoption and adaptation of new tools and processes used for M&E purposes.

2. Capacity development – will focus on building the M&E skills of two main groups: (i) SPSN staff, Community Development Workers and government community development staff and (ii) partner organisations (Components 1, 3 and 4) and large and medium grant partners (Component 2).

3. Reporting – involves (i) the continual improvement of the monitoring/progress/completion reports and final project evaluation reports received from all partners and (ii) the preparation of SPSN reports to DFAT including the Six Month Progress Reports, Annual Plans, Completion Report and ad hoc reports.

4. Management Information System. Data from EOIs, KPPs, progress and completion reports, training events, etc. will be entered into the database and analysed to improve program management, demonstrate performance and lead to improved program achievements.

5. Evaluation studies – involves determining SPSN outcomes and investigating questions arising from the analysis of quantitative data through the use of a range of special evaluation study approaches such as participatory evaluations, thematic evaluations, case studies, satisfaction studies, etc. As grant projects are completed, each one will have a final project evaluation that looks at outcomes including the use/effect of the outputs at least three months after completion. Thematic studies will look at the outcomes of similar types of projects including microfinance, water, sanitation and hygiene (WASH), classrooms, resource centres, etc.

The M&E team consists of two M&E Officers, one Program Officer (part time), one MIS/Database Officer (part time) and one Administration Assistant (data entry) under the direction of the Deputy Program Director. Additional support is provided by two Short Term Advisers (STA): the STA M&E Adviser and the STA MIS/Database Specialist.

3.9 Management Responsibilities

3.9.1 Coordination

Coordination mechanisms internal within SPSN and between SPSN and DFAT include the following meeting schedules:

- SPSN Senior Management Team meets every second Tuesday of each month to review progress and issues with implementation.

- One-Team meetings involving DFAT and the SPSN Senior Management Team meet on the last Tuesday of each month to review progress with implementation.

- SPSN Senior Management Team, Advisers, Component Coordinators and Field Program Coordinators (phone link where appropriate) and DFAT meet on the first Friday of each month for Output Planning to review progress against last month's outputs and discuss proposed outputs for the following month.

3.9.2 Human Resources

The Office Manager and Human Resources Officer are responsible for human resources and the main activities for the period include:

- Review and update the Human Resource chapter of the Operations Handbook;

- Maintain a human resource database for team members and CDWs;

- Conduct recruitment for outstanding positions and induct new team members into SPSN;

- Conduct Performance Appraisals of all team members in November to provide feedback between team members and management and identify issues and opportunities to be worked through; and

- Coordinate Group Development Training Courses for staff with similar skill gaps to ensure competency in their roles and responsibilities to deliver SPSN outputs and outcomes.

- Maintain a CDW tasking register to track all CDW inputs and facilitate work and payments.

A copy of the SPSN staffing structure is provided in Appendix A.

3.9.3 Information Technology

Information Technology within SPSN is handled through a special service contract that will deliver the following:

- Integrity, security and operation of IT systems and networks at Head Office and Field offices;

- Efficient operation of SPSN hardware and software (including software audits on equipment);

- Operation and maintenance of communications networks; and

- A virus free environment.

3.9.4 Compliance

The Compliance Officer is responsible for SPSN compliance with relevant laws and regulations and the investigation of suspected fraud cases (however, overall responsibility for fraud process and issues lies with the Deputy Program Director reflecting the importance of effective management in minimising and dealing with all aspects of fraud). Under this plan the main activities will be:

- Review and revise the fraud policy framework and ensure that it is up to date and that the SPSN team and partners are aware of it and the implications.

- Report on all fraud cases as per the contract requirement i.e. fraud report every two months on all fraud cases and a fraud incident report for all newly identified cases (within five days of detection).

- Investigate any suspected fraud cases.

- Review fraud cases regularly to agree on a remedy with URS Legal and DFAT.

- Recover any outstanding monies or materials using appropriate means including the use of community based mediation and conflict resolution.

- Initiate any legal action deemed necessary and follow this through to conclusion.

- Provide ongoing support and training to SPSN team and partners on early detection of fraud cases and management of any such cases.

SPSN has appointed a Program Officer to support the Compliance Officer and as more of the small grants are completed, Development Coordinators from the Field Offices will be freed up to support any investigation visits required.

3.9.5 Administration

The Office Manager is responsible for the administration of head office support functions, supporting administrative functions at the field offices and ensuring a high standard of customer service. The main duties include:

- Employee health and safety administration, including development and review of health and safety policy and procedures, monitoring for compliance with procedures and coordination and reporting of incident response.

- Asset and facilities administration, including overseeing maintenance and insurance of vehicles, office maintenance and cleaning and orders for supplies and equipment.

- Registry and document management, including overseeing operations of Head Office file registry and document management.

- Public contact arrangements including: reception and general and corporate telephone enquiries.

- Providing logistic support for all SPSN program activities throughout PNG.

3.10   Field Offices

SPSN has two field offices across PNG, one in Port Moresby and one in Bougainville. Both offices are fully operational and will continue to support SPSN activities across PNG. There is also an integrated SPSN presence within the Community Development Division of the Manus Provincial Administration. The table below gives the status of each of the offices to date.

Table 3-1   SPSN Field and Sub-Offices

No.	Location	Office Location	Staff	Vehicles
1	Port Moresby	Century 21 Building, Kunai St, Hohola, NCD.	12 staff including 6 Development Coordinators.	One vehicle.
2	Buka	Tsirin Building, Haku Street, Buka, ARoB.	4 staff including 1 Development Coordinator.	Two vehicles.
3	Manus	Community Development Division, Manus Provincial Administration, Sahut Building Lorengau, Manus.	2 staff including 1 Long Term Adviser.	Two vehicles.

3.11   Communications

Greater emphasis will be placed on reporting outcomes that ensure improved understanding of effective democratic governance and successes of the SPSN program. SPSN will make greater use of innovative devices and media to better inform internal and external stakeholders in regard to focus areas for collective action, good governance and support that is likely to lead to improved service delivery. SPSN communications will provide the following during the period:

- Review and update the communications strategy in conjunction with DFAT.

- SPSN website *www.spsnpng.com* updated regularly to provide greater web presence, by providing updated information, publications, stories and photographs on the work of SPSN, DFAT, GoPNG and Key Partners and ensuring compliance with DFAT requirements.

- SPSN monthly e-newsletter via a news blog hosted by the program website.

- A user friendly photo library and a collection of high resolution photographs from the field.

- Six editions of the SPSN quarterly newsletter SPSN Toktok Strong during the period.

- Two press releases per month with intended media capture.

SPSN recognises that improvement must be generated in the program communication function and special attention by the Program Director will be provided.

3.12   STA Inputs

Short Term Advisers (STA) will be used to assist in the development and support of specialist areas of the program.

Programming of STA inputs will be undertaken by the Senior Management Team as part of the process of operationalising this Plan. The following table summarises the key areas of expertise expected to be utilised.

Table 3-2   STA Inputs: July 2014 to December 2015

No	Position	No of Days
1	M&E Adviser	45
2	MIS/Database Specialist	45
3	Media and Communications Adviser	35
4	Financial Management Adviser	TBC
5	Unallocated	100
6	Drug and Alcohol Awareness Adviser (MSCD)	60
7	Income Generation and Microfinance Adviser (MSCD)	110
8	Activity and Community Development Adviser (MSCD)	100

3.13   Contract Deliverables

The contract deliverables (as per the Head Contract) under this plan are given in Table 3-3.

Table 3-3   Contract Deliverables 2014/15

SPSN Start Date (SD) = Contract Signing Date	07 June 2010
SPSN Mobilisation Date = No later than 4 weeks after SD	05 July 2010
SPSN End Date	31 December 2015

No	Source		Description	Due Date
	Part	Clause		
1	A	3	Accounts and Records (provide every 3 months)	Quarterly
2	A	7	Annual Plan (including capacity building framework)	30 Sep 2014
3	A	14.17	Report Imprest Account balances (1 Mar, 1 June, 1 Sept and 1 Dec)	Quarterly
4	A	14.18	Audit Imprest Account on anniversary of SD	02 Jun 2015
5	B	5.1(j)	Maintain and update Risk Management Plan as necessary	As necessary
6	B	10.4	Maintain Asset Register	Ongoing
7	B	11.1(e)	Maintain a Sub-Contractor Register	Ongoing
8	B	14.1	Handover Plan	30 Jun 2015
9	B	36.5	Fraud Incident Report (within 5 working days of detected, suspected or attempted fraud)	As required
10	S1-SoS	9.1(e)	MEF Implementation Plan	31 Jul 2014
11	S1-SoS	9.1(f)	Update Communications Plan (included in Operations Handbook)	Ongoing

12	S1-SoS	9.1(h)	LGC and NGC Minutes (within 7 days of each meeting)	Filed at SPSN
13	S1-SoS	9.1(i)	Six-Month Progress Reports	31 Aug 2014, 28 Feb 2015, 31 Aug 2015
14	S1-SoS	9.1(k)	Exception Reports (as required, within 28 days of receipt of request)	As required
15	SoS	9.1 (j)	Completion Report	31 Dec 2015

4 Budget

The following table summarises the budget required to implement this Plan and covers the 18 month period of 1 July 2014 to 31 December 2015.

Table 4-1 SPSN Budget: July 2014 to December 2015 (A$)

		2014/2015 &2015/2016 Financial Year Budget - BUDGET CASH FLOW SUMMARY								
		Project to Date - (A$)			2014/2015 BUDGET				2015/2016 BUDGET		18 MONTHS
		BoP Budget $AUD	Actual Project to 30 June 14	Funds Available (plus GST)	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	18 Months YTD - A$
	Component 1										**Jul14-June 15**
1	TIPNG		3,639,839		-	542,400	542,400	-	271,200	-	1,356,000
2	CIMC & FSVAC		3,315,577		-	480,000	480,000	-	240,000	-	1,200,000
3	BbP		837,342		-	193,600	193,600	-	96,800	-	484,000
4	POM CM		287,026		-	137,600	137,600	-	68,800	-	344,000
5	EHFV		800,250		82,161	118,861	201,081	-	80,000	-	482,102
6	Callan		515,702		-	206,000	206,000	-	103,000	-	515,000
7	NBC		4,400,000		-	1,100,000	1,100,000	-	550,000	-	2,750,000
8	CARE ICDP		5,315,456		-	-	-	-	650,000	-	650,000
9	MISC OLD		154,101		-	-	-	-	-	-	-
	SubTotal C1	*24,621,419*	*19,265,293*	*5,356,126*	*82,161*	*2,778,461*	*2,860,681*	*-*	*2,059,800*	*-*	*7,781,102*
	Component 2										
10	Large		4,342,365		329,095	850,000	288,936	-	-	-	1,468,031
11	Medium		541,461		34,152	203,282	-	-	-	-	237,435
12	Small		4,354,628		282,573	700,000	115,425	-	-	-	1,097,998
13	Large/medium - new				-	500,000	400,000	100,000	-	-	1,000,000
14	Small - new				-	580,000	660,000	168,000	-	-	1,408,000
15	Grant Implementation Costs				95,377	170,000	180,000	204,613	240,000	100,000	989,990
16	Small new ARoB				-	95,229	422,881	812,920	168,420	550	1,500,000
	SubTotal C2	*13,709,261*	*9,238,454*	*4,470,807*	*741,197*	*3,098,511*	*2,067,242*	*1,285,533*	*408,420*	*100,550*	*7,701,453*
	Component 3										
17	PPBS				250,000	250,000	250,000	250,000	250,000	250,000	**1,500,000**
18	KLOM				-	-	-	-	-	-	**-**
19	EHP FSC				-	120,000	89,880	-	-	-	**209,880**
20	Ward Planning - new				276	-	-	-	-	-	**276**
21	Manus Support - CD				155,814	280,000	280,000	283,986	300,000	100,000	**1,399,800**
22	CARE - ARoB Com Gov				-	-	-	-	-	-	**-**
23	Reef & Rainforest Initiative				-	600,000	500,000	-	-	-	**1,100,000**
24	NMAG Support				-	200,000	200,000	-	600,000	-	**1,000,000**
	SubTotal C3	*8,222,812*	*4,533,568*	*3,689,244*	*406,090*	*1,450,000*	*1,319,880*	*533,986*	*1,150,000*	*350,000*	*5,209,956*
	Component 4										
25	PNG Electoral Commission				-	-	-	-	-	-	**-**
26	PNGADP				-	100,000	100,000	-	-	-	**200,000**
27	Motivation Aus				-	122,500	122,500	-	-	-	**245,000**
28	NBDP/NOPS				-	150,000	150,000	-	-	-	**300,000**
29	DfCD DID				17,106	30,000	24,000	24,000	24,000	15,887	**134,993**
30	NDRAC				-	40,000	40,000	-	-	-	**80,000**
31	CARE - Women in Coffee				-	-	-	-	-	-	**-**
32	Oxfam - HWHRDN				-	-	-	-	-	-	**-**
33	WB CDD - Indep Mon				-	97,500	97,500	97,500	97,500	-	**390,000**
34	Lowy Institute				-	-	-	-	-	-	**-**
35	Additional Initiative				-	100,000	-	100,000	100,000	-	**300,000**
36	Research initiative				-	-	50,000	50,000	100,000	-	**200,000**
	SubTotal C4	*8,690,879*	*5,206,963*	*3,483,916*	*17,106*	*640,000*	*584,000*	*271,500*	*321,500*	*15,887*	*1,849,993*
	Component 5										
37	CDW Accreditation				-	40,000	40,000	30,000	-	-	**110,000**
38	CDW/CDO Training/Assessment				69,696	75,000	200,000	155,304	-	-	**500,000**
39	Grant Cycle Training				62,252	170,000	170,000	97,748	-	-	**500,000**
40	CSO Financial Management				-	25,000	25,000	25,000	-	-	**75,000**
41	Misc				-	-	-	-	-	-	**-**
	SubTotal C5	*5,233,695*	*303,698*	*4,929,997*	*131,948*	*310,000*	*435,000*	*308,052*	*-*	*-*	*1,185,000*
42	**CDW Costs recoded - Adjustments Provision**		2,100,000								
43	**TOTAL GRANT/IMPLEMENTATION**	60,478,066	40,647,976	19,830,090	1,378,502	8,276,972	7,266,802	2,399,071	3,939,720	466,438	23,727,505
44	**CDW Costs recoded - Adjustments Provision**		2,100,000								
45	**TOTAL REIMBURSABLES**	33,268,482	23,798,469	9,470,013	1,192,543	1,435,170	1,445,929	1,470,413	1,466,826	1,174,876	8,185,756
46	FMF	10,953,452	7,909,319	3,044,133	409,953	511,363	472,189	472,189	472,189	472,189	2,810,072
47	**TOTAL PROJECT - A$**	104,700,000	72,355,764	32,344,236	2,980,998	10,223,504	9,184,920	4,341,674	5,878,734	2,113,502	34,723,332

Note: Discussion is currently underway with DFAT regarding the end of Program budget position.

5   Limitations

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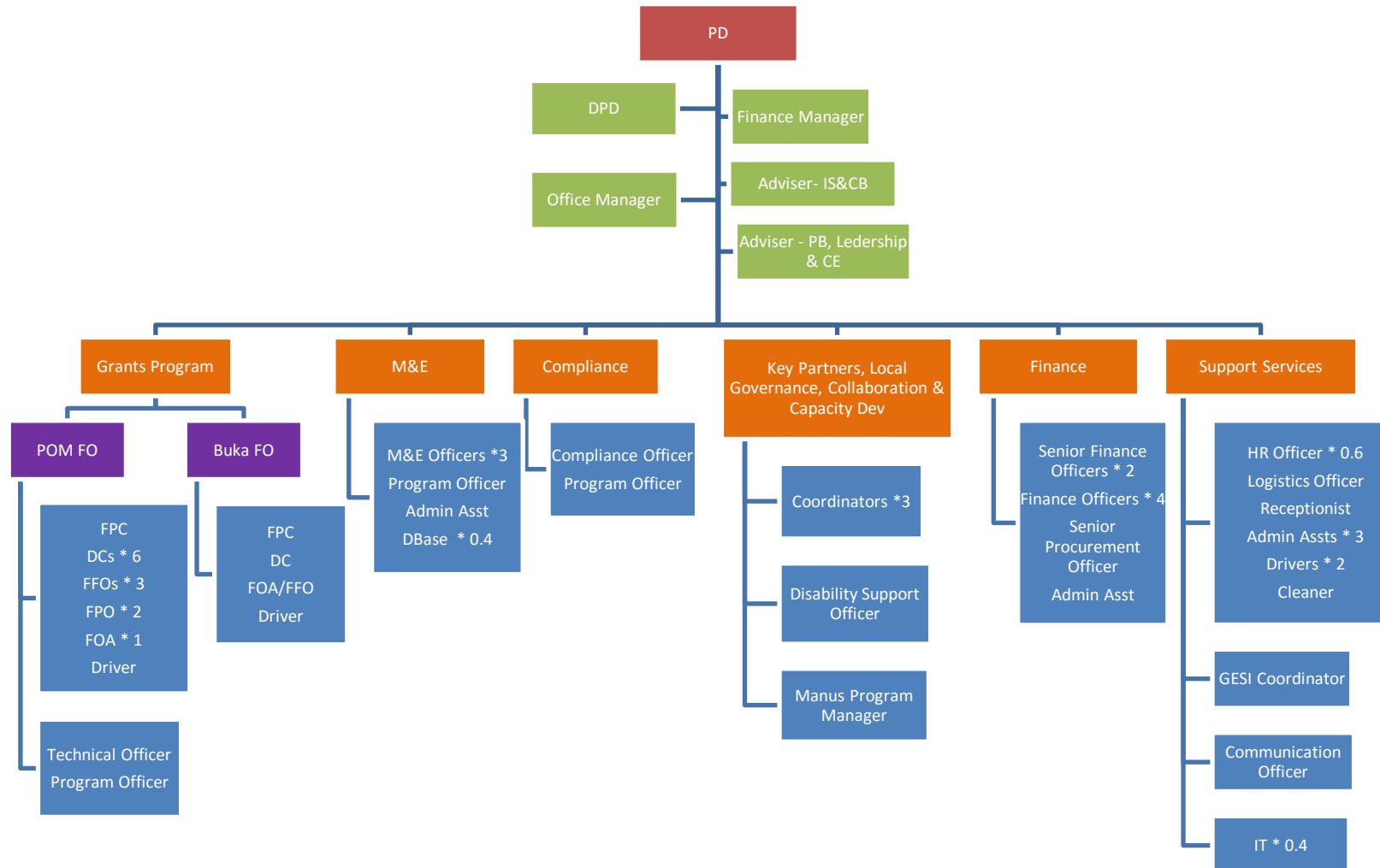
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Any estimates of potential costs which have been provided are presented as estimates only as at the date of the Report. Any cost estimates that have been provided may therefore vary from actual costs at the time of expenditure.

Appendix A   SPSN Staffing Structure

```
                          PD

        DPD          Finance Manager

                     Adviser- IS&CB

        Office Manager   Adviser - PB, Ledership
                         & CE
```

Grants Program | **M&E** | **Compliance** | **Key Partners, Local Governance, Collaboration & Capacity Dev** | **Finance** | **Support Services**

POM FO | **Buka FO**

- FPC
  DCs * 6
  FFOs * 3
  FPO * 2
  FOA * 1
  Driver

- FPC
  DC
  FOA/FFO
  Driver

M&E Officers *3
Program Officer
Admin Asst
DBase * 0.4

Compliance Officer
Program Officer

Coordinators *3

Disability Support Officer

Manus Program Manager

Senior Finance Officers * 2
Finance Officers * 4
Senior Procurement Officer
Admin Asst

HR Officer * 0.6
Logistics Officer
Receptionist
Admin Assts * 3
Drivers * 2
Cleaner

GESI Coordinator

Communication Officer

IT * 0.4

Technical Officer
Program Officer

Appendix B   Capacity Development Framework

1.   Strategic Guidelines for SPSN Capacity Development in the Extension Phase

This document outlines the strategic approach and activity parameters for the Strongim Pipol Strongim Nesen Capacity Development (CD) efforts in the program's extension phase (July 2014 to Dec 2015).

Whilst this framework is based largely on the original CD framework (2012/13/14), there are a number of necessary changes based on the following extension phase parameters and context:

- The change in government in Australia and the subsequent merging of AusAID into DFAT generated a new approach, structure and priorities for the aid program. Linked to this, realignment of funding and program activity across Australian Aid is still subject to assessment and refinement processes.
- This is turn means plans for any post SPSN program have not yet been finalised. SPSN CD inputs must be designed on a short-term basis as we cannot commit any future program to funding of any initiative or partner.
- SPSN operates with 40% less staff during the extension phase and whilst there is also a small reduction in program funding levels, in-fact program management activity is not expected to decline much in the first instance due to program change management burdens.
- This means SPSN staff members have high workloads and are challenged to take on more CD initiatives. Since the outset of SPSN, many SPSN staff have been helping to build partner capacity in areas such as project management and M&E, with learning tied to both theory and practice of the SPSN grant process. However, due to limitations in resources and capability, SPSN has been unable to support Partners address some of their wider and priority capacity development needs. These constraints continue into the extension phase.

To address these factors, major revisions to this updated Capacity Development Framework include:

- Elevating the strategy for use of registered training providers to ensure busy staff are not overburdened and that we promote local systems, outcomes, ownership and participation strategies ahead of our own. In practice this will mean the inclusion of a new approach for assessing needs and testing market interest before going to tender.
- Prioritisation of internally driven CD initiatives for improved efficiency and outcomes. This means only being the driver of training in a few areas where affirmative action is required or where we have the appropriate internal resource people and thereby the comparative advantage. Specifically critical program management skill areas like M&E training, financial management and cross cutting issues will be supported in this manner.
- New approaches for strategic positioning of the Community Development Worker (CDW) accreditation system which has been faltering recently and notably over the last ten years has remained largely coordinated and driven by SPSN and its predecessor programs.

2.   Component Capacity Development inputs in the extension phase

The table below provides the overview of Component specific CD approaches during the extension phase.

| Component	Capacity Development Expectations
Component 1: strengthened Key Partners.	1. Capacity development of organisations is core to this program and most of this is conceived, scheduled and managed by the

Component	Capacity Development Expectations
Eight Key Partners (larger organisations with service delivery and democratic governance aims and grant size is over K1 million per annum).	KP themselves using the Joint Organisational Assessment (JOA) tool to support these processes. 2. Joint Organisational Assessment review process will be implemented. 3. STA support. 4. The Capacity Building Adviser and Component 1 Coordinator offer CD advice and inputs (including bringing in other SPSN staff) to KPs as requested and approved. 5. Component 5 funds common training and capacity need solutions using registered training providers.
Component 2: Communities working together Small grants for community based organisations, Medium and Large grants for CSOs.	1. Capacity development is not necessarily the focus of grant applications. 2. Capacity development of grant cycle stakeholders in democratic governance and the various parts of the grant cycle. 3. Grantees have their own CD built into their plans for which they engage their own service providers. 4. Component 5 funds common training and capacity need solutions using registered training providers. 5. Frontline team offer CD advice and inputs to Component 2 grantees as requested and approved.
Component 3: Improved local governance Identify and model how particular development needs can be addressed through improved local governance.	1. This component involves research, design and creation of pilot activities with any Capacity Development designed as part of the ongoing process of identification of models for wider application. 2. Grantees have their own CD built into their plans for which they engage their own service providers. 3. Component 5 funds common training and capacity need solutions using registered training providers.
Component 4: Strengthened collaboration Strengthen National collaboration of stakeholders for promotion of democratic governance. Done via support for national networks to address particular issues impacting on democratic governance.	1. The focus of this component is on network strengthening. Organisations within networks may be supported if relevant through JOA support plans and reviews (e.g. PNG Assembly of Disabled Persons and the Elderly and Disability Division of DfCDR). 2. Network linkages workshops are conducted regularly and are a capacity development opportunity. 3. Grantees have their own CD built into their plans for which they engage their own service providers. 4. Component 5 funds common training and capacity need solutions using registered training providers.
Component 5: Human Capacity Development	1. This component is heavily focussed on capacity development of individuals, organisations and networks. 2. Contracting out common training and capacity services to service providers to meet partners capacity needs.

Component	Capacity Development Expectations
Individuals identified, trained, mentored, networked and supported. Also provide local institutions with grants for design and delivery of training etc to allow them to provide formal and informal training to stakeholders in democratic governance and other development subjects.	3. Limited amount of internally organised and driven training will be conducted. 4. Changes to the CDW accreditation system which support local ownership rather than being SPSN driven.
SPSN staff capacity development Develop skills of staff members to undertake SPSN duties and support their wider career development goal if relevant	1. If there are spaces in contracted out training programs these will be offered to staff as relevant and approved.

3. Indicative Component 5 Process and Program for the extension phase

Component 5 CD process – contracting out training

Most training will be contracted out due to staff having heavy workloads and the need to develop and leave behind local options to deliver training developed through SPSN. The diagram below illustrates.
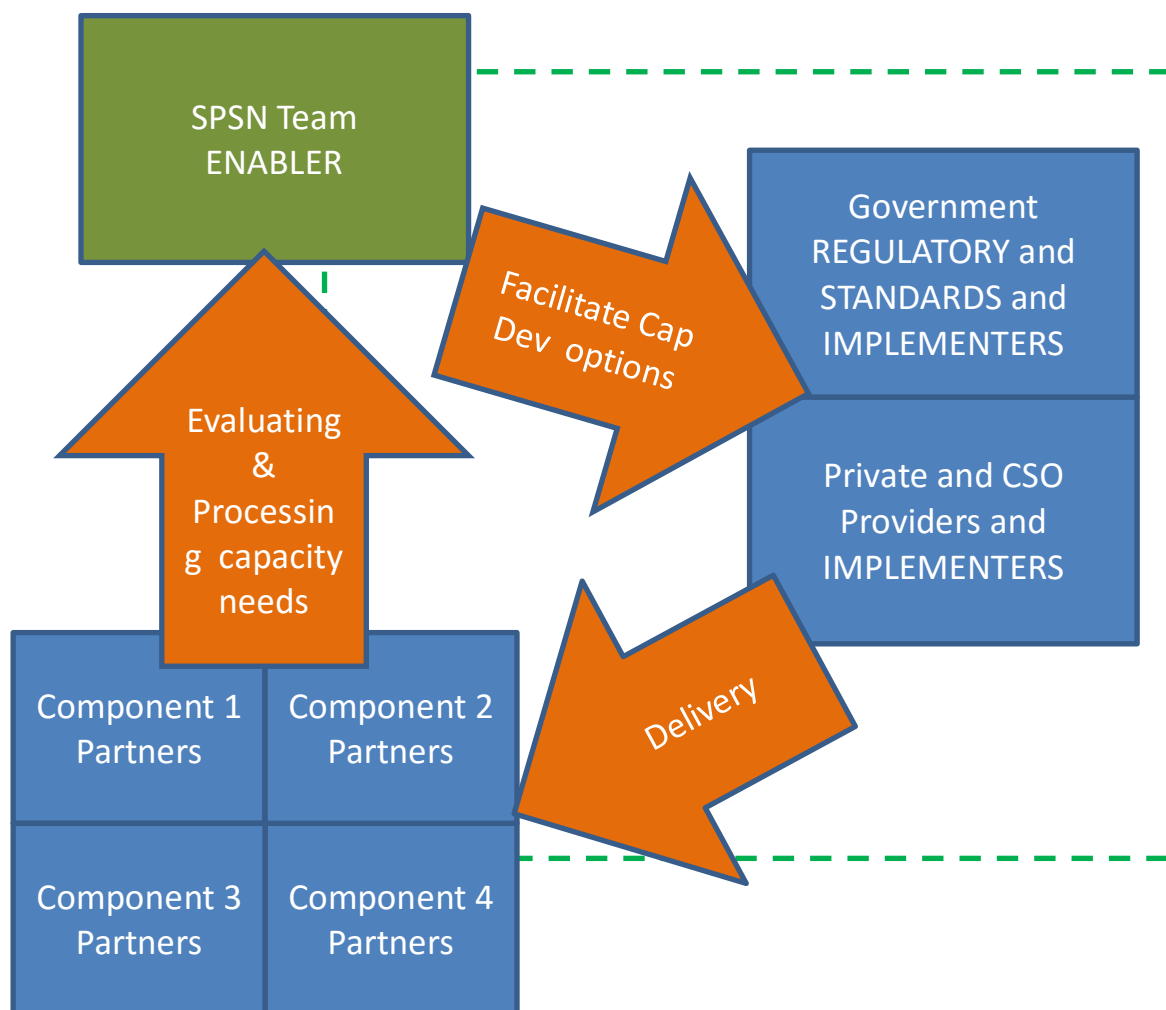
Likely training needs for support under component five

Based on the advice of component coordinators and front line team members, the following activities are suggested for funding under Component 5.

Category	Summarised Training needs	Design and Delivery Modality	Allocation
Cross cutting	• Disability Inclusivity Training • Child protection training	Internal support to partners to help them develop and trial courses / programs.	
Project skills	M&E training for CDWs and Government	Complete through use of Internal / TOT methodology.	
	M&E training for medium, large and key partners	Contract out.	
	M&E training for small grant CBOs	Use small grants process as current to build M&E knowledge.	
	Writing skills for CDWs and CSOs	Contract out.	

CSO Management	Financial sustainability follow up workshop program	STA training and mentoring.	
	Economic empowerment	Contract out.	
	Network and advocacy - communication	STA training and mentoring plus contract out training program.	
	JOA review	Partners JOA review workshops.	
CDW arrangements	Transfer materials to registered training providers	Contract out.	

4. Capacity Development M&E

All capacity development assistance progress and results will be captured through M&E tracking tools, participant assessment and activity evaluation processes. Where possible and relevant, capacity assistance initiatives will be monitored and results measured using a number of tools and approaches such as:

i.   An M&E training tracking tool within the SPSN M&E guideline which records attendance and broad details of training programs and workshops conducted or funded by SPSN,

ii.   Participants assessment methodologies which help determine whether participants learned skills or gained knowledge as a result of the SPSN Capacity Development assistance,

iii. Course or activity evaluation tool that assesses participants views on the value of and quality of arrangements for SPSN capacity development support,

iv.   Component specific monitoring and evaluation tools such as the Key Partner six monthly reporting and interview tools and the small grants review tools,

v.   SPSN database (Train track) will house information collected on some of the capacity development assessment data collected.

vi.   Training contractor reports which provide the above information.

It must also be noted that much of SPSNs capacity development support to individuals and organisations might be conducted informally through the ongoing relationship and communication with partners, as such much of the capacity development evaluation will also be undertaken through general partner feedback over time.

5. Program management

Management arrangements

Responsibilities for capacity development are described in the table below:

Position	Responsibility
Component coordinators	Identify capacity development opportunities, seek approval then coordinate their development and implementation with colleagues and partners.
CB&IS Adviser	Provide advice and inputs to design, delivery, assessment and evaluation of capacity development initiatives.
HR Team	Take responsibility for staff induction training and staff training requests and budgets.

Frontline Team	Identify opportunities, then design, deliver, assess and evaluate as required as required.
Senior Management Team	Provide approvals, advice and inputs to design, delivery, assessment and evaluation of capacity development initiatives.

6. SPSN Capacity Development instruments

Key instrument guidelines

Instrument name	Description	Location
JOA	For organisational assessment and baseline data of key partners followed by development of support plans to address capacity gaps.	Key Partner Management Framework
SPSN Induction guide	For training of new staff and current staff refresher.	SPSN Operational Handbook
SPSN staff training application forms	For staff to apply to SMT to utilise their individual training budgets.	SPSN Operational Handbook
Training data collection form	For completion as part of all SPSN funded training.	SPSN Monitoring and Evaluation Guideline
SPSN training course evaluation form	For completion at end of all SPSN funded training courses.	Grant Management Handbook
SPSN grants training materials	For training people involved in small grants programs.	SPSN Operational Handbook

These are key documents only. Each capacity development activity is also documented and files maintained.

Appendix C   Risk Management Matrix

This Risk Management Matrix (RMM) should be reviewed regularly by management and the JGC and as part of the Annual Planning process to keep the framework 'alive and current' so that it influences management decision making to establish a safe operational environment for SPSN. Regular review will allow SPSN to detect changes in the operating environment and within stakeholder attitudes.

Notes and Key:

1. Each risk has been given an identifier number.
2. **Estimated Contractor influence on ratings (C Inf.)** The ratings are:

    — (D)ominant – the Contractor has most direct control;
    — (P)artnership – the Contractor is a voice in a committee; and
    — (S)light – the Contractor can recommend, but others decide.

3. Risk rating is **before** and **after** implementing mitigation strategies
4. **Risk Ratings**

    — **P**=**Probability** (1=Rare, 2=Unlikely, 3=Possible, 4=Likely, 5=Almost Certain)
    — **C**=**Consequence** if the risk eventuates (1=Negligible, 2=Minor, 3=Moderate, 4=Major, 5=Severe)
    — **R**=**Risk Level** – the sum of **P** and **C** (10=Extreme, 2=Very Low)

(Identifier Number) Potential Risk	C Inf.	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
			P	C	R		P	C	R
1. Contextual setting risks									
1.1 Cooling or breakdown in bilateral relations effect the delivery of the AID program.	S	Difficult for SPSN to engage with GoPNG stakeholders resulting in confusion, delays and loss of momentum at the grant/implementation and strategic levels.	5	5	10	Ensure SPSN is managed by staff who can maintain strong relationships with GoPNG. Support selection of active and strong JGC capable of pro-active engagement with key GoPNG agencies. Prioritise SPSN activities to support GoPNG to lead DG strategies. Decentralise GoPNG decision making involvement to Provincial Administrations and Local Grant Committees (LGC) to establish local control.	2	4	6

(Identifier Number) Potential Risk	C Inf.	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
			P	C	R		P	C	R
1.2 Political concern arising in PNG amongst government and community due to the sensitivity of Australia's role in promoting 'democratic governance'.	P	As non-state actors and communities become more confident and capable, increased public debate and criticism (including of the PNG and Australian governments) may occur, potentially resulting in some backlash.	4	4	8	Ensure PNG democratic governance remains the domain of PNG. Facilitate local ownership of SPSN such as through the JGC, NGC and LGCs. Health and Education results will make stakeholders supportive, while DG lives in the process of service delivery, which in practice makes its much less confrontational.	2	2	4
1.3 DFAT and GoPNG expectations of impact, change and contribution to key strategies such as the Vision 2050 and Democratic Governance Strategy, and reporting of contributions, may exceed what is realistic to expect over the lifespan of the program.	P	The significant change required in knowledge, attitudes, beliefs and practices across a wide spectrum of organisations, individuals and communities are not commonly agreed, understood or recognised. In addition since start-up DFAT has orientated SPSN to heath and education service delivery priorities.	5	4	9	Ensure Theory of Change and Program Logic are pitched at a realistic level. Set realistic targets clearly through the Annual Plans; use Output Planning to deliver targets; use six monthly reports and a scheduled media strategy to deliver useful case studies and service delivery stories and results data. Use all communication to reinforce same expectations.	4	3	7
1.4 The role of the Australian Government in sensitive areas such as the Detention Centre on Manus and the Panguna Mine on Bougainville may affect some of the SPSN project located in these areas.	S	The Panguna Peace Building Project in ARoB and the Manus Support – Community Development Project in Manus work closely with the local administrations and any political differences between the Goa and GoPNG may affect these projects.	4	4	8	Ensure that the SPSN staff remain in close contact with the local administration and build the understanding that these projects are for the benefit of the inhabitants of both provinces and that they are jointly implemented by SPSN and the local authorities.	3	2	5
1.5 The social/ economic/ political effects of the PNG LNG project.	S	The LNG project and the start of the flow of benefits are causing increases in the cost of living for residents and the costs of materials and equipment.	5	3	8	Having competitive salaries in place will mitigate against the rising costs of living. Ensuring that grant budgets are done with the latest costs and that procurement is done quickly will reduce the effects of cost increases.	4	2	6

(Identifier Number) Potential Risk	C Inf.	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
			P	C	R		P	C	R
1.6 In promoting Cross-Cutting Issues (CCIs) there will be unrealistic expectations in what can be achieved or how hard it is to convert externally documented strategies from an aspiration to an actual position that achieves real SPSN outcomes.	P	Overcoming staff and stakeholder inertia in regard to achieving real traction and CCI advancement is created only through real behaviour change. Without this behaviour change achievements are often 'overstated' or more 'output' based – i.e. an Adviser; a report; a policy etc.	5	5	10	CCIs to be approached in a results framework manner with priorities, resources, outputs and outcomes fully assessed and directions realigned annually as part of the annual plan. Each year for each CCI, SPSN will identify deliberate, relevant, achievable and measurable 'steps' to take towards actualisation of behaviour change.	2	3	5
1.7 In addressing gender equality and other social exclusion (HIV and AIDS, disabilities, etc) through consideration of CCIs there may be resistance and backlash against women and the socially excluded.	P	Recognising there is already stigma and backlash against the socially excluded and women, SPSN could exacerbate any non-inclusion and threat further through their exposure.	4	5	9	Addressed through a Gender Equality and Social Inclusion Framework, stakeholders are driving programs and initiatives, SPSN is supporting strategically. We do place a strong emphasis on equal opportunity, recruitment targeting 51% women in the SPSN team and welcoming people who could be categorised as socially excluded into the staff.	3	4	7
1.8 The PNG Games and Pacific Games might slow activity implementation as government and civil society resources are directed elsewhere.	S	As the Community Development Division in each province is responsible for organising the games, their staff might not be available to do the monitoring and support for SPSN projects. Also if the capital project for the pacific games exceed budget, this may result in funds being withdrawn from budget lines at provincial and national levels.	4	4	8	SPSN is working with the Community Development divisions in each province to gauge the involvement and work on a schedule for monitoring that fits with the timetables and uses CDWs alone where necessary. SPSN is also encouraging partners to negotiate minimal disruptions to program activities.	3	3	6
1.9 Development assistance provided to sectoral projects enables the government to move funds allocated in previous times to other areas.	S	As SPSN has funded projects in the disability sector, GoPNG funds that in the past had been given to support the core costs of disability organisations and activities have been reduced.	5	5	10	The Disability Sector organisations are discussing requesting SPSN management and DFAT to support higher level talks with government and the respective departments, including the Department of Health and DfCDR, to come to some agreement and understanding on funding for the disability sector.	3	3	6
2. Leadership and Strategic Direction Risks									

(Identifier Number) Potential Risk	C Inf.	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
			P	C	R		P	C	R
2.1 SPSN and the DFAT Democratic Governance Unit's (DGU) agreed "one team approach" requires consultation, causing potential delays and 'tension' between SPSN and DGU.	P	In regards to planning and timeliness this may lead to uncertainties and delays with SPSN planning and execution. It may also lead to questions of 'legitimacy' addressed in the next risk.	5	3	8	DGU, SPSN and URS have committed to a 'One Team' approach. A 'One Team' approach must be deliberately recognised, supported and fostered by all. This relationship is already strong and must be reinforced wherever possible with more effective communication, to ensure a shared understanding of SPSN. A genuine 'One Team' approach reinforced by 'clarity and confirmation' of information, approaches and targets will provide certainty and direction to offset any inevitable 'tension' and minimise delays.	4	1	5
2.2 Weak JGC leadership and coordination by GoPNG agencies (DFCDR, DPLGA, DNPM) and DFAT may isolate SPSN, weakening strategic directions and support.	P	The legitimacy of SPSN support is compromised due to weak JGC membership and a lack of GoPNG ownership and coordination. If SPSN activities work in isolation, without GoPNG direction and endorsement, SPSN cannot deliver fully or drive GoPNG and DFAT Program cohesion leading to greater achievements.	5	4	9	SPSN, DFAT and GoPNG have selected strong JGC membership committed to democratic governance and SPSN. The Program Director maintains strong relationships with members. The decentralisation of decision making and control down to LGCs has significantly embedded 'legitimacy' within SPSN.	2	3	5
2.3 Multiple governance bodies (such as JGC, NGC, and LGCs) lead to unclear, unwieldy, or untimely decision-making in respect of SPSN roll out.	P	Confusion between members of the different groups of their roles and responsibilities leads to confused direction within SPSN, delays in approvals at the appropriate level and dissatisfaction by members of the bodies as they feel that their inputs are not valued and they resign or just do not attend or participate in meetings.	4	5	9	SPSN will ensure that each body has clear guidelines and that members are fully aware of their responsibilities as a member of that body. SPSN will also clearly brief members of all bodies of the roles of DFAT, SPSN and all the other bodies established under SPSN.	2	2	4
2.4 LGCs may make decisions to fund projects reflecting personal bias rather than objective decisions.	S	SPSN has established a governance structure and it must allow the LGCs to make decisions and to be accountable for those decisions. If SPSN takes too strong a role in the LGCs, LGC members may question their role and relevance and resign (Risk 2.3). SPSN can offer guidance and support to LGCs but decisions must be the responsibility of the LGCs.	4	5	9	LGCs have all received an induction that discussed the terms of reference, Code of Conduct, Conflict of Interest and fraud issues. Membership of LGCs comprises a range of government representatives and civil society representatives. SPSN also maintains regular communication with the LGCs usually through the provincial Community Development Advisers who are members and usually the secretariat for the LGCs.	3	3	6

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			P	C	R		P	C	R
3. Program Planning and Implementation Risks									
3.1 The focus for the aid program (health, education) and SPSN's contribution to these outcomes causes confusion regarding SPSN's objectives and the level of support for democratic governance.	D	A focus on the priority areas with little or no regard for the promoting or pursuing of democratic governance may give us outputs and outcomes in these areas but may not provide us with the sustained improvements to maintain these outcomes or to achieve the main goal of SPSN which seeks to enable civil society (together with the state and others) to meet the needs of the people of PNG.	5	5	10	Clear information from SPSN that it is primarily a democratic governance program and has a focus on the priority areas of health, education, disability and gender. Then while our projects focus on these priority areas, we still ensure that the principles of democratic governance are incorporated and mainstreamed into the implementation of all SPSN projects. SPSN will ensure that all staff and Community Development Workers (CDW) and partners understand this and that the outcome of each project is assessed not just against its priority area outcomes but also against democratic governance outcomes.	2	2	4
3.2 Health and Safety threats are real, diverse and SPSN staff are likely to be exposed to them as the Program is implemented.	D	Injury, loss of life, exposure to fear, violence and unwelcome behaviour distracts and removes human resources of SPSN to deliver the Program.	5	5	10	SPSN ensures the use of an up-to-date risk management matrix and that staff 'live' the realities of risk management to ensure a safe working environment. This RMM is reinforced as standing agenda Point 1 in every SPSN meeting and every manager is responsible for ensuring a 'safety culture' where team members rigorously report any near miss or incident so lessons can quickly be learned and shared.	2	2	4
3.3 Failure to ensure the most effective team structure is filled and constantly maintained with quality staff – 'the right people'	D	SPSN is complex and requires specifically skilled people to deliver quality at implementation.	3	5	8	SPSN has adjusted its structure in the Extension and is using a more centralised model where it can support staff to provide effective support to partners to successfully complete projects to ensure quality at implementation which in turn assures development effectiveness.	2	2	4
3.4 Some areas perform well in developing community projects and demand for funds is higher compared to poorer performing areas.	D	Any additional support to well performing areas amounts to unequal access to support from poor areas and does not promote their inclusion and development. Non-inclusion may drive frustration and resentment, including from political members and local government.	3	4	7	Decentralisation and geographical strategy have introduced Provincial quotas. This places the decision making locally and SPSN must orientate itself to ensure equity exists as much as possible through limited grants.	2	3	5

(Identifier Number) Potential Risk	C Inf.	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
			P	C	R		P	C	R
3.5 Potential groups and institutions in PNG that could support the personnel development agenda for community development and democratic governance, lack capacity.	D	Support needs cannot be provided to local and regional capacity building service providers to succeed and grow. Without this involvement the sustainability of SPSN will fail.	4	4	8	Facilitate early service provider support and involvement in SPSN to available capacity building institutions and training providers. Facilitate partnering between PNG institutions, service providers and agencies; for example outsourcing training needs of staff, CDWs and stakeholders immediately develops service provider capacity development capability.	2	2	4
3.6 Very high proportion of infrastructure grant projects (including water supply) require detailed design and material reviews.	D	The need to conduct a technical review of many of the grant projects has delayed procurement and therefore delayed implementation and this has caused dissatisfaction with some grantees.	4	4	8	SPSN has recruited additional specialist Technical Officers who work on tasking notes for specific duties associated with grants. This has worked well and continues to be a cost-effective way to support grantees.	3	2	5
3.7 Loss of CDW personnel to other employers.	D	As CDWs move away from ad hoc work and seek full time employment, SPSN then loses its experienced CDWs and spends more time and resources to train and skill them to conduct the required duties.	4	4	8	SPSN continues to use CDWs and in the extension, has changed the role of the Development Coordinators to rely more on CDW inputs and this translates into more work each month for the active CDWs. SPSN has also actively built the capacity of government Community Development officers and these officers are taking more active roles in many locations.	3	2	5
4. Service Support Delivery (Function and Finance) Risks									
4.1 Fraud. The potential for fraud in PNG and especially within a grants program is high.	D	Fraud leads to actual loss or abuse of Commonwealth supplied funds and or assets and undermines any improved 'Governance' success attributed to SPSN. If unchecked this will lead to suspension of the Program.	5	5	10	SPSN enforces a zero-tolerance to Fraud and promotes this amongst all stakeholders. A comprehensive Anti-Corruption Matrix and Fraud Investigation Flow-Chart have been institutionalised with DFAT Audit approval to provide clear and precise anti-corruption policy and process integrated into the Quality Management System (QMS). Compliance with the QMS using competent people and rigour to protect and develop partners, will deliver quality outcomes.	2	2	4

(Identifier Number) Potential Risk	C Inf.	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
			P	C	R		P	C	R
4.2 Suppliers are prone to abuse SPSN or are financially insecure and fail to deliver goods and services.	D	The highest financial risks are associated with Procurement and can lead to 'spikes' in Fraud. Even one fraudulent transaction could place DFAT under immediate Ministerial scrutiny, and put both SPSN and URS at risk.	5	3	8	SPSN uses a preferred suppliers directory for all goods and services so that exposure to supplier abuse or failure is minimised and can be managed. Split payment systems are used to minimise exposure.	2	2	4
4.3 Complexity and size places undue pressure on implementation staff and partners.	D	SPSN staff get lost in the fog of activities and become overwhelmed not focusing upon key deliverables, relationships, strategy and learning.	5	4	9	Participatory Annual Planning will deliver Field Office Operational Plans and individual Output Plans to ensure key deliverables through scheduled planning and coordination process. SPSN also commits to maintaining quality of process delivery by ensuring technical competency of frontline team.	2	3	5
4.4 Key Partners become dependent on donor support for core functions.	P	Key Partners fail to drive democratic reform and become dependent on donor funds.	3	3	6	SPSN will support the organisation as per its agreed Annual Operating Plan and avoid exploiting unsustainable absorptive capacity growth.	2	2	4
4.5 Stiff competition in supplier market for construction materials, resulting in additional logistics cost.	S	Many procurement orders involve backorders, which incur additional transport costs.	4	4	8	SPSN has tried to ensure that purchases are made from suppliers who have the full stock on hand or they wait until the full shipment is complete and then organise the transport.	3	3	6
5. Participatory Learning and Sharing Risks									
5.1 Other DFAT programs and projects do not embrace common approaches developed with SPSN for community engagement and continue to 'stand alone'.	P	ODA continues to be delivered as 'more of the same' and does not respect or create opportunity for GoPNG to take ownership. GoPNG can only direct ODA and sector support if DFAT supports and allows coordination, synergy and the promotion of greater and joint inter-program achievements.	4	4	8	Cohesion is a necessity, not an option. Facilitate understanding of SPSN using the Program Logic and Annual Planning process and reporting of delivery and delivery process. SPSN Senior Management Team will create the space to pro-actively build support and even facilitate the development of a joint inter-program work plan, SPSN is well positioned to do this.	2	3	5
5.2 Little meaningful engagement with the private sector.	D	Loss of opportunity to maximise exposure and implement DG strategy.	4	4	8	SPSN to maintain membership of various working groups, chambers or communities of practice and ensure regular contact with private sector organisations working in community development.	2	2	4

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5.3 Variable quality of progress reporting.	D	If partner organisations do not report on outputs and outcomes then SPSN cannot share the lessons learned with other partners and tell the story of achievement.	4	4	8	SPSN has worked with its bigger partners to build reporting capacity based on sound M&E systems. Making tranche payments based on receipt of quality reports will improve overall reporting.	2	2	4
6. Managing Contractor Specific Risks									
6.1 Poor quality management reduces effective delivery	D	Poor managers directly correlate to poor organising, planning and coordination of delivery. This will mean a waste of GoA investment on SPSN.	4	5	9	Recruit and support proven effective managers. Continually enforce Output Planning and hold people accountable. Ensure all poor performances are immediately addressed. Use the Adviser and Staff Performance Reviews to confirm poor management and actively deal with it. This will build a culture of strong management and delivery.	2	2	4
6.2 URS carries all risks associated with Unconditional Financial Undertakings, FOREX fluctuations and non-performance (regardless of whether adequately resourced).	P	Ultimately any SPSN failure or risk realisation will be transferred to URS.	3	5	8	It is essential that the Corporate Representative and Project Manager maintain open, clear and continuous communications with DFAT DGU, Contracts and Audit at all times to ensure risk is fully understood by all parties and amelioration is correctly resourced.	3	2	5
6.3 Increasing Fraud risk exposure and accountability is currently being imposed on all Managing Contractors by DFAT.	D	Any Fraud is potentially the full responsibility of URS and repayment to DFAT of any abused Commonwealth funds or assets if improperly managed should be expected. Thus URS is fully responsible for any actions or incompetence delivered by staff or sub-contractors.	3	5	8	URS must keep SPSN Managers and Staff (employees or sub-contractors) fully aware of their responsibilities and the conditions imposed upon them by the Code of Conduct (CoC), Conflict of Interest (CoI) and Foreign Corrupt Practices Act (FCPA); everyone has responsibilities and is accountable for their actions and Commonwealth funds and assets. It is essential that the Corporate Representative and Project Manager maintain open, clear and continuous communications with DFAT DGU, Contracts and Audit at all times to ensure risk is fully understood by all parties and amelioration is correctly resourced.	3	2	5