



**Project Midterm Review  
Report: Assessing  
Outcomes of Oxfam in  
Pacific's Active Citizen  
Fostering Government  
Accountability Pilot  
Project in Goroka District,  
Papua New Guinea**

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## Table of Contents

Content Page	1
Abstract	2
Acknowledgment	3
Acronyms	4
Glossary	5
Introduction	7
Project Context	9
Overview of Goroka District, a Pilot in Papua New Guinea	9
Socio-Economic & Political Context	9
Key Governance and Social Accountability Challenges in Goroka District	17
Project Overview	21
Background of the Project	21
Theory of Change of Oxfam’s Governance Project in Goroka District	22
Review Methodology	23
Terms of Reference for the Midterm Review for the Project	24
Midterm Review Assessment of Four Project Outcomes	24
Data Collection and Analysis Techniques Used	25
List of Secondary Sources of Information for the MTR from Desk Review	29
Assumptions and Constraints of the Project	38
Assumptions of MTR of Oxfam’s ACFGAP	38
Limitations/Constraints of the MTR of Oxfam’s ACFGAP	40
Key Findings	43
Evaluation of Project Outcomes	43
Evaluation findings and progress assessment of Outcome 1 – 4	44
Challenges in Achieving Project Outcomes	73
External Challenges in Achieving Project Outcomes	73
Internal Project Factors/Challenges in Achieving Project Outcomes	74
Recommendations for Project Redesign	76
Recommendations for Mitigating Institutional Weaknesses	77
Recommendations for Mitigating Challenges of Project Implementation of the Project	82
Conclusion	86
Appendices	
References	129

## **ABSTRACT**

Papua New Guinea (PNG) is facing significant challenges with poverty and inequality, largely due to widespread corruption. Corruption has infiltrated all sectors of PNG society, including politics, business, and public services. This has resulted in a low ranking on Transparency International's Corruption Perceptions Index and has undermined the principles of good governance. Weak institutional frameworks, a lack of transparency and accountability, political interference, and limited resources further compound the governance issues in PNG.

One specific case that highlights the impact of corruption is in Goroka, where public funds have been misused for personal gain. The lack of accountability for corrupt officials and limited access to information on governance mechanisms worsen the difficulties faced by PNG. Citizens often feel disempowered and lose trust in their government institutions. Furthermore, the inadequate access to essential services such as healthcare and education hampers the social development and economic opportunities of the people.

To address these challenges, prioritizing governance and social accountability is crucial. The Good Governance and Social Accountability Project (GSAP), implemented by Oxfam in Pacific (OIP) with support from the Australian NGO Cooperation Program (ANCP), aims to strengthen governance and accountability in PNG. It focuses on the Goroka District in the Eastern Highlands province, working towards improvements in public financial management, service delivery, social accountability, and governance practices. The project seeks to raise awareness about existing legislation, enhance budget planning and revenue collection, improve access to essential services, promote citizen participation, and strengthen civil society organizations. Ultimately, the initiative aims to establish a transparent and accountable government that serves its citizens effectively.

A Midterm Review was conducted to evaluate the project's progress and identify areas for adaptation during the remaining project duration. The review revealed that the project faced unforeseen events, resulting in a three-year loss in the implementation period and significantly impacting the achievement of desired outcomes. The evaluation aimed to measure the project's outcomes, including changes in community engagement and government responsiveness. However, it encountered challenges due to the absence of crucial information necessary for an effective process evaluation, which was attributed to staff turnover and data migration issues.

Despite these challenges, the evaluation utilized a framework to assess the project's effectiveness, efficiency, relevance, and sustainability. It scrutinized the project's design, logical framework, theory of change, and implementation plans. Although the evaluation intended to blend outcomes and process evaluation, the absence of essential documents, such as the logical framework, posed obstacles to the evaluation process.

In conclusion, the Midterm Review offered recommendations for future project implementation based on identified strengths and areas requiring adaptation. It highlighted project learnings, successful strategies, challenges, and lessons learned in achieving impact. Overall, the review served as a reporting and information mechanism for the project's major donor, the Department of Foreign Affairs and Trade (DFAT), and allowed OIP to review and refine its approaches and strategies to achieve the project's intended outcomes.

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## ACRONYMS

Acronym	Expansion of Acronym
<b>AIP PNG</b>	Aid Investment Plan Papua New Guinea
<b>ANCP</b>	Australian NGO Cooperation Program
<b>CEO</b>	Chief Executive Officer
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination Against Women
<b>CoW</b>	Council of Women
<b>CRC</b>	Convention on the Rights of the Child
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities
<b>DDA</b>	District Development Authority
<b>DFAT</b>	Department of Foreign Affairs and Trade Australia. Also known as Home Affairs
<b>DSIP</b>	District Service Implementation Plan
<b>EOI</b>	Expression of Interest
<b>EHP</b>	Eastern Highlands Province of PNG
<b>GBV</b>	Gender-based Violence
<b>GDA</b>	Goroka District Administration
<b>GEDSI</b>	Gender Equality, Disability and Social Inclusion
<b>GLLG</b>	Gahuku Local Level Government
<b>GULLG</b>	Goroka Urban Local Level Government
<b>GSAP</b>	Good Governance & Social Accountability Project
<b>GoPNG</b>	Government of Papua New Guinea
<b>LLG</b>	Local Level Government
<b>MDGs</b>	Millenium Development Goals
<b>MLLG</b>	Mimamalo Local Level Government
<b>MP</b>	Member of Parliament
<b>MPA</b>	Member of the Provincial Assembly
<b>MTR</b>	Midterm Review
<b>NGE</b>	National General Elections
<b>NGO</b>	Non-Government Organisation
<b>OIA</b>	Oxfam in Australia
<b>OIP</b>	Oxfam in Pacific
<b>OIA</b>	Oxfam in Australia
<b>OIP ACFGAP</b>	Oxfam in Pacific's Active Citizen Fostering Government Accountability project
<b>OLPLLG</b>	Organic Law on Provincial and Local Level Governments
<b>OPM</b>	Oxford Policy Management
<b>PCoW</b>	Provincial Council of Women
<b>PEA</b>	Political and Economic Analysis
<b>PGAP</b>	PNG–Australia Governance Partnership
<b>PGK</b>	Papua New Guinea Kina

<b>PNG</b>	Papua New Guinea
<b>PSIP</b>	Provincial Service Implementation Plan
<b>PDPO</b>	Provincial Disable Persons Organization
<b>PWD</b>	People with Disability
<b>PNG</b>	Papua New Guinea
<b>QTAG</b>	Quality and Technical Assurance Group
<b>SDG</b>	Sustainable Development Goals
<b>SARV</b>	Sorcery and Witchcraft Accusation Related Violence
<b>UNDP</b>	United Nations Development Program
<b>WDC</b>	Ward Development Committees
<b>WHP</b>	Western Highlands Province of Papua New Guinea
<b>WDDA</b>	Wabag Development Authority
<b>WDP</b>	Ward Development Plan
<b>WSIP</b>	Ward Service Implementation Plan

## GLOSSARY

Word/Term	Definition
<b>Bloc Voter</b>	Bloc voter refers to an individual or a group of voters who unite together to vote as a collective unit. This phenomenon typically occurs when a particular organization, clan, or interest group exerts influence over its members to vote for a specific candidate or political party. These bloc voters often share common interests, affiliations, or objectives, and they strategically align their voting choices to advance their collective agenda.
<b>Community</b>	The village or the suburb where the data was collected in a given ward
<b>District</b>	An administrative division within the country's political structure. It is a subnational level of government that represents a specific geographic area. A district in Papua New Guinea typically encompasses multiple LLGAs and is headed by a district C.E.O District in this content means Goroka District.
<b>District Administrator/CEO</b>	A government official responsible for overseeing various administrative and development functions within the district. The primary role of a district administration is to implement government policies and programs at the local level. This includes ensuring the delivery of basic services, such as health care, education, infrastructure development, and law enforcement, to the communities within the district. The District Administrator is the CEO of the DDA
<b>District Development Authority</b>	An important institution in Papua New Guinea's governance structure. It is a local-level government body responsible for overseeing development activities and service delivery at the district level. The objective of the DDA is to facilitate and coordinate development efforts within the district, ensuring effective governance and improved living conditions for the local population. The DDA is governed by the DDA Act of PNG, the legislation that establishes the legal framework and guidelines for the functioning of DDAs. The act outlines the objectives, structure, powers, and functions of the DDAs, as well as their relationship with other levels of government.
<b>Hybrid Livelihood</b>	A type of livelihood that combines two or more sources of income or employment,

	similar to the concept of hybrid livelihood in general. This can include both traditional and non-traditional forms of work, such as subsistence farming and part-time wage employment, or small business ownership and online freelancing. People grow crops for their own consumption to survive but at the same time grow crops to sell to earn income including the surplus as well as selling non-agricultural products to earn income. The goal of hybrid livelihood in Papua New Guinea is to diversify income streams and mitigate risk, while also providing individuals with greater flexibility and autonomy in their work lives.
<b>Ibid</b>	An abbreviation derived from the Latin word "ibidem," which means "in the same place." In referencing, "ibid" is used to indicate that the source cited is the same as the one referenced immediately before it. It is often used to avoid repeating the full citation when referring to consecutive sources from the same author and work.
<b>Kleptocratic</b>	A system or government characterized by corruption and the use of power to exploit and steal public resources or funds for personal gain.
<b>Local Level Government</b>	The governance structures and processes at the community level. It is responsible for the delivery of basic services such as health, education, and sanitation to the local population.
<b>Member of the Provincial Assembly</b>	Presidents of the LLG who are members of the Provincial Assembly with the Governor of the Province. They are usually a Ward Member.
<b>PNG Kina</b>	PNG's local currency
<b>Project</b>	Refers to Oxfam in Pacific's Active Citizen Fostering Government Accountability project. This also referred to OIP GSAP locally known as Good Governance and Social Accountability Project (GGSAP).
<b>Public Goods</b>	Public goods in Papua New Guinea are goods or services that are available to all citizens and provided by the government. They are essential for promoting social equity, development, and improving the overall well-being of the population. Examples include infrastructure (such as roads and public transportation), healthcare, education, public safety, environmental conservation, public utilities, and public information and communication services. These goods benefit the entire population and play a crucial role in ensuring a fair and prosperous society.
<b>Thievocratic</b>	A system or government characterized by corruption, unfair practices, and authoritarian rule.
<b>Wantok System</b>	A traditional system of reciprocal obligations and social relationships based on kinship ties. It entails mutual support and assistance among individuals who share common ancestry or geographic origins.
<b>Wantok</b>	A person who speaks the same language or belongs to the same cultural group. Wantoks are considered as extended family members and are expected to provide support, assistance, and protection to one another.
<b>Ward</b>	The LLG administrative unit that is part of the country's decentralized governance structure. It is the lowest level of government in Papua New Guinea and serves as a basic administrative division within a LLG area. A ward typically represents a specific geographic area or community within a LLG. It is headed by an elected ward member who represents the interests and concerns of the community at the local government level.

# 1 - Introduction

## OVERVIEW, PROBLEM STATEMENT & RELEVANCE OF OIP'S ACFGAP IN PNG

Oxfam in the Pacific's Governance and Social Accountability Pilot Project in Goroka District, Papua New Guinea (PNG), is an initiative that aims to tackle the persistent challenges of **injustice** and **poverty** in the country, which are **exacerbated by corruption**. Despite gaining independence from the Australian Government in 1975, PNG continues to grapple with these issues, as indicated by its low ranking of 130 out of 180 on Transparency International's Corruption Perception Index for 2022, scoring only 30 out of 100.<sup>1</sup> This alarming ranking highlights the ongoing battle against **public sector corruption** in the country.

The Global Corruption Barometer also sheds light on the prevalent corrupt practices, such as bribery, within various sectors, including the government, judiciary, police, and public service. These corrupt practices hinder the effective delivery of essential services and erode public trust in the government. Furthermore, the Universal Periodic Review (UPR) 2021 report on PNG highlights several key points that require urgent attention. These include challenges faced by women and girls related to gender-based violence and discrimination, despite Papua New Guinea ratifying the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).<sup>2</sup> The full implementation of the Family Protection Act 2013 and the Family and Sexual Violence Strategy is crucial to address these challenges and protect women's rights.

Moreover, people with disabilities (PWDs) face barriers in accessing education, employment, and public services, highlighting the need for inclusive policies and support. The UPR report also recognizes inadequate protection of children's rights in Papua New Guinea, including a low minimum age of criminal responsibility and limited access to healthcare and education. These circumstances call for **decisive action against corruption to promote sustainable development, social justice, and equal opportunities, necessitating comprehensive reforms, increased transparency, and enhanced governance systems**.

In response to these significant challenges, Oxfam in the Pacific has launched the Active Citizens Fostering Government Accountability Project (ACFGAP), also known as the Good Governance and Social Accountability Project (GGSAP), as a pilot initiative in the Goroka District of Eastern Highlands Province (EHP), PNG. Recognizing the critical importance of governance and social accountability in combating injustice and poverty fueled by corruption, this project aims to ensure **transparent, responsive, and accountable government authorities** for all citizens, with particular attention given to women, youth, and people with disabilities in the Goroka District.

<sup>1</sup> Transparency International. "PNG Country Data: Corruption Perception Index & Global Corruption Barometre." Transparency International Papua New Guinea, 2 July 2023, <https://www.transparency.org/en/countries/papua-new-guinea>

<sup>2</sup> Human Rights Watch. "Submission for the Universal Periodic Review: Papua New Guinea." Human Rights Watch, 31 Mar. 2021, <https://www.hrw.org/news/2021/04/01/submission-universal-periodic-review-papua-new-guinea>. Accessed 13 June 2023



The relevance and necessity of Oxfam's ACFGAP in Papua New Guinea are reinforced by a speech made by John Ma'o Kali CMG OBE, PNG's High Commissioner to Australia, during the February 2020 Australasian AID Conference. Commissioner Kali highlighted the need **to strengthen governance systems in PNG** and cautioned against relying on parallel systems that might weaken local systems further.<sup>3</sup> He emphasized the importance of supporting good governance initiatives like what Oxfam's ACFGAP is currently implementing in the Goroka District.

Oxfam's ACFGAP primarily focuses on promoting active citizenship and fostering government accountability by empowering individuals and communities to actively participate in decision-making processes. Through strategic partnerships with the Goroka District Development Authority (DDA) and its three Local Level Government constituencies (LLG), the **project aims to enhance local planning and service delivery processes**, bridging the gap between communities and the government to promote effective and inclusive development.

Additionally, Oxfam's ACFGAP aims to **inform and empower citizens**, closing the information gap between government representatives and citizens while promoting good governance practices. The project also facilitates dialogue opportunities and creates inclusive spaces for engagement, fostering collaboration and joint decision-making among stakeholders, strengthening relationships, and encouraging shared responsibility for accountable governance.

It is worth noting the clear alignment between Oxfam's ACFGAP, PNG's development priorities, and global initiatives such as the United Nations Development Program (UNDP) in PNG (2018-2022).<sup>4</sup> Oxfam's ACFGAP's collaborations with organizations supported by UNDP, particularly UN Women, enhance efforts to promote democratic processes, facilitate the effective participation of women and people with disabilities in leadership and politics, and foster peace-building in PNG. Collectively, these initiatives aim to improve governance, address social issues, and promote inclusive development, providing potential partnerships to implement ACFGAP.

In conclusion, Oxfam's ACFGAP in Papua New Guinea is an essential initiative that tackles the pressing challenges of injustice and poverty caused by corruption. Through its focus on promoting active citizenship, fostering government accountability, and enhancing collaboration between communities and the government, the project plays a significant role in advancing a more just and equitable society in Papua New Guinea. The alignment of ACFGAP with Papua New Guinea's development priorities, the Sustainable Development Goals (SDGs), and partnerships with international organizations underscores the project's relevance and emphasizes its importance within the current context of Papua New Guinea.

<sup>3</sup> Kali, John Ma'o. "Australian aid to PNG: transparency, accountability and the partnership environment – Part 2." Devpolicy Blog, Development Policy Centre, Crawford School of Public Policy, College of Asia and the Pacific, Australian National University, 9 April 2020, <https://devpolicy.org/australian-aid-to-png-transparency-accountability-and-the-partnership-environment-part-2-20200409/>

<sup>4</sup> [http://www.pg.undp.org/content/papua\\_new\\_guinea/en/home/library/country-programme-document/undp-papua-new-guinea-country-programme-document-2018-2022.html](http://www.pg.undp.org/content/papua_new_guinea/en/home/library/country-programme-document/undp-papua-new-guinea-country-programme-document-2018-2022.html) Accessed 6 June 2023.

## 2 – Project Context

### OVERVIEW OF GOROKA DISTRICT, A PILOT DISTRICT IN PNG

The Goroka District, serving as the capital of EHP in PNG, is strategically located along the Sir Iambakey Okuk Highway. This highway connects all the highlands provinces to the sea ports in Morobe and Madang Provinces. The district is culturally diverse, with stunning landscapes and vibrant communities. Rural and urban settings make up the vast area the district covers. Goroka is one of the eight districts in EHP, with a population of 103,396 residents, with a 3.4% annual population change (as per the 2011 census) between 2000 and 2011, putting pressure on public goods initially intended for an estimated population of 19,000 people. The Goroka district has three LLGs: Goroka Urban LLG (GULLG) with a population of 23,277, Gahuku LLG (GLLG) with a population of 47,407, and Mimanalo LLG (MLLG) with a population of 32,712, with Gahuku and Mimanalo as rural LLGs. Women account to almost half of the population (50,104) and the rural population accounts to 77% of the total population of Goroka District.<sup>5</sup> Two languages with slight variations are spoken in Goroka: Alekano (spoken by Gahuku People who share a border with Unggai-Bena districts and Madang Province) and Tokano (spoken by Mimanalo people who share borders with Daulo and Unggai-Bena districts).

Further details of each LLGs in Goroka District will be discussed further as per a baseline survey carried out by Dr. Diane Panta in 2019, and are outlined in Table 1 of this report.

### SOCIO-ECONOMIC AND POLITICAL CONTEXT OF GOROKA DISTRICT

Goroka District in EHP, PNG, boasts a number of notable infrastructures and physical landmarks. The district is home to various facilities and structures that contribute to its socio-economic development. These include:

1. **Goroka Town:** The District's main urban centre is Goroka Town, which serves as the administrative hub and commercial centre for EHP. It features the Eastern Highlands Provincial Administration headquarters as well as the District Administration headquarters, and a number of National Government Functions like the Regional Office for Department of Agriculture & Livestock, Coffee Industry Corporations, etc. The District also features the Goroka Market and many (smaller) satellite markets, shopping centres, banking facilities, Post Office, and other essential services.

<sup>5</sup> [https://www.citypopulation.de/en/papuanewguinea/admin/PG1102\\_goroka/](https://www.citypopulation.de/en/papuanewguinea/admin/PG1102_goroka/) Accessed 29 May 2023

2. **Goroka Airport:** Located in the middle of Goroka Town, Goroka Airport is a significant transportation hub, connecting the district with other parts of PNG and international destinations. It facilitates the movement of people, goods, and services, promoting economic activities and tourism.
3. **Education Institutions:** Goroka District houses several educational institutions, including the University of Goroka which has recently graduated to a Research University with the development Somare Research Institute. There are a number of other tertiary institutions including the Goroka Business College, Highlands Regional School Nursing and University of Papua New Guinea Centre which are housed within the Goroka Provincial (teaching and research) Hospital, Goroka Agribusiness Training Institute, International Training Institute, Kamaliki Vocational Centre, St. Joseph Vocational Centre, Goroka Teachers College, and a number of primary and secondary schools. These institutions provide quality education and contribute to the intellectual and human resource development of the district.
4. **Hospitals and Health Facilities:** The District features a research and teaching hospital, i.e., Goroka Provincial Hospital and four (5) health centres (Lopi Clinic, North Goroka Clinic, University of Goroka Clinic, Tafeto Clinic and Seigu Baptist Clinic), ensuring access to medical services for the population. These facilities were intended to provide essential healthcare services, support maternal and child health, and address the healthcare needs of the community. However, all of these health facilities are around GULLG, with one (1) each in each rural LLG, i.e., GLLG (Seigu Baptist Clinic) and MLLG (Tafeto St. Joseph Clinic). These health facilities, like many service delivery institutions lack manpower and health equipment and drugs to fully serve its populace. It is worse in the rural health facilities, which as you can see serves a population beyond 30,000 plus. Certain medical services like delivery of babies and surgical operations are always referred to Goroka Provincial Hospital to take on due to lack of manpower, equipment or proper infrastructure to support the activity. The district is also home to PNG Institute of Medical Research, situated next to Goroka Provincial Hospital, which contributes to the intellectual development of the region.
5. **Communication and Connectivity:** Goroka District has improved communication infrastructure, including telephone networks (Telikom PNG), internet connectivity, and mobile services from service providers like Datec, Digicel, Voda Fone, etc. This enables effective communication and access to information, facilitating business activities, education, and social connections. As mentioned above, the District has a network of roads connecting its various communities, allowing for transportation and trade except for one Ward for Mimanalo LLG, which is on the border of Madang Province and EHP.

6. **Agriculture and Marketplaces:** Goroka District is characterized by its lush mountainous terrain, fertile valleys, and is known for its extensive agricultural activities and hybrid livelihood, with coffee being a major cash crop. Goroka is home to some of the world’s best coffee products and is the headquarter for many big coffee exporting companies like PNG Coffee Exports Ltd, Volcafe's local company in Papua New Guinea, and Monpi Coffee Exports Ltd, ECOM Starbucks local company in PNG, and others. These coffee companies provide formal employment for the people of Goroka, some permanent while others have part-time and casual jobs. Fruits, vegetables and nuts do grow well in Goroka’s climate, and are being cultivated and sold through the Goroka Market or through institutions and companies within and outside the District where farmers engage in trade, promoting economic growth and livelihood opportunities. Livestock farming also plays a significant role in the district's economy.
  
7. **Cultural Festivals:** The Goroka District is renowned for its cultural festivals, notably the Goroka Show since 1975 and the Bilum Festival since 2009. These annual events showcase the rich cultural heritage of the Eastern Highlands Province and attract visitors from within Papua New Guinea and around the world. The Goroka Show and Bilum Festival have a multifaceted socio-economic impact on the district. They stimulate tourism, boost the local economy, preserve cultural heritage, generate income for artisans, facilitate community development, encourage intercultural exchange, and promote local industries. These festivals serve as a significant platform for the district's socio-economic growth while celebrating and preserving the rich cultural diversity of the Eastern Highlands Province.

These infrastructures and physical landmarks contribute to the socio-economic development of Goroka District, improving the quality of life and providing avenues for economic growth and community well-being.

The following information in Table 1 *below and onwards* will provide you **crucial socio-economic data** for each of the LLGs in Goroka district of PNG, and these information were uncovered through the **Baseline Survey on Good Governance** conducted in Goroka District, EHP, PNG (Panta, 2019), <sup>6</sup> which are outlined in detail on Table 1 on page 11 of this report:

**Table 1 - Socio-economic data for the three (3) LLGs in Goroka District of the EHP, PNG.**

No.	Name of LLG /Number of Wards per LLG /Distance to Goroka township	Socio-economic information
1	GULLG /5 Wards / 0 minute	Home to a diverse population comprising various ethnic groups, including the majority Eastern Highlanders, as well as people from neighboring provinces

		and other parts of the country. The majority of participants surveyed in Goroka had completed secondary or tertiary education, with almost the entire population being educated. This was different from the two rural LLGs, where education was mainly focused on primary and secondary levels. In terms of employment, the population in Goroka was predominantly self-employed and aged between 18 and 45 years old. Most of them had been long-term residents of Goroka town and their surrounding communities. Additionally, there was a smaller population of people living with disabilities.
2	GLLG / 8 Wards /  3 – 10 minutes to reach Goroka depending on point of travel in from the GLLG	The majority of the population in Gahuku rural LLG had only completed primary and secondary education. A small number of persons with disabilities (PWD) lived in the communities. Almost all of the participants were long-term residents who lived on their tribal land. The majority of the population in Gahuku rural LLG were self-employed and utilized resources from their tribal land to support their hybrid livelihood.
3	MLLG /4 Wards /  15 minutes to 1 day to travel into Goroka depending on point of travel in from the MLLG	The educational attainment of most individuals in Mimanalo is limited to primary and secondary education. A small segment of the populace is comprised of individuals with disabilities. The majority of the participants are long-term locals who reside on tribal land. The greater part of the Mimanalo population is self-employed and relies on a combination of resources from their tribal land to sustain their livelihood. The educational attainment of most individuals in Mimanalo is limited to primary and secondary education. A small segment of the populace is comprised of individuals with disabilities. The majority of the participants are long-term locals who reside on tribal land. The greater part of the Mimanalo population is self-employed and relies on a combination of resources from their tribal land to sustain their livelihood.

According to the Political Economy and Power Analysis (PEPA) of the District of Goroka - PNG by Cavatore (2019, p4), "50% of the population in the rural LLGs of Goroka District are under 30 years old."<sup>7</sup> The PEPA of Goroka District is confirmed by a brief report by The World on 18<sup>th</sup> June 2018 titled, "The Papua New Guinea: Giving Urban Youth a Second Chance" revealed that, and I quote, "Unemployment of young people in urban areas is one of the biggest development challenges

<sup>6</sup> Aringa Panta, D. *Governance Baseline 2019: Baseline Survey on Good Governance - Goroka District, Eastern Highlands Province Papua New Guinea* (PDF). Oxfam International, 2019.

<sup>7</sup> Cavatore, M. *Political Economy and Power Analysis of the District of Goroka- Papua New Guinea* (PDF), 2019.

*faced by Papua New Guinea (PNG)."* This World Bank report confirmed that **young people account for almost half the population of PNG, and comprise a large part of the urban poor.**<sup>8</sup> Sadly, many of the youths in PNG appear to have a very dull future, and the district and LLGs have no plans or strategy for their young people, apart from ad hoc jobs around town cleanliness, road works and a sport, i.e., rugby league. Apart from the Churches which would often plan to keep their youths engaged through life skills or fellowships, there are a few civil society organizations that train and engage youths in Goroka to carry out information-sharing and awareness activities. Care International, UN Women, Kafe Urban Settlers Women Association Inc., Oxfam in the Pacific, and other Community-based organizations have groups of youths that work with them. While other organizations and programs are engaging youths on ad hoc basis, *Oxfam's ACFGAP is currently supporting the Goroka District's Division for Community Development, Youth & Religion sector, in mobilizing the youths in transformational leadership training, livelihood training and awareness around the good governance mechanisms. Furthermore, Oxfam's ACFGAP is supporting Goroka District to establish the District and Provincial Youth Council to align with the National Youth Development Authority, in order to contribute to changing the lives of the youths in the District and province.*

Safety of citizens in Goroka has greatly changed from a peaceful loving community to one that resonates with the upper highlands provinces of PNG or the notorious sections of Port Moresby, since the PEPA of the District of Goroka-PNG was carried out and documented in 2019. This is a result of massive migration between 2020 and 2023, by people from the upper highlands provinces of who were either looking for better life after COVID-19, and/or those who were evicted from the squatter settlements in Madang and Morobe provinces, the two (2) provinces sharing land boundaries with EHP, putting **immense pressure on the public goods**, including the services and availability of the Police force to maintain law and order in the Province. Many immigrants found Goroka to be the ideal home for them and their families, and have settled throughout Goroka district, both on customary land and in squatter settlements, with the prevalence of petty crime and adding more pressure to the public goods initially planned for a population less than 20,000 people. Even those immigrants who purchased properties within Goroka town often come with a large number of relatives and/or alliances to live in Goroka town, adding more pressure to the existing service delivery plan for Goroka town. The increasing acquisition of modern fire arms, and the cheap alcohol and illicit drugs made available to the public have also worsened the situation, making Goroka, at the time of this report, **unsafe for women and girls** to walk around in the evenings or at places where there is no other person walking by. Even at one point in 2022, the whole of Goroka district were held to ransom by armed men, over the death of an important person, and the local police were incapable of doing

<sup>8</sup> The World Bank. "The Papua New Guinea: Giving Urban Youth a Second Chance." The World Bank, 18 June 2018, <https://www.worldbank.org/en/results/2019/06/18/papua-new-guinea-giving-urban-youth-a-second-chance>

anything to stop the armed men roaming around in town, destroying homes and looking for the suspects,<sup>9</sup> making Goroka an example of a land where jungle justice can take place anytime.

In May 2021, a collaborative literature review conducted by the United Nations Volunteering Program and Morobe Development Foundation, for Market Development Facility in PNG, shed light on the issue of gender-based violence in the Highlands region. The review, titled "*Gender-Based Violence in the Highlands of Papua New Guinea: A Literature Review*," identified the Eastern Highlands as a **significant area where such violence is alarmingly prevalent**, often referred to as a **"hot spot for abuse."** The literature review has linked **high rates of Violence against Women (VAW)** in the Eastern Highlands to **local marital relationships** characterized by perceived **male superiority and dominance** and reinforced through violence as stated by Richardson, Zardoni, et. al.(2021; p4). The literature review further outlined that nearly 80 per cent of all women surveyed by the World Health Organization (WHO) in the EHP said they had been beaten by their husbands. Women in Goroka District, like elsewhere in EHP, continue to face both GBV (especially intimate partner violence) and Sorcery and Witchcraft Accusation Related Violence (SARV),<sup>10</sup> landing EHP at the rank of the leading province in GBV and SARV.

The reporting of prevalence of GBV and SARV cases in Eastern Highlands Province (EHP) can be attributed to the efforts of various international NGOs operating within the GBV and SARV sectors, primarily based in Goroka town in implemented effective referral pathways since 2010, leading to increased awareness and information dissemination regarding GBV and SARV. As a result, residents of EHP have become more familiar with these referral pathways and have been actively reporting cases of GBV and SARV to relevant authorities, including health facilities.

Unlike other provinces in the Highlands region where videos depicting torture and abuse are often circulated on social media, EHP has institutional data collected by entities such as the police and hospitals. When consulted, these institutions frequently provide data to stakeholders, consistently positioning Goroka and EHP as the province with the highest incidence of GBV and SARV in the Highlands and PNG as a whole.

In Goroka, as well as many other districts in EHP, **women face significant challenges in speaking out on issues that affect them.** The cultural norms in Goroka have traditionally limited women's ability to express themselves in their homes, communities, and districts, especially in the

<sup>9</sup> Nangoi, D. (2022, September 20). "[Goroka town in chaos following retaliation.](https://www.postcourier.com.pg/goroka-town-in-chaos-following-retaliation/)" Post Courier. Retrieved from <https://www.postcourier.com.pg/goroka-town-in-chaos-following-retaliation/>

<sup>10</sup> Richardson, Zardoni, Martin, Treminio. "*Gender-Based Violence in the Highlands of Papua New Guinea: A Literature Review.*" Morobe Development Foundation Inc., 2021. PDF.



presence of men. This situation is even more difficult for women with disabilities and persons with disabilities in general, who often encounter barriers due to limited access and a **lack of gender-responsive infrastructure** in the district.

The voice of women in Goroka district has gradually diminished, particularly after the removal of the first woman Governor of Eastern Highlands in 2017. The institution responsible for advocating for and representing the interests and aspirations of women, namely the Division for Community Development of Eastern Highlands Provincial Administration (EHPA) and the Provincial Council of Women (PCoW), appears to be inactive.

Despite previous efforts to promote women's participation in PNG Parliament, such as the election of Julie Soso Akeke as Eastern Highlands Provincial Governor in 2012 and the enactment of the National Council of Women Act 2013, subsequent leadership within the Provincial Council of Women (PCoW) has lacked the necessary capacity, innovation and drive to effectively implement the Council's activities at the provincial and district levels in EHP. Consequently, opportunities for women to publicly express their opinions have been limited since 2012, primarily due to the **stagnation** of the provincial and district **Council of Women** networks.

The National Council of Women's Act 2013 of PNG establishes the National CoW as a statutory body with the responsibility of promoting and **safeguarding the interests and welfare of women** in the country. It grants the Council the authority to provide advice and recommendations to government bodies, coordinate with relevant stakeholders, and develop strategic plans and programs tailored to address the specific needs and priorities of women in Papua New Guinea. The Act also outlines the composition of the Council, which includes representatives from various sectors, and establishes a process for the appointment of its members. Additionally, the Act requires the Council to submit annual reports to the Minister responsible for women's affairs, detailing its activities, achievements, and financial statements.<sup>11</sup> *However, it is important to note that the current cohorts occupying the Office of the Council of Women in EHP have not effectively implemented these provisions, and the lack of support from the Division for Community Development, Youth, and Religion within the Eastern Highlands Provincial Administration exacerbates the challenges faced by both the PCoW and the district Council of Women networks.*

During the MTR of Oxfam's ACFGAP, it was found that women in Goroka District face a significant barrier to empowerment and voice. They are socialized to believe that their roles should be limited to private spheres and traditional tasks. This gender-stereotyping leads to the perception that only outspoken women can provide leadership and direction. As a result, less-educated and

<sup>11</sup> [National Council of Women Act](#). (2013) Papua New Guinea, Number 14/2013



outspoken women, including some who are illiterate, are elected to represent women in the Council of Women. This undermines the institution's effectiveness as a voice for women in Goroka and PNG.

The year 2013 was significant to the efforts of ending GBV and SARV in PNG, apart from passing National CoW Act. After years of outcry, the Government of PNG (GoPNG) passed the Family Protection Act, <sup>12</sup> essentially banning the abuse of wives and children, and repealed the Sorcery Act 1971 in 2013, <sup>13</sup> in the wake of several high-profile and gruesome killings related to sorcery accusations, because of a widespread perception that the Act could make available defense in cases involving violence toward suspected sorcerers. A police division devoted to combating Family and Sexual Violence (FSV) was established at the Goroka Police Station like elsewhere in PNG, and government-sponsored shelters were built all around the country including the MERI Seif Haus (Women Safe House) in Goroka district. However, funding to carry out the functions of the Police was not constant, and often the burden falls back to either the victim (and/or her relatives) or the NGO supporting the victim. Similarly, the change in the provincial Governor's seat in EHP did not give consideration to the importance of the MERI Seif Haus, and the incumbent saw the structure as a project of the former, and decided not to support the operations of the women's safe house in Goroka. As a result, the women's safe house operated like a private institution, and is supported by Oxfam in Pacific PNG CO and a few other NGOs within Goroka district.

To effectively address these pressing issues, support is still needed in Goroka district to challenge the deeply ingrained gender-stereotyping and provide ample opportunities for women from all educational backgrounds to engage in leadership roles, particularly through the Council of Women (CoW) networks. It is crucial to roll out gender sensitization programs among Ward Councilors and Local Level Government (LLG) administration, as the representation of women leaders in Ward Development Committees and the District Women Leader on the District Development Authority (DDA) is currently lacking. By rectifying this gap, we can foster a more inclusive decision-making process and ensure that women's voices are heard and represented.

Establishing collaborative partnerships between international NGOs (INGOs), local NGOs, the National Council of Women (CoW), the Department of Community Development, Youth & Religion, the Department of Provincial and LLG, and the Provincial Administration is imperative. Through collective efforts, we can work towards uplifting women, youth, and persons with disabilities (PWDs) in Goroka District. Oxfam's dedicated governance team is currently providing

<sup>12</sup> [Family Protection Ac.](#) (2013) Papua New Guinea, Number 29/2013

<sup>13</sup> [Sorcery \(Repeal\) Act.](#) (2013) Papua New Guinea, Number 7/2013

support and guidance to revitalize and enhance the existing mechanisms that amplify the voices of women, PWDs, and youth in Goroka.

Furthermore, concerted efforts are underway to address the operational difficulties faced by the Division for Community Development, Religion & Youth in the Province, as well as the Provincial Council of Women (PCoW), Provincial Disable People Organization and the Goroka Youth Council. These efforts aim to support the institution pushing for rights of the marginalized so to ensure the effective implementation of programs and initiatives that empower and support the most marginalized individuals in the community.

## **KEY GOVERNANCE AND SOCIAL ACCOUNTABILITY CHALLENGES IN GOROKA**

The Goroka District, like many other parts of Papua New Guinea, experiences common challenges with limited or **no access** to **public goods** such as healthcare, education, electricity, clean water, and basic services in parts of GULLG, and in most parts of the two rural LLGs, i.e., GLLG and MLLG. The lack of access to public goods is contrary to the second National Goal and Directive Principle in the National Constitution of PNG which calls *“for all citizens to have an **equal opportunity to participate in, and benefit from, the development** of our country”* (PNG National Constitution, s.2); including *“the creation of political structures that will enable effective, meaningful participation by our people in that life, and in view of the rich cultural and ethnic diversity of our people for those structures to provide for substantial decentralization of all forms of government activity”* (ibid; s.2(2)).<sup>14</sup>

Despite the GoPNG’s efforts to decentralize government services and promote citizen participation in decision-making and resource allocation at both sub-national and national levels, achieving these goals has been a persistent challenge since 1995. The 1995 Organic Law on Provincial Governments and Local Level Governments (OLPGLLG) was enacted with the aim of enhancing service delivery, equal opportunity, and participation in government at all levels.<sup>15</sup> In response to a nationwide demand for change, the GoPNG undertook substantial reforms to the OLPLLG between 1995 and 2015.

Furthermore, in an endeavor to bring public goods and services closer to the citizens at the Ward level, the GoPNG introduced the District Development Authority (DDA) as an important addition to its governance structure. The DDA is a local-level government body entrusted with overseeing

<sup>14</sup> [Constitution of Papua New Guinea](#). 1975. Port Moresby: Government of Papua New Guinea.

<sup>15</sup> [Organic Law on Provincial Governments and Local-Level Governments](#). (1997) Papua New Guinea, Number 1/1997

development activities and service delivery at the district level. The DDA operates under the framework of the DDA Act 2014, which designates the local Member of Parliament (MP) as the chairperson, along with other members such as a women's representative, a youth representative, and a representative for persons with disabilities, as specified in the DDA Act.<sup>16</sup>

However, the implementation of these reforms has encountered numerous challenges. One particular issue is the local MP's misuse of political power to appropriate constituency development funds, known as District Services Improvement Program (DSIP) funds, according to their own discretion, often disregarding established government policies on service delivery in the districts. The local MP assumes the role of the primary decision-maker and presents themselves as the provider of the 10 million kina DSIP funds, previously managed by the Provincial government.

This approach has led to **misappropriation**, with **kleptocratic** and **thievocratic** tendencies **gradually infiltrating the reforms outlined in the OLPGLLG**. Consequently, the local MP's focus has shifted from their legislative responsibilities to that of a project manager, often neglecting proper analysis to prioritizing budgetary considerations. As a result, most DDAs in PNG rarely make public announcements regarding misappropriations, nor are legal charges or penalties imposed on those responsible.

It is important to acknowledge that not all politicians in PNG possess a sufficient level of education or understanding of the governance systems and legislation that govern service delivery in the country. Additionally, they may lack familiarity with development issues and agendas. The individuals elected as Members of Parliament (MPs) and Members of the Provincial Assembly (MPAs) are often **chosen based on cultural or community norms** such as the "Big Men" phenomenon, where temporary financial status or popularity gained through vocalizing local and/or national issues play a significant role in getting them elected to power. Unfortunately, this trend is prevalent among many illiterate citizens in PNG who may not fully comprehend the importance of voting for educated representatives at the national and provincial levels.

The illiteracy rate on good governance mechanism amongst local MPs worsens the use of development funds appropriated for the districts. With the introduction of DDA Act 2014 giving power and authority of disbursement of funds by local MP, topped by their discretionary authority over the 10 million PNG Kina (PGK), often leads to an inflated sense of ego. Consequently, the MP often disregard advice from the District Administrator (DA) and prioritize voter blocs in terms of service and cash distribution, resulting in unequal support for public goods

<sup>16</sup> [District Development Authority Act](#). (2014) Papua New Guinea, Number 40/2014

among citizens. **Bloc voters in Goroka** district often **receive cash instead of public goods**, typically ranging from **smaller sums** between **3,000 – 20,000 PGK**, distributed per ward and sometimes distributed to multiple communities within one ward, and other wards miss out as a consequence of this style of cash disbursement. This practice aims to express appreciation for supporting the local MP. However, these bloc voters often lack knowledge of their rights as PNG citizens and remain unaware of local laws and policies. They mostly believe that the local MP is personally funding projects, leading to the continuation of support even for "paper projects" that the MP still funds to maintain loyalty.

Furthermore, local MPs are often surrounded by "**Consultants**" who sometimes take advantage of the local MP's limited understanding of policies and legislation related to public service delivery. These consultants, driven by personal agendas, usually aim to convince the local MP and his/her DDA that the consultant's advice and proposals are genuine and will address the district's issues, and are **intended to retain the MP in power**. Recruitment processes for these so-called "Consultants" often **lack proper screening**, as the decision-making rests with the local MP.

It is concerning to observe that some public servants in Goroka district of PNG are hesitant to provide accurate information and direction to the local MP regarding the use of District Service Improvement Program (DSIP) funds. It appears that some prioritize their personal agendas over their duty to the people they serve and fear speaking up against corruption due to the potential consequences. Cavatore (2019, p.16) revealed that the MP wields significant power over the appointment of key administrative positions within the District, and some public servants are reluctant to complain about the district's dysfunctioning is very true and accurate.<sup>17</sup> It is disheartening to know that some officials act as the **MP's proxy instead** of a **neutral administrator** and do not feel empowered to raise recurrent issues or **hold their hierarchy accountable**.

It is important also, to note that the limited knowledge of public servants regarding their rights and responsibilities outlined in acts such as the Public Service (Management) (Amendment) Act 2020, Public Finance (Management) (Amendment) Act 2019, and the General Orders in the Public Service of PNG exacerbates this behaviour and enables corruption. Sad to say that the development policies and strategies of PNG are not adequately understood by many public servants, contributing to failed projects without tangible outcomes. It is necessary to enhance the knowledge of all public servants within the District to prevent any future misappropriation of funds.

<sup>17</sup> Cavatore, M. [Political Economy and Power Analysis of the District of Goroka- Papua New Guinea](#) (PDF), 2019.

Furthermore, the **monitoring and evaluation (M&E) mechanisms to ensure accountability** at the district level are absent in Goroka district, and as it is, no one is assessing the local MP's ideologies and proposals adequately and as such, the public funds are not used effectively to benefit the people of Goroka district. The government officials that were interviewed confirmed that there is one M&E Officer from Eastern Highlands Provincial Administrations that oversee their program quality. Surprisingly, the same M&E Officer covers the whole province.

Other challenges in Goroka District included the **views and safety of marginalized groups in the District is rarely captured on the District Plan**. A fact remains that PNG had ratified crucial international treaties such as the Convention on the Rights of the Child (CRC) in 1993, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in 1995, and the Convention on the Rights of Persons with Disabilities (CRPD) in 2013,<sup>18</sup> and responded further to the concerns raised by various human rights organizations and individual champions in PNG, around the rights of women, youth, children, persons with disabilities, LGBTQI individuals, and those affected by HIV, through the enacting legislations and policies to exemplify the GoPNG's commitment to upholding the rights of all segments of society. It represents a significant stride towards fostering a more inclusive, equitable, and rights-based society for all Papua New Guineans.

PNG's commitment in ratifying CEDAW is instrumental in addressing discrimination and empowering women to fully participate in society. The signing of the CRPD reflects PNG's recognition of the rights of individuals with disabilities, indicating the government's determination to establish an inclusive and accessible society that respects the dignity and rights of all individuals, regardless of their abilities. Through the ratification of the CRC, PNG demonstrates its dedication to safeguarding the rights of children, including access to education, healthcare, protection from abuse and exploitation, and the creation of a nurturing environment for their overall development and well-being. However, despite translating these human rights treaties into domestic policies and legislation, the enforcement of these laws and policies remains ineffective, leading to injustices among marginalized groups. This injustice permeates various levels and spheres of PNG society and has caught the attention of the international community.

In certain districts like Goroka and others throughout PNG, **representation for PWDs, women, and youth within the DDA is lacking**, despite clear provisions in the DDA Act 2014 that specify their inclusion. The local MP holds exclusive authority over the DDA and only include these special interest groups if they are deemed important. Even though Goroka District serves as the capital of Eastern Highlands Province and has a **Provincial Persons with Disability Organization**, the local MPs and District Administrators have failed to **consult this group for their involvement in the**

<sup>18</sup> Human Rights Watch. "Submission for the Universal Periodic Review: Papua New Guinea." Human Rights Watch, 31 Mar. 2021, <https://www.hrw.org/news/2021/04/01/submission-universal-periodic-review-papua-new-guinea>.

**DDA since 2014. Similarly, the DDA has not consulted the CoW in appointing the President of Goroka District CoW to the DDA as the representative for women in the district.** The local MP and the District Administrator claimed that the *DDA Act does not stipulate whether the women's representative must come from the CoW*, resulting in the selection of a woman lacking the necessary capacity and knowledge to effectively advocate on issues affecting women and girls at the DDA. Furthermore, as highlighted previously on this report, **the voices of the youth are notably absent from the DDA, reflecting a common trend in other districts across PNG since the enactment of DDA Act.**

Along with these challenges, the citizens of Goroka feel disempowered and have grown accustomed to corruption as they continue with their hybrid livelihoods. They often remain unaware of their rights to demand accountability from those in power and lose trust when local MPs fail to fulfil their duties in ensuring the availability of public goods. As a result of citizens' reluctance to voice their concerns, public goods is absent in many cases, further contributing to statistics that characterize PNG as one of the most corrupt countries in the world.

## 3 – Project Overview

### A. BACKGROUND OF THE PROJECT <sup>19</sup>

Oxfam is a confederation of 19 independent charitable organizations focusing on the alleviation of global poverty. Founded in 1942 and led by Oxfam International, Oxfam's vision is to *“save and protect lives in times of crisis, work with people to build resilience and rebuild their livelihoods”*. Oxfam's vision for Papua New Guinea is *“for Papua New Guineans to live equitably and free from the injustice of poverty”*. To achieve this vision, Oxfam works in **partnership** with the **government** and other **stakeholders**.

The Active Citizenship Fostering Government Accountability project (ACFGAP) works with communities in Goroka, EHP, to facilitate collective action on common issues, and **supports DDA and LLGs to improve local planning processes** and to **implement community-identified projects** (Bottom-up Planning Process). This project has stemmed from Papua New Guinea's (PNG) overall development progress, which is **hindered by a combination of weak governance, regressive attitudes about the role of women, poor essential infrastructure, and deep-seated localized loyalties commonly known in PNG as the “wantok system”**. This system is deeply rooted in the political context impacting not only the political arena but also how basic services and development are distributed.

<sup>19</sup> Consulting Contract, [Mid Term Review of Governance and Social Accountability project in PNG], 28<sup>th</sup> April 2023, Oxfam in the Pacific & Pamela Krisimpa, pp. 15-16.

The Project aims to address this by ensuring that representative government authorities sustain more responsive, accountable, and equitable allocation and implementation of development funds or collectively identified citizen priorities. In ensuring that this does happen, it is necessary to create awareness of the project amongst key stakeholders, thereby establishing the working partnership as well as creating the space for citizen ownership. Additionally, the project aims for citizens to also apply inclusive governance in practice through formal bottom-up government planning and accountability structures. The project seeks to impact powerholders: they will be motivated to encourage and respond fairly to the collective needs of citizens as well as have increased capacity to implement projects in accordance with inclusive governance principles.

The project has four specific outcomes listed below and also expanded on the Theory of Change on this report, pages 21 - 22. Thus, there will be four specific Objectives that focus on identifying the result/impacts of those respective outcomes:

- Outcome 1:** Citizens are informed and empowered to engage in good governance mechanisms.
- Outcome 2:** Government representatives and citizens have improved access of relevant information to engage in good governance mechanisms.
- Outcome 3:** Dialogue opportunities and spaces are created and inclusive of government representatives, citizens, and key stakeholders.
- Outcome 4:** Powerholders are informed, capacitated, and empowered to deliver on their mandate.

## **B. THEORY OF CHANGE & GOALS OF OIP ACFGAP IN PAPUA NEW GUINEA <sup>20</sup>**

*The Theory of Change (TOC) for the above OIP ACFGAP interventions is expressed below:*

*If*

**Citizens are informed and empowered to mobilize and engage in good governance mechanisms**

*and*

**Government representatives and Citizens have improved access of relevant Information to engage in good governance mechanisms.**

*and*

**Dialogue opportunities and spaces are created and inclusive of government representatives, citizens and key stakeholders**

*and*

**Powerholders are informed, capacitated and empowered to deliver on their mandate**

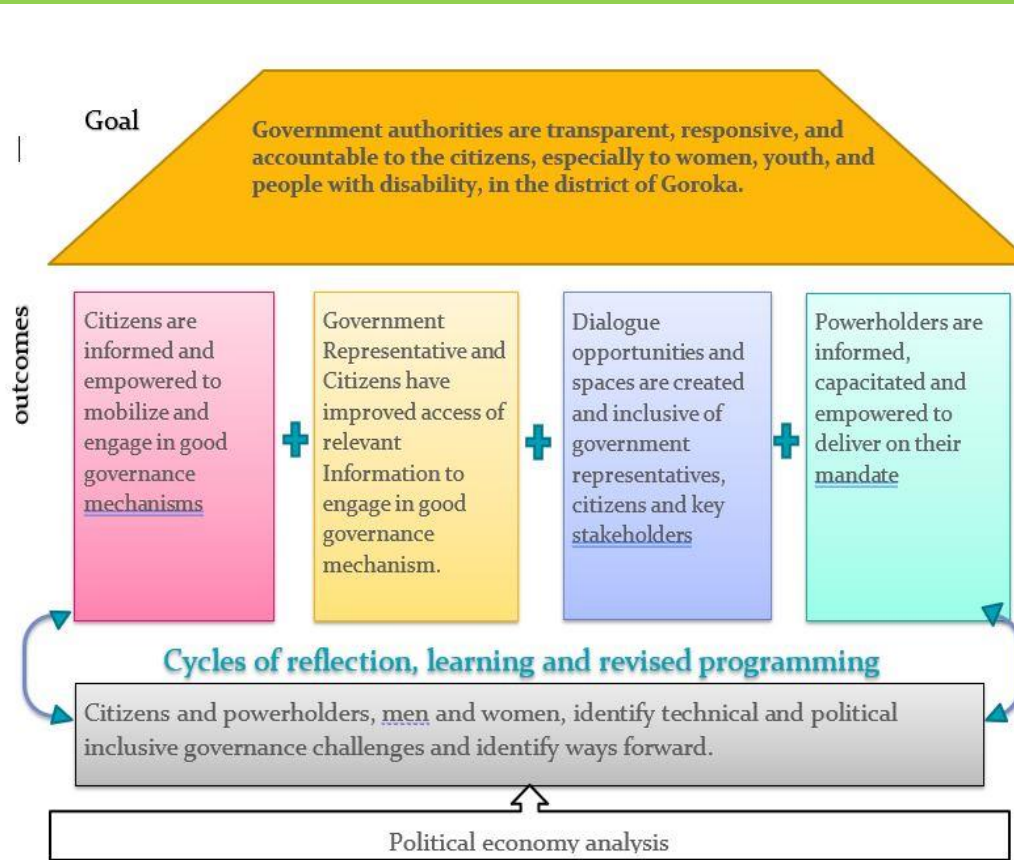
*then*

**Government authorities are transparent, responsive, and accountable to the citizens, especially to women, youth, and people with disability, in the district of Goroka.**

<sup>20</sup> Cavatore, M. (2018). *Political Economy and Power Analysis (PEPA) of the District of Goroka*. Retrieved May 18, 2023



**Figure 1: Oxfam in Pacific’s Active Citizens Fostering Government Accountability Project Theory of Change**



## 4 – Review Methodology

The following information describes the review methodology of this MTR and included terms of reference (TOR) of the review, data collection and analysis techniques used, and will describe the evaluation’s approach, methods, and tools that the evaluation team used to meet the evaluation’s purpose, objectives and key questions of this review. Also, included on this section are sources of primary and secondary information consulted (desk review) to validate the four outcomes of Oxfam’s ACFGAP under the relevant criteria (relevance, effectiveness, efficiency, impact and sustainability) used as the framework of this review to identify areas for adaptation in achieving its four key outcomes as described later in this section of the MTR report.



#### **4.1 TERMS OF REFERENCE FOR THE MTR OF OXFAM IN PACIFIC'S ACFGAP**

The scope of this midterm review is **focused on measuring the Result or impact** of the project itself and how it influences changes within the engagement of communities, Government, and the key stakeholders since the project commenced in 2018. The Mid Term Review findings will identify what the four outcomes have achieved to date, areas of the project delivery requiring further implementation and improvement and will serve as a reporting and information mechanism for DFAT, the major donor of the project.

Also, the midterm evaluation will provide **recommendations for Project Redesign**. The overarching goal of the project is for the *Government authorities to be transparent, responsive, and accountable to citizens*, especially to **women, youth, and people with disability**, in the district of Goroka. That goal is ambitious in the given timeframe. To achieve this, behavioural change is required which may take more than 4 years of work. As such this review would inform the next phase of the project effectiveness of the approaches of the project, the challenges and linkages that should be further strengthened and ways of working that would best deliver desired project outcomes.

The evaluation **will not** include an **assessment of the project's budget** that included overheads for OIP PNG CO or directly assess the performance of individual staff. However, funding and staff capacity will be mentioned due to the fact that these two components of the Oxfam's ACFGAP do influence the ability of the Project to achieve its intended (long-term) outcomes. Although, the evaluation will assess Oxfam's ACFGAP's **progress**, and will identify **challenges** encountered during the implementation phase, and how they were addressed, the less time will be given to budget and timelines even though they will pop up from time to time during the evaluation when it comes to **assessing planned-to-actual** and on **variances** of affected outcome(s), output(s) or indicator(s). *The scope of the evaluation ultimately depends on the specific objectives of the project and the needs of the stakeholders involved.*

#### **4.2 MTR'S ASSESSMENT OF FOUR KEY OUTCOMES OF OXFAM'S ACFGAP**

The MTR included how the four outcomes of Oxfam's ACFGAP were addressed and analysed under the relevant criteria (relevance, effectiveness, efficiency, impact and sustainability) to identify areas for adaptation in achieving its four key outcomes as described below:

- ❖ *Citizens are informed and empowered to engage in good governance mechanisms.* The evaluation examined the extent to which the Project successfully provided information and resources to empower citizens in actively participating in governance processes.
- ❖ *Government representatives and citizens have improved access to relevant information to engage in good governance mechanisms.* The evaluation assessed the effectiveness of initiatives implemented to enhance the accessibility of information for both government representatives and citizens in order to promote transparency and accountability.
- ❖ *Dialogue opportunities and spaces are created and inclusive of government representatives, citizens, and key stakeholders.* The evaluation examined the project's efforts in establishing inclusive dialogue platforms that fostered constructive engagement between government representatives, citizens, and key stakeholders.
- ❖ *Powerholders are informed, capacitated, and empowered to deliver on their mandate.* The evaluation assessed the project's activities focused on informing and empowering powerholders, such as government officials and Ward Councillors, to effectively fulfil their responsibilities and deliver on their mandates.

### 4.3 DATA COLLECTION AND ANALYSIS TECHNIQUES USED

The following data collection and analysis techniques were used in the midterm review of Oxfam's ACFGAP:

- ❖ **Evaluation Approach** – A participatory approach was used for this midterm review. Key stakeholders including the beneficiaries for Oxfam's ACFGAP were consulted to assess the project's relevance and effectiveness. The approach and the evaluation methods and tools used provided a comprehensive understanding of the project's progress, challenges, and achievements during the midterm review.
- ❖ **Evaluation Methods** - A blended approach of **process and outcome evaluation methods** were used to answer the evaluation questions. The following methods were used in the MTR to collate primary and secondary sources of information, and people who were interviewed were given an opportunity to comment on Oxfam's ACFGAP's progress to date and to provide recommendations for the remaining year of the Project. *A debriefing was given to Oxfam's ACFGAP beneficiaries and stakeholders on 7<sup>th</sup> July 2023 at the Pacific Gardens Hotel in Goroka, at which the preliminary MTR observations and findings were communicated and additional*

*comments and confirmation of data from the Project's stakeholders were noted and incorporated into the key findings of the MTR. Additional feedback from participants was received by the MTR leader over the following two weeks. The MTR findings are documented in Chapter 6 of this report.*

**Below are the evaluation methods used to collect primary and secondary data for the MTR:**

***(Primary Sources of Information)***

I. ***Semi-Structured interviews:*** The evaluation team conducted semi-structured interviews with staff of other programs of Oxfam in Pacific PNG Country Office, staff of Oxfam in Australia, and beneficiaries to gain insights into the relevance, effectiveness, efficiency, sustainability, and impact of the project. It must be noted that it was almost difficult to get an interview with all the stakeholders planned to be interviewed, including staff of other programs in OIP PNG CO during this review due to their unavailability during the proposed times for the semi-structured interviews. Fortunately, a few key persons were available and the evaluator was able to get the semi-structured interviews done, and included:

1. District Administrator, Goroka District Administration
2. Manager, Gahuku LLG
3. Deputy Manager, Goroka Urban LLG
4. Manager, Community Development, Youths & Religion Sector, Goroka District Administration
5. Manager, Education Sector, Goroka District Administration
6. Project Officer, Gender Justice Project, OIP PNG CO

III. ***Key Informant Interviews (KII):*** In-depth interviews were conducted mainly with the Oxfam's ACFGAP staff and key staff in Oxfam in Pacific, where Interviewees were able to explain further the challenges, strengths, and weaknesses of the project design, implementation, and impact. The following staff were interviewed in the KII:

1. Economic Justice Lead (based in Australia)
2. Country Coordinator, OIP PNG Country Office
3. Senior Project Officer, OIP's Active Citizens Fostering Government Accountability Project, PNG
4. Junior Project Officer, OIP's Active Citizens Fostering Government Accountability Project, PNG

5. Program Quality Officer, OIP's Active Citizens Fostering Government Accountability Project, PNG

IV. **Focus Group Discussions:** The evaluation team conducted 5 focus group discussions (FGD) with project beneficiaries to facilitate group dialogue and gather collective opinions, experiences, and suggestions (feedback) on the effectiveness of the Project's approaches and outcomes. Again, depending on beneficiaries availability, the FGDs were conducted for the following groups:

1. Executives of Wabag Women in Small & Medium Enterprises Inc.
2. Executives of Hagen Women Market Vendors Association Inc.
3. Executives of Goroka Market Vendors Association Inc.
4. Selected Youth Advocates from 3 LLGs of Goroka District
5. Selected Ward Councillors from 3 LLGs of Goroka District

V. **Field Visits and Observations:** The evaluation team conducted field visits to Wabag District in Enga Province, and Hagen Central District in Western Highlands Province to conduct the FGDs with the women groups that Oxfam's ACFGAP has worked with, and also conducted direct observations in Goroka district and the two (2) potential districts in PNG where OIP ACFGAP could expand its programs to. The field trips and observations were conducted to assess the Project's activities, outputs, and their alignment with the intended outcomes of Oxfam's ACFGAP.

### ***(Secondary Sources of Information)***

VI. **Desk Review:** The evaluation team reviewed the following key documents on Active Citizen Fostering Government Accountability, and as expanded throughout this report, included the Project Design Document, Baseline Report, Power and Economic Analysis and Gender and Disability Strategy (instead of Analysis), and Monitoring, Evaluation Accountability & Learning (MEAL) Framework data to assess the degree to which the project outcomes have been achieved. The Review also included relevant documents from DFAT and Papua New Guinea development plans and policies. The Economic Justice Pillar for Oxfam in Pacific was also consulted in the Review. See full information on "Sources of Secondary Information for the Review" identified the **documents reviewed** on page 28 of this Report.

❖ **Evaluation Tools** - The specific instruments or aids employed to carry out the midterm evaluation methods effectively included:

1. **Questionnaires:** Semi-Structured questionnaires with open-ended questions were used to collect data from respondents.
2. **Interview Guides:** These guides provided a framework for conducting interviews, ensuring consistency and covering relevant topics.

3. **FGD Guidelines:** To help moderators facilitate discussions during focus group sessions, ensuring key themes and questions are addressed.
4. **Manual transcribing of Notes** as some stakeholders answered questions in Tok Pisin, local vernacular.

#### ❖ Evaluation Principles Underpinning the MTR for Oxfam's ACFGAP

During the midterm evaluation of Oxfam in Pacific's ACFGAP in Goroka District, PNG, key principles from Oxfam in Pacific's evaluation framework guided the process. These principles—transparency, accountability, participation, gender equity, and learning—ensured a thorough assessment of the project.

**Transparency** was prioritized, documenting project activities and outcomes openly, allowing stakeholders and beneficiaries to evaluate progress and understand the project's impact.

**Accountability** was emphasized by evaluating adherence to objectives and responsible resource use, ensuring alignment with established guidelines.

The evaluation actively engaged community members, local organizations, and district officials in Goroka, promoting a **Approach**. Their perspectives contributed to a comprehensive understanding of Oxfam's ACFGAP and its impact on the community.

**Gender equity** was a major focus, assessing the project's impact on women, girls, youths, and persons with disabilities. Challenges and opportunities for promoting equality and inclusivity were identified.

Lastly, the evaluation process prioritized **learning**, analyzing data to identify **best practices, lessons learned, and areas for improvement**. This knowledge informed future projects, enhancing success.

Overall, the midterm evaluation of Oxfam in Pacific's ACFGAP in Goroka District adhered to these principles, ensuring a comprehensive assessment of the project's progress and impact.

#### ❖ Evaluation Questions – The MTR focused on the following key outputs:

- I. Assessment of the degree to which Project outcomes have been achieved, considering the indicators and targets set in the Project design.
- II. Evaluation of the effectiveness of chosen approaches in achieving desired results, analyzing the relevance, effectiveness, efficiency, and sustainability of the implemented strategies.

III. Review of the project design, including an analysis of the project's logical framework, theory of change, and implementation plans. Recommendations for future project implementation provided on this Report was based on identified strengths and areas requiring adaptation.

IV. Identification of Project learnings related to achieving impact, highlighting successful strategies, challenges faced, and lessons learned.

❖ **Data Analysis – A thorough analysis of the collected data was done during the MTR of Oxfam's ACFGAP.**

The lead evaluator carefully studied the raw data collected to find recurring ideas, concepts, and patterns. This helped the evaluator to understand how the project was progressing and what outcomes it was achieving.

**Thematic analysis method** was used during the data analysis to help **organize** these **recurring themes**. The evaluator was able to dig deeper and discovered the valuable insights that answered the evaluation questions, through **categorizing** and **coding of data**.

The evaluator was able to make **conclusions** and provided the **recommendations** for the Project based on the **patterns** and **themes** identified through the thematic analysis method, where the evaluator observed the key patterns, **trends** and **similarities**, to understand the Project's **directions** and **accomplishments**.

It is imperative to know, and as outline earlier above, **different methods of evaluation were employed in this MTR in data triangulation** to ensure the evaluation findings were reliable.

#### **4.4 SECONDARY SOURCES OF INFORMATION FOR THE MTR FROM DESK REVIEW**

The purpose of conducting a desk review of the Mid-Term Review (MTR) of Oxfam's ACFGAP in the Goroka District, Eastern Highlands of PNG was to conduct an **evidence-based assessment** of the **Project's progress, identify any shortcomings or challenges, and provide recommendations for improving project implementation during its remaining duration**. *The desk review involved confirming secondary information to assess the relevance and context-specific need for a governance and social accountability project, as well as validating the outcomes and progress of OIP ACFGAP.*

Additionally, the review included an examination of relevant documents to determine whether the **project is in compliance with applicable laws, regulations, policies, and development priorities of donors and PNG**. These documents were instrumental in understanding the **root causes of injustice and poverty in PNG, assessing the relevance of the project's outcomes, and**

**evaluating the approaches used to achieve those outcomes.** The documents reviewed for the MTR of Oxfam's ACFGAP included the **Project Design Document, Baseline Report, Power and Economic Analysis, alongside relevant documents from the Department of Foreign Affairs and Trade (DFAT), international human rights instruments endorsed by the Government of PNG, and other pertinent PNG legislation and policies.** *These documents were referred to throughout the MTR report to validate the information presented.*

The desk review provided a comprehensive analysis of the project's design, implementation, and outcomes thus far. For example, the **Project Design Documents** would have *helped assess how well the project aligned with its original objectives and intended outcomes.* The **Baseline Survey on Good Governance in the Goroka District** conducted by Dr. Diane Aringa Panta (2019) *validated the socio-political-economic context captured in the **Political Economy and Power Analysis (PEPA) of the Goroka District** conducted by Maria Cavatore (2018).* *These documents also validated the original information submitted to Oxfam in Australia (OIA) as part of the **Expression of Interest (EOI) to the Australian NGO Cooperation Program (ANCP)**,* <sup>21</sup> *which is DFAT's largest support mechanism for accredited Australian non-government organizations (NGOs).* **The desk review of the project design documents** also provided crucial information on the **initial conditions and context in which the Oxfam ACFGAP operates,** enabling a more accurate evaluation of the progress made during the midterm phase. **The MTR report incorporates updated information that was previously missing from the Project Design Documents.**

The PEPA and Gender and Disability Analysis are supposed to provide insight(s) into the Project's impact on **power dynamics, socio-economic opportunities, and gender and disability inclusivity** in the **local governance structure** within the target community and the broader context of PNG. *It is important to note that although a Disability Inclusion Strategy Plan for the Project was written and made available to the Evaluator, but the **actual analysis report** was not found in the OIP cloud account, nor to be found anywhere on the hard drives and so a **proper review of this document was not made.** Similarly, the **Project Logical Framework** and an **updated Monitoring, Evaluation, Accountability and Learning Framework** were not available for the Evaluator to review and assess the progress of the Project during the midterm review period. Regardless, other pieces of literature including the PEPA and the **National Public Service Gender Equity & Social Inclusion (GESI) Policy** <sup>22</sup> and an article titled, "**A voice of our own: Advocacy by women with disability in Australia and the Pacific,**"<sup>23</sup> were reviewed. These analyses helped determine whether the*

<sup>21</sup> *Expression of Interest Form* – Oxfam Australia's ANCP Incubate & Accelerate Fund 2017 by Charlotte Kakebeeke, Programs Director, Oxfam in Papua New Guinea [Report retrieved from Oxfam Shared Files, "Box"].

<sup>22</sup> Papua New Guinea Department of Personnel Management. "**National Public Service Gender Equity & Social Inclusion (GESI) Policy.**" Papua New Guinea Environment Data Portal, <https://png-data.sprep.org/resource/gender-equity-and-social-inclusion-gesi-policy-2-013.pdf>, Accessed 3 July 2023.

<sup>23</sup> Sands, Therese. "**A voice of our own: Advocacy by women with disability in Australia and the Pacific.**" *Gender & Development*, volume 13, issue 3, 2 July 2010, pages 51-62, <https://www.tandfonline.com/action/doSearch?AllField=A+voice+of+our+own%3A+Advocacy+by+women+with+disability+in+Australia+and+the+Pacific&SeriesKey=cgde20> Accessed 6 July 2023



Project has effectively addressed the underlying issues and especially where the community and (marginalized) citizens actively engaged in the identification of community needs, and contribute their views to influence policy and budget, and government officials uphold governance and social accountability, resulting in public resources being utilized efficiently, and public services delivered effectively to all the citizens of Goroka, and especially women, youths and PWDs.

The review also considered international human rights instruments to validate the *Project's alignment to supporting GoPNG in achieving the 2030 Sustainable Development Goals (SDGs)* set by the United Nations General Assembly in 2015. It is saddening to report that PNG had failed to meet any of the **Millennium Development Goals (MDG)**,<sup>24</sup> and every effort targeted at achieving the SDGs in PNG is relevant to the context of PNG right now. The Oxfam's ACFGAP is aimed at achieving **SDG number 16 - Peace, Justice, and Strong Institutions**.<sup>25</sup> SDG 16 aims to promote *peaceful and inclusive societies, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels*. It encompasses various aspects of **governance and social accountability**, including promoting **transparency, reducing corruption, ensuring effective public institutions, and fostering citizen participation in decision-making processes**. When PNG achieves SDG 16, i.e., creating a more just and equitable world, all other SDGs will be made possible to achieve as a nation. And as such, **any governance and accountability project being implemented in PNG must be supported over time to help PNG achieve this SDG, and OIP's governance program is relevant in PNG's context at the moment**.

**Other relevant documents consulted and reviewed included:**

❖ **Reports and Policy Documents:**

**1. Expression of Interest - Oxfam Australia's ANCP Incubate & Accelerate Fund 2017**

The Oxfam's ACFGAP aligns well with The Australian NGO Cooperation Program (ANCP) in several ways. Firstly, both initiatives aim to **support and empower communities** in developing countries. The Project focuses on promoting good governance practices and enhancing social accountability measures, while the ANCP provides funding to accredited Australian NGOs, and for this Project through Oxfam in Australia (OIA) to deliver projects in various sectors within developing countries. Secondly, Oxfam in Australia undertakes ANCP programming in three thematic areas, one of which is **governance and social accountability**. This demonstrates a direct alignment between Oxfam's ACFGAP and the priorities of the ANCP, which recognizes the significance of effective governance and social accountability in achieving sustainable development outcomes. Lastly, the ANCP serves as a flexible funding mechanism for Oxfam Australia, allowing them to

<sup>24</sup> Human Rights Watch. "Submission for the Universal Periodic Review: Papua New Guinea." Human Rights Watch, 31 Mar. 2021, <https://www.hrw.org/news/2021/04/01/submission-universal-periodic-review-papua-new-guinea>. Accessed 13 June 2023

<sup>25</sup> <https://sdgs.un.org/goals#icons> Accessed 15 May 2023



support projects across a range of geographical locations and thematic areas. This flexibility enables Oxfam to implement its governance and social accountability Project effectively and in line with the specific needs and contexts of PNG. Overall, the OIA funding the Oxfam's ACFGAP in Goroka district as a pilot project in PNG, aligns well with the objectives and principles of the ANCP, creating synergies and opportunities for collaboration in supporting development efforts in developing countries.

2. [Aid Investment Plan PNG: 2015-16 to 2017-18 \(extended to 2018-19\)](#) is a comprehensive framework developed by the Australian Government's Department of Foreign Affairs and Trade (DFAT) to support Papua New Guinea's economic and social development. *It aims to achieve sustainable and inclusive growth, **improve service delivery, and strengthen governance and stability in PNG.***<sup>26</sup> The plan covers crucial areas such as economic growth, health, education, law and justice, *governance*, gender equality, and humanitarian assistance. *It emphasizes combating corruption, promoting good governance, empowering communities, and achieving gender equality, giving relevance to Oxfam's ACFGAP in PNG*, as the Project aligns well to Australia's assistance to PNG, and confirms the Project aligns well with PNG's national plans and priorities, fostering sustainable and inclusive growth for the people of Papua New Guinea.
  
3. [The Third and Final review of the PNG–Australia Governance Partnership \(PAGP\)](#) *This review has built more support around the importance of accountability and governance, and confirms that programs such as Oxfam's ACFGAP are relevant to current context in PNG through evaluating the progress and effectiveness of the **governance partnership between PNG and Australia.*** The Final Review of the PNG-Australia Governance Partnership, conducted by Quality and Technical Assurance Group (QTAG) and implemented by OPM Australia in May 2022, evaluates the progress and **effectiveness** of the governance partnership between PNG and Australia, examining achievements and challenges.<sup>27</sup> This independent assessment assessed the impact of strategies, programs, and initiatives on key areas such as public financial management, service delivery, anti-corruption efforts, and institutional strengthening.

The review generates valuable insights and recommendations for *implementers of governance and accountability projects*, donors, policymakers, and stakeholders, to enhance future **governance partnerships**. By informing decision-makers and facilitating improvements, the findings combat corruption and promote sustainable development in PNG, emphasizing the **relevance of the governance and social accountability projects in PNG. This means that Oxfam's ACFGAP is still very relevant to the PNG Context.**

<sup>26</sup>URL: <https://www.dfat.gov.au/about-us/publications/Pages/aid-investment-plan-aip-papua-new-guinea-2015-16-to-2017-18>

<sup>27</sup>Quality and Technical Assurance Group. " *Final review PNG–Australia Governance Partnership.*" Australian Government Department of Foreign Affairs and Trade (DFAT), Australian Government DFAT, May 2022, <https://www.dfat.gov.au/publications/development/final-review-papua-new-guinea-australia-governance-partnership>, Accessed 25<sup>th</sup> June 2023

4. **A voice of our own: Advocacy by women with disability in Australia and the Pacific** – The article explores the experiences and efforts of women with disabilities in advocating for their rights and inclusion in Australia and the Pacific region.<sup>28</sup> *The article highlights the importance of empowering women with disabilities to become advocates for their own rights and the challenges they face in doing so. This is the strategy Oxfam’s ACFGAP is currently working around in Goroka, through the development of the Disability Inclusion Strategy, which focuses around supporting PWDs to become advocates for their own challenges and around their rights. Oxfam’s ACFGAP is currently supporting the Disable People’s Organization in Goroka through capacity building programs.* The article also discusses the strategies and initiatives that have been undertaken to **amplify the voices of women with disabilities and promote their participation in decision-making processes**. The article ultimately emphasizes the significance of intersectionality and the need to address the unique experiences and needs of women with disabilities within the broader disability rights and gender equality movements. Since Oxfam’s ACFGAP has not provided to the evaluators their Gender & Disability Analysis, an important document required for the Review, the evaluating team resorted to getting the validation from this article since the article provided relevance to the work of Oxfam’s ACFGAP in Goroka and PNG, and is providing directions to the restructing of the current approach of Oxfam’s governance program in PNG, meaning the Project must give more emphasis on strengthening the capacity of this group in order for the women with disability to achieve visibility, equity, and full inclusion.

5. **Submission to the Universal Periodic Review of Papua New Guinea by Human Rights Watch**

The Universal Periodic Review (UPR) of PNG report emphasizes that: (1) despite PNG ratifying the CEDAW, women and girls still face significant challenges due to GBV and discrimination; (2) The report also stresses the need for the full implementation of the Family Protection Act (FPA) 2013 and the Family and Sexual Violence Strategy; (3) Furthermore, a critical concern outlined in the UPR report is the *barriers faced by people with disabilities in accessing education, employment, and public services*; (4) Lastly, the UPR report acknowledges the inadequate protection of children's rights in PNG, including a low minimum age of criminal responsibility and limited access to healthcare and education. Oxfam's ACFGAP can support PNG in raising the minimum age to at least 14, advocating for increased funding for child protection services, addressing barriers to education, and encouraging the endorsement of the Safe Schools Declaration.<sup>29</sup> ***Oxfam’s ACFGAP directly addresses and aligns with the human rights concerns identified in the UPR report for PNG, with a particular emphasis on Women's Rights,***

<sup>28</sup> Sands, Therese. "A voice of our own: Advocacy by women with disability in Australia and the Pacific." Gender & Development, volume 13, issue 3, 2 July 2010, pages 51-62, <https://www.tandfonline.com/action/doSearch?AllField=A+voice+of+our+own%3A+Advocacy+by+women+with+disability+in+Australia+and+the+Pacific&SeriesKey=cgde20> Accessed 6 July 2023

<sup>29</sup> Human Rights Watch. "Submission for the Universal Periodic Review: Papua New Guinea." Human Rights Watch, 31 Mar. 2021, <https://www.hrw.org/news/2021/04/01/submission-universal-periodic-review-papua-new-guinea>. Accessed 13 June 2023

**Rights of People with Disabilities, and Rights of Youths and Children.** Through its comprehensive approach, the Project can contribute significantly to the reduction of these issues, ensuring a more inclusive and equitable society in Papua New Guinea.

#### **6. United Nations Development Program - Country programme document for PNG 2018-2022**

The UNDP program in PNG (2018-2022) supports the implementation of the SDGs and focuses on stability, equitable resource distribution, climate resilience, and implementing the Bougainville Peace Accord. Challenges include governance, social cohesion, gender-based violence, economic diversification, and climate change. The program aims to empower vulnerable populations, improve well-being, and prioritize human rights and gender equality. UNDP will enhance public institutional performance, strengthen accountability measures, and support anti-corruption strategies.<sup>30</sup> **Collaboration with other organizations, such as Oxfam in Pacific and UN-Women, will promote democratic processes, women's effective participation in politics, and peace building efforts.** Together, these initiatives aim to improve governance, address social issues, and promote inclusive development in PNG, validating the work Oxfam's ACFGAP does.

#### **7. Corruption Perceptions Index 2021: Papua New Guinea**

In Transparency International's Corruption Perception Index (TI CPI) 2022, **PNG ranked 130/180** with a score of **30/100**. The index measures the perceived levels of public sector corruption in different countries and territories globally. Unfortunately, PNG has consistently faced challenges in this regard. According to the Global Corruption Barometer, which collects data on citizens' experiences and perceptions of corruption, Papua New Guinea has been identified as a country where corruption is a significant issue. The report reveals that **bribery and corrupt practices** remain prevalent in various sectors, including the **government, judiciary, police, and public service**.<sup>31</sup> These findings highlight the urgent need for stronger anti-corruption measures, increased transparency, and enhanced governance systems in Papua New Guinea. Addressing corruption is crucial for fostering sustainable development, promoting social justice, and ensuring equal opportunities for all citizens. Efforts to combat corruption should involve comprehensive reforms, including strengthening institutions, promoting accountability, and fostering a culture of integrity. It is essential for both the government and civil society, including Oxfam in the Pacific, **to work together collaboratively** to address this pervasive issue and create a more **transparent and accountable society for the benefit of all Papua New Guineans**.

<sup>30</sup> Executive Board of the United Nations Development Programme, the United Nations Population Fund, and the United Nations Office for Project Services. "Country Programme Document for Papua New Guinea (2018-2022)." Second regular session 2017, 5 to 11 September 2017, New York, Item 6 of the provisional agenda. <https://digitallibrary.un.org/record/1317360?ln=en> Accessed 18 June 2023.

<sup>31</sup> Transparency International. "PNG Country Data: Corruption Perception Index & Global Corruption Barometre." Transparency International Papua New Guinea, 2 July 2023, <https://www.transparency.org/en/countries/papua-new-guinea>

## **8. Discussion Paper PNG's Public Service Delivery Framework at Sub-National Levels by PNG NRI**

Oxfam's ACFGAP aims to improve access to relevant information for government representatives and citizens to engage in good governance mechanisms. It also seeks to inform, capacitate, and empower powerholders to fulfill their mandates, and promote transparency, responsiveness, and accountability of government authorities to citizens, particularly women, youth, and people with disabilities in the district of Goroka. This discussion paper highlights the establishment of **District Development Authorities (DDAs)** in Papua New Guinea, who took over the responsibilities of the **Joint District Planning and Budget Priorities Committees**, and were also tasked with service delivery. However, this shift raised two important issues: the varying administrative arrangements and capacities of existing DDAs, and the need to enhance human resource capacity at the district and local levels to effectively meet service delivery demands.<sup>32</sup> The DDAs are responsible for distributing development funds and delivering services. The discussion paper acknowledges the challenges faced by the DDAs, such as varying administrative arrangements, capacity limitations, and uncertainties in inter-governmental arrangements and legislation. These **challenges align with the need for improved governance mechanisms, transparency, and accountability targeted by Oxfam's project.**

Additionally, the discussion paper emphasizes the **importance of clear guidelines, staffing considerations, monitoring, and inter-governmental coordination for efficient service delivery.** These aspects resonate with the goals of Oxfam's project to enhance access to relevant information, empower powerholders, and promote transparency and accountability in government authorities.

The NRI's research recommendations mentioned in the statement, including the study of rationale and legislation supporting DDAs, reviewing financing arrangements, understanding human resource needs, and increasing community involvement and monitoring, **align with the objectives of Oxfam's project to strengthen governance and social accountability.**

Therefore, the discussion paper highlights the relevance of Oxfam in Pacific's Good Governance and Social Accountability Project in PNG to address the challenges and gaps identified in the establishment and functioning of DDAs, ultimately contributing to improved governance and service delivery in the district of Goroka.

<sup>32</sup> Duncan, Cairns and Banga. "Discussion Paper PNG's Public Service Delivery Framework at Sub-National Levels." Papua New Guinea National Research Institute, Discussion Paper No. 154, May 2017. [https://pngnri.org/images/Publications/DP154201705\\_-Duncan\\_Cairns\\_Banga.pdf](https://pngnri.org/images/Publications/DP154201705_-Duncan_Cairns_Banga.pdf)

## 9. National Public Service Gender Equity & Social Inclusion (GESI) Policy.

The National Public Service GESI Policy strongly validates Oxfam in the Pacific's governance and social accountability project in PNG.<sup>33</sup> *Oxfam's ACFGAP's outcomes align closely with the policy's objectives, demonstrating a shared commitment to promoting good governance, inclusivity, and equal opportunities.* Oxfam's project outcomes align with the policy's goals. Outcome 1 focuses on informing and empowering citizens, particularly women, youth, and people with disabilities, about their rights and accountability. Outcome 2 aims to improve access to relevant information for government representatives and citizens, supporting transparency and empowerment. Outcome 3 centers around creating inclusive dialogue opportunities. Outcome 4 focuses on informing and empowering powerholders for accountable governance. *These outcomes align with the policy's emphasis on GESI* integration, inclusive behaviors, and transformative strategies. Overall, the National Public Service GESI Policy provides a *strong validation for Oxfam in the Pacific's governance and social accountability* project. Both initiatives share a common commitment to promoting good governance, inclusivity, and gender equity, working towards the overall well-being and advancement of Papua New Guinea.

### ❖ Other PNG Legislations consulted for the Desk Review

The following **PNG Legislation and policies surrounding governance, accountability, and public service delivery in PNG were consulted** to understand the legal context of how Oxfam's ACFGAP is aligned to PNG legislations and policies, and the Project's efforts to ensure the powerholders understand the importance of alignment with current legislations governing the decentralization of powers and service delivery, as well as the importance of active citizenship including inclusivity:

1. **Constitution of Papua New Guinea:** The Constitution sets the **foundation for governance and accountability**, outlining the rights and responsibilities of citizens, the structure of government, and the separation of powers.
2. **Public Services (Management)(Amendment) Act 2020:** This act provides the **legal framework for the management of the public service**, including recruitment, appointment, promotion, and discipline of public servants, as well as issues related to **public service ethics and conduct**.
3. **Public Finances (Management)(Amendment) Act 2021:** This act governs financial management in the public sector, including **budgeting, accounting, procurement, and accountability for public funds**.

<sup>33</sup> Papua New Guinea Department of Personnel Management. "National Public Service Gender Equity & Social Inclusion (GESI) Policy." Papua New Guinea Environment Data Portal, <https://png-data.sprep.org/resource/gender-equity-and-social-inclusion-gesi-policy-2-013.pdf>. Accessed 3 July 2023.

4. [Organic Law on Provincial and Local-level Governments Act 2014](#): This law defines the **structure and functions of provincial and local-level governments**, outlining their roles in service delivery, development planning, and financial management.
5. [Local Level Government Administration \(Amended\) Act 2022](#): The LLG Administration Act 1997 is a key legislation in PNG that **governs the functioning of LLGs**. It establishes the structure and roles of LLGs, outlines their relationship with other levels of government, addresses financial management, and **promotes governance and accountability** at the grassroots level.
6. [District Development Authorities \(DDA\) Act 2014](#): The DDA Act establishes the District Development Authorities as a mechanism for **distributing development funds** and **promoting service delivery at the district level**.
7. [PNG Leadership Code](#): The PNG Leadership Code sets out **standards of conduct and ethics for leaders, including members of parliament and public office holders, to ensure transparency, accountability, and integrity in public office**.
8. [National Anti-Corruption Strategy](#): This strategy outlines the GoPNG approach to **combating corruption, promoting transparency, and strengthening accountability in public administration**.
9. [National Public Service Gender Equity & Social Inclusion \(GESI\) Policy](#): This policy promotes **gender equity and social inclusion** within the National Public Service, emphasizing **fairness, equality, and non-discrimination**.
10. [Medium Term Development Plans \(MTDPs\)](#): MTDPs outline the government's development priorities and strategies for a specific period, providing a **roadmap for service delivery and governance reforms**.
11. [National Policy on Public Sector Reform](#): This policy aims to improve the efficiency, effectiveness, and **accountability of the public sector** through organizational restructuring, capacity building, and **governance reforms**.
12. [Family Protection Act 2013](#): The Family Protection Act in PNG is a law that addresses domestic and family violence. It offers legal protection and support for victims, and it aims to prevent and respond to such violence through measures like restraining orders, counseling services, and legal remedies. This act promotes the **safety, well-being, and rights of individuals and families** affected by domestic violence.
13. [Sorcery Repealed Act 2013](#): The Sorcery Repealed Act 2013 in PNG is a crucial law that addresses sorcery-related violence. It replaces the outdated Sorcery Act of 1971, which

wrongly criminalized and perpetuated violence against individuals accused of practicing sorcery. **The new act promotes justice, protects human rights, and aims to eliminate violence by providing legal safeguards and prioritizing education, awareness, and community engagement.**

These are just a few examples of the **legislations and policies that govern governance, accountability, and public service delivery in PNG**. It is important to note that this list is not exhaustive, as there may be other laws and policies in place that contribute to these areas.

In conclusion, the desk review provides a *comprehensive summary of the Project Design Document, Baseline Report, Power and Economic Analysis, Gender and Disability Analysis, as well as relevant documents from DFAT and Papua New Guinea's legislation and policies. These documents were used to inform and guide the Midterm Review for Oxfam's ACFGAP in Goroka district of PNG, as well as providing validation of Oxfam's work in the governance and accountability space.*

## 5 – Assumptions and Constraints of the Project

In accordance with the Terms of Reference outlining the scope of the Midterm Review (MTR) for Oxfam's Active Citizens Fostering Government Accountability Project (ACFGAP) in Goroka, PNG, the following assumptions and constraints have been identified for consideration during the MTR process:

### 5.1 ASSUMPTIONS OF THE MTR OF OXFAM'S ACFGAP

- ❖ The assumption is that the Oxfam's ACFGAP has been **effectively engaging** communities, government authorities, and key stakeholders since its commencement in 2018. It is assumed that the Project has **successfully influenced changes** in their behavior and attitudes towards transparency, responsiveness, and accountability to citizens, especially to women, youth, and people with disabilities in the district of Goroka.



- ❖ It is assumed that Oxfam's ACFGAP has **made progress** towards achieving its desired outcomes, specifically related to transparency, responsiveness, and accountability of government authorities to citizens. The assumption is that these outcomes have been particularly targeted towards women, youth, and people with disabilities in the Goroka district, with the aim of enhancing their representation and inclusion in decision-making processes.
- ❖ The assumption is that **behavioral change is necessary to realize the overarching goal of the Oxfam's ACFGAP**, which is for government authorities to be transparent, responsive, and accountable to citizens in the Goroka district. It is understood that achieving this behavioral change **requires a long-term commitment and effort, and it may take more than four years to fully accomplish.**
- ❖ The next phase of the Project assumes that it will benefit from a comprehensive understanding of the **effectiveness of the current approaches employed**. By identifying challenges encountered during implementation and addressing them appropriately, the project aims to **strengthen linkages and improve working methods** to better deliver the desired outcomes.
- ❖ It is assumed that **funding availability and staff capacity** significantly influence the project's ability to achieve its intended long-term outcomes. Adequate financial resources and competent personnel are considered essential factors in ensuring the project's success in fostering government accountability and citizen empowerment.
- ❖ The evaluation assumes that it will assess the **progress achieved** by Oxfam's ACFGAP. The evaluation aims to identify and understand the challenges faced during the implementation phase and evaluate **how these challenges were effectively addressed**. This information will be crucial in informing future decisions and actions.
- ❖ The evaluation acknowledges that while **it will consider planned-to-actual variations** and the **effects on outcomes, outputs, or indicators, less emphasis will be given to budget and timelines**. The focus primarily lies on assessing the **project's impact, effectiveness, and areas for improvement rather than solely on financial and temporal aspects**.
- ❖ The scope of the evaluation assumes that it will be tailored to **suit the specific objectives of the project and the needs of the stakeholders** involved. The evaluation will encompass all aspects relevant to measuring the project's results, **determining areas requiring further implementation and improvement, and providing valuable information and reporting mechanisms for the major project donor**, DFAT (Department of Foreign Affairs and Trade).



These assumptions provide a **basis for the midterm review and guide the evaluation towards assessing the project's impact, identifying areas for improvement, and informing recommendations for project redesign.**

## 5.2 CONSTRAINT/LIMITATIONS OF MTR OF OXFAM'S ACFGAP

The Midterm Review for Oxfam in Pacific's Active Citizens Fostering Government Accountability Project in Goroka district of Papua New Guinea had some limitations to consider:

- ❖ *Focus on results:* The review primarily focuses on measuring the project's results and its influence on **changes** in communities, government, and stakeholders. However, this narrow focus may not provide a comprehensive understanding of the entire project.
- ❖ *Limited timeframe to measure real change:* The review only covers the period since the project started in 2018. Considering that the project aims to achieve transparency and accountability in government, assessing progress within this **short timeframe** might pose challenges in capturing meaningful changes.
- ❖ *Delayed timing for the MTR evaluation:* The MTR was intended to be conducted in July 2022, serving as an opportunity for the project team to assess the implementation of the original project plan and whether key performance indicators were achieved. **Conducting the review at a later point** might **hinder its ability to provide timely insights.**
- ❖ *Incomplete data availability for MTR:* Almost all **activity reports**, with the exception of four, **were not uploaded** onto Oxfam's cloud account for the **evaluator to access**. This limitation hampers the ability to obtain a comprehensive understanding of the project's activities.
- ❖ *Lack of clarity around Monitoring Evaluation Accountability and Learning (MEAL) Framework:* There are four different MEAL Frameworks for the Project, containing inconsistent information. Additionally, there were challenges with staff **reporting against Key Performance Indicators (KPIs)**, as they have not seen or understood neither the Theory of Change nor the Project's Logical Framework which contain the KPIs. This limitation may **affect the accuracy and reliability of the data collected.**
- ❖ *Program Manager's involvement in implementation:* The Program Manager's **direct involvement** in implementing project activities **deviates from her primary role of managing the Project.** This may lead to a lack of proper oversight and coordination.
- ❖ *Essential information is missing from the Indicator Tracking Table for Oxfam's ACFGAP:* Specifically, the Key Performance Indicators (KPIs) have not been listed or made available to

staff throughout the years. Unfortunately, this has resulted in the failure to create an Indicator Tracking Table that would enable the tracking of planned versus actual progress and provide guidance to the Project staff in achieving the intended KPIs. Furthermore, the **absence of variance reports** can be attributed to the non-existent Indicator Tracking Table. This significant oversight **poses a potential challenge** for the **evaluation process** as it **hampers the accurate assessment of progress against predetermined indicators**. Without a comprehensive tracking system in place, it becomes difficult to measure the project's success and identify areas that require improvement. Moreover, there appears to be **confusion among staff members** regarding the **distinction between tracking KPIs and Target Reach tracking**, further **complicating the evaluation process**. This lack of clarity can **impede the ability to effectively monitor and evaluate the project's performance**. [To address these issues, it is imperative to promptly rectify the missing information by listing and making the KPIs available to staff. This will facilitate the creation of an Indicator Tracking Table that can effectively track progress, assess achievements against the planned targets, and guide the Project staff in attaining the intended KPIs. Additionally, clarifying the differentiation between KPI tracking and Target Reach tracking will contribute to a more streamlined and effective evaluation process.]

- ❖ *Loss of important information due to staff turnover*: Staff members who left the project took valuable information, including reports, with them. This loss can impact the evaluation's **ability to access complete and relevant data**.
- ❖ *Unavailability of annual reflection report*: The absence of an annual analysis report for the Midterm Review means that **there is a limited understanding of the project's performance**. This lack of information hampers decision-making, accountability, and the **ability to identify areas for improvement**.
- ❖ *Delayed availability of Planned to Actual information*: The Plan of Action and Budget, along with the related Planned to Actual information, were only made available shortly before the Preliminary Findings workshop. This late availability may have **impacted the evaluator's ability to validate primary information collected during interviews with key stakeholders**.
- ❖ *Unavailability of specific participants for data collection*: Women from the Goroka District LLGs were not available for Focus Group Discussions, and apart from two, other Sectoral Heads did not participate in Semi-Structured Interviews. Additionally, Oxfam in Pacific's WASH staff were not available for interviews. These limitations may result in incomplete perspectives and potential biases in the data collected.

- ❖ *Long-term commitment needed for behavior change*: Achieving the desired behavior change **requires a long-term commitment that extends beyond the Project's four-year duration**. Consequently, the review **may not** fully capture the long-term impact and sustainability of the Project.
- ❖ *Lack of assessment for budget and staff performance*: The evaluation does not include an assessment of the Project's budget or individual staff performance. This limitation hampers a comprehensive understanding of the **Project's overall effectiveness**.
- ❖ *Limited emphasis on budget and timelines*: The review allocates less attention to the project's budget and timelines compared to measuring impact, effectiveness, and areas for improvement.
- ❖ *Specific scope based on Project goals and stakeholder needs*: The evaluation's scope is tailored to match the Project's specific goals and stakeholder requirements. However, this specificity may result in **certain aspects being overlooked** if they fall outside the predefined scope.
- ❖ *Reliance on Project documentation*: The evaluation heavily relies on Project documentation to assess progress and identify challenges. Any gaps or limitations in the available documentation may **compromise the thoroughness of the evaluation**. Documents not available included the initial Program Logical Framework, and Annual Reflection Reports of Project.
- ❖ *Recommendations limited to Project redesign*: The midterm review aims to provide recommendations for improving future Project phases. However, it may not address broader issues.
- ❖ *Unavailability of the key documents for Oxfam's ACFGAP specified in the ToR for the midterm review as well as the Monitoring, Evaluation, Accountability and Learning Framework*: The fact that these important documents were not accessible to the evaluation team prior to the development of the Evaluation Plan and the design of the Questionnaires for the Focus Group Discussions, have influenced the findings of this midterm review, and this Report may not provide to stakeholders the real picture of the Project's progress towards Outcomes and Goal. These key documents included the Project Design Document (Logical Framework), Annual Reflection Reports, Gender and Disability Analysis MEAL Framework, Indicator Tracking Tables and Variances Reports. Regrettably, these limitations had a **direct impact** on the data gathered from the FGD sessions.

Please note that **these limitations are specific to the provided Terms of Reference and may not cover** all possible constraints or limitations that may arise during the review process.

## 6 – Key Findings

### 6.1 Evaluation of Project Outcomes

This section of the MTR Report aims to provide a comprehensive assessment of the achievements made thus far in relation to the four project outcomes. It will also highlight areas that require further implementation and improvement to effectively meet the project's goals.

An important aspect of the evaluation is to analyze the changes observed within community engagement, government authorities, and key stakeholders since the project's initiation in 2018. By understanding these dynamics, we can assess the project's influence on fostering government accountability and responsible citizenship. This analysis will help determine the project's overall effectiveness by gauging shifts in community involvement and the level of participation by government officials and stakeholders.

The evaluation also examined the **results achieved so far and assessed their impact on the targeted outcomes**. This comprehensive analysis provided valuable insights into the project's success and areas requiring further efforts. Additionally, unexpected or unintended consequences resulting from the project's implementation have been identified, allowing for necessary adjustments and improvements.

Various methods of data collection were employed during the evaluation process to ensure a robust and holistic understanding of the project's outcomes and impacts. The findings were analyzed and synthesized to generate meaningful **recommendations** and actionable insights for future project planning and implementation.

The evaluation team encountered limitations and constraints in this review due to the unavailability of key project documents, such as the Project Design Document, Gap Analysis Report, Annual Reflection Reports, Gender and Disability Analysis MEAL Framework, Indicator Tracking Tables, and Variances Reports. This lack of access may have influenced the findings of the midterm review and compromised the accuracy of the report in reflecting the true progress of the project towards its outcomes and goals. Furthermore, there are currently no identified SMART objectives for achieving the outcome indicators, making it challenging to measure progress. **It is recommended that Oxfam's ACFGAP Team receive refresher training on Strategic Planning to introduce the concept of writing SMART objectives in a simplified manner.**

The MTR for Oxfam's ACFGAP in Goroka District was conducted around the following framework domains: **relevance, effectiveness, efficiency, sustainability, and impact** of the project. In assessing the project towards its outputs and outcomes, we will reflect on the **project outcomes** displayed below and **evaluate the impact of the project on community engagement, government**

responsiveness, and stakeholder involvement using the mentioned evaluation framework domains. The **writings in red below from hereon are recommendations** towards the **redesigning of the project based on each outcome** of the Project.

Despite these limitations, this section of the report aims to provide a comprehensive and evidence-based assessment of the Active Citizen Fostering Government Accountability Pilot Project. By examining the achievements, challenges, and changes observed since its inception, we can enhance the project's effectiveness and contribute to fostering accountable governance and active citizenship.

**6.1.1 Outcome 1:** *Citizens are informed and empowered to engage in good governance mechanisms.* This will be achieved through two short-term outcomes: Citizens, particularly women, youth, and people with disabilities (PWD) are informed about their rights and accountability mechanism; and Citizens, particularly women, youth, PWD, are engaged in addressing key issues affecting them. This would also include implementing the Disability Inclusion Strategy Action Plan.

**6.1.1.1 Evaluation Findings & Progress Assessment**  
*Expectations and Achievements to Date*

The evaluation findings and progress assessment indicate the achievements and expectations of Result 1, which focuses on Oxfam's ACFGAP efforts in providing capacity support to the citizens of Goroka district. The objective is to gradually involve them in governance mechanisms that prioritize the public good and the common good of society. Although the review team didn't have access to key documents like the Project's logical framework, they still managed to gather information from the Project's budget and submissions received shortly before the validation workshop for the MTR. Additionally, the positive feedback received from participants during the review confirmed that Oxfam has initiated the process of equipping citizens with the necessary information and tools to actively participate in governance processes.

Oxfam's achievements in this regard can be attributed to several key strategies and activities. *The activities and deliverables completed to date, are written in blue and are attributed by Oxfam ACFGAP to Result 1 as displayed on the Project Budget, include:*

<p><b>Activities Planned and Implemented (in blue writing) for Result 1 in Financial Year (FY)2018/2019</b></p>
<p>➤ Establish the Goroka <b>'People's Forum'</b> to discuss common community issues and for on-going</p>

<p>networking to create informal space for district and Local Level Government officials to meet and greet influential community representatives in a safe environment. 60 people in 3 LLG.</p> <ul style="list-style-type: none"> <li>➤ Establish 'People's Forum' women's sub-group with 30 women to discuss specific challenges women face in a safe environment.</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 1 in Financial Year (FY)2019/2020</b></p>
<ul style="list-style-type: none"> <li>➤ 4x People's Forums to discuss common community issues. (Mimanalo LLG Peoples Forum)</li> <li>➤ 4x People's Forums to discuss common community issues. (Goroka Forum)</li> <li>➤ 2 x People's Forum women's sub-group meetings.</li> <li>➤ 1 x People's Forum, including government officials (planning, good governance, and inclusion). (Gahuku and Goroka Urban put together)</li> <li>➤ 3 x training workshops with community representatives on social accountability tools, including Budget Tracking Initiative.</li> <li>➤ 4x community engagement and project management training in each community. (Youths of Goroka District)</li> <li>➤ 4x community engagement and project management trainings in each community.</li> <li>➤ 3 x ward meetings to work on activities collectively.</li> <li>➤ 1 x awareness session per 17 wards on good governance roles and responsibilities</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 1 in Financial Year (FY)2020/2021</b></p>
<ul style="list-style-type: none"> <li>➤ 3 x Training youth on Small Medium Enterprise and Transformational Leadership..(Family Farm Team Training)</li> <li>➤ 3 x Training youth on Small Medium Enterprise and Transformational Leadership..</li> <li>➤ 3 x Transformational Leadership Training of government officials and women leaders</li> <li>➤ 3 x Gender sensitisation training citizens (youth, community leaders and women</li> <li>➤ 3 x Gender sensitisation training citizens (youth, community leaders and women</li> <li>➤ 1x Citizen &amp; Government Information Session on government COVID-19 response activities</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 1 in Financial Year (FY)2021/2022</b></p>
<ul style="list-style-type: none"> <li>➤ 4x Youth/Communities trainings on citizens' rights inclusive of relevant Policies</li> <li>➤ 3x gender sensitisation training for school BOMs and communities</li> <li>➤ 3 x Training ward citizens (youth) on Small Medium Enterprise and Transformational Leadership. - Goroka Urban Youths SME Training</li> <li>➤ 3 x Training ward citizens (youth) on Small Medium Enterprise and Transformational Leadership. - Gahuku Youths SME Training</li> <li>➤ 3 x Training ward citizens (youth) on Small Medium Enterprise and Transformational Leadership.</li> <li>➤ 3 x Transformational Leadership Training of youth and women leaders</li> </ul>

<ul style="list-style-type: none"> <li>➤ 1x Gender sensitisation training for communities for citizens (youth, community leaders and women Goroka Urban Youths)</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 1 in Financial Year (FY)2022/2023</b></p>
<ul style="list-style-type: none"> <li>➤ 3 Transformational Leadership Training of Youth &amp; Women Youths of Mimanalo Rural LLG</li> <li>➤ 2 Radio play on Good Governance Principles</li> <li>➤ 3 Support Youths on Active Citizenship inclusive Good Governance Mechanisms Awareness by NYDA on Goroka District Youth Council Establishment</li> <li>➤ 4 Support Youths on Active Citizenship inclusive Good Governance Mechanisms FFMT &amp; Bee Keeping for youths of Gahuku LLG</li> <li>➤ 3 Support Youths on Active Citizenship inclusive Good Governance Mechanisms Meeting with partners on Youth Registration Forms developed by National Youth Development Authority</li> <li>➤ 4 Support Youths on Active Citizenship inclusive Good Governance Mechanisms</li> <li>➤ 2 Youth Training on Citizens Rights, Gender Sensitizing inclusive of Relevant Policies</li> <li>➤ 1 Develop Informative Webpage on Good Governance Principles</li> </ul>

### 6.1.1.2. Impact on Community Engagement, Government Responsiveness & Stakeholders Involvement

The implementation of Oxfam's ACFGAP in the pilot district of PNG has had a transformative impact on community engagement, government responsiveness, and stakeholder involvement. This initiative has **empowered ordinary citizens** in Goroka, demonstrating that **their views and aspirations for development are supported by legislation and can be included in PNG's development plans**. Through platforms like the People's Forum, citizens have been able to express their opinions on public goods, feeling a profound sense of importance placed on **their voices as individuals fully aware of their rights and entitlements**. Ward Councillors have also experienced increased support in becoming more **gender-responsive and accessing government support, allowing them to collaboratively plan with citizens and stakeholders based on valuable data provided by residents**. Informative sessions conducted in schools, churches, and villages have effectively disseminated crucial information, raising awareness on governance processes, human rights instruments, and the rights of marginalized groups. *As a result, community engagement has flourished, government responsiveness has improved, and stakeholder involvement has increased, fostering positive change and creating a more inclusive and participatory society in Goroka.*



In addition to promoting good governance mechanisms, the ACFGAP project has taken **proactive steps to address pressing issues surrounding gender roles, gender-based violence, and the prevention of violence, abuse, and exploitation of children**. By raising awareness about these critical matters, the project has empowered community members with knowledge and understanding of the signs, consequences, and preventive measures related to violence and abuse. This heightened awareness enables individuals to actively participate in protecting vulnerable members of their community and fosters a safe environment for all. The project's comprehensive approach ensures that not only are governance practices improved, but the lives and well-being of community members are prioritized and safeguarded.

The project has also made significant efforts to incorporate gender sensitization awareness and training into the People's Forum. This **inclusive approach has enabled government officials, community leaders, and men in the communities to better understand gender roles and the rights of women, children, and PWDs**. The training provided has promoted **inclusion, good governance, and social accountability, helping power holders such as Ward Councilors and government officials recognize and appreciate the role of women in decision-making platforms** like the District Development Authority and Ward Development Committee. The People's Forum has provided a valuable **platform for government officials, Ward Councillors, and ordinary citizens to come together** and discuss issues affecting marginalized community groups. Moreover, it has supported the inclusion of marginalized groups on important decision-making bodies like the District Development Authority and the Ward Development Committee.

Furthermore, the project offers support and guide different government institutions and mechanisms in the Goroka district in **understanding their Gender Equality & Social Inclusion Policy** and the significance of incorporating gender considerations in programs, policies, and strategies across various development sectors. Through awareness sessions and training initiatives, the project ensures that these policies are not only understood but also properly implemented, **amplifying the voice of marginalized groups**, particularly women, PWDs, and youths. The project's outcomes not only contribute **to its own goals but also support other projects of Oxfam in the Pacific PNG CO, to achieve their project outcomes, aligning with the Gender Justice Prevention and Advocacy pillar and WASH Project**.

The awareness sessions conducted by the project also cover **essential aspects of public health, hygiene, and disease prevention**, with particular emphasis on COVID-19. The Project has played a pivotal role in **supporting the Eastern Highlands Provincial Health Authority** between 2021 and 2022, effectively **disseminating accurate and up-to-date information about the virus and the importance of adhering to preventive measures**. By equipping citizens with knowledge about

proper hygiene practices and the significance of vaccination, the project has actively contributed to reducing the spread of COVID-19 within the community and safeguarding public health.

Moreover, the project has extended its focus beyond governance training and has also emphasized the improvement of economic livelihoods and leadership skills within marginalized groups. Trainings such as transformational leadership, Family Farm Teams Training, Apiculture, and Financial Literacy have been provided to youths, women leaders, and government officials. **This comprehensive approach equips these groups with the necessary tools and capacity to recover from the aftermath of COVID-19 and prevent poverty.** By addressing both governance and economic livelihoods, Oxfam in Pacific has **demonstrated a multifaceted approach to ensuring the long-term well-being and resilience of these marginalized communities.**

The success of the ACFGAP project is evident through the achievements of women's groups, as their members have been elected to leadership positions in women-led organizations and actively participate in decision-making processes. **These empowered women are making significant contributions to their communities.** Additionally, the project has extended its **support to individuals with disabilities, creating opportunities for them to serve in various leadership roles.** These individuals actively contribute to consultative workshops and advocate for the rights and interests of marginalized groups. The project's focus on empowering youth is also noteworthy, **ensuring that their rights are upheld and their voices are heard.** Through various community groups and training initiatives, the project has effectively mobilized and supported young individuals, equipping them with the necessary tools and platforms to advocate for their rights and engage in meaningful participation. One notable example of this support is Oxfam's collaboration with the Goroka District Administration's Community Development Sector, which facilitated the **establishment of the Goroka Youth Council** under the National Youth Development Authority. The ACFGAP project's commitment to promoting inclusivity and providing opportunities for underrepresented groups is instrumental in creating a more equitable society. By empowering women, individuals with disabilities, and youth, the project has fostered an environment where diverse voices and perspectives are valued, leading to positive social change and a more inclusive community.

In conclusion, the Project has the potential to have **a catalytic effect** if equipped with the necessary staff and resources. For instance, Women from the Goroka Market Vendors Association Inc. are now being **represented on the Goroka Market Executive Committee** and are confidently running their Association after being empowered with Good Governance and Social Accountability Skills, as well as Effective Communication Skills. Oxfam's ACFGAP in the Goroka district of PNG has made significant progress in improving citizens' livelihoods and promoting good governance practices. The project's emphasis on citizen participation, transparency, and

accountability at the local level has laid a solid foundation for further strengthening governance mechanisms and combating corruption in PNG. **Continuous support and collaboration between Oxfam and the communities it serves are crucial for sustaining these positive changes and building a more just and equal society.**

### **6.1.1.3 Identified Area(s) for Improvement & Further Implementation**

For the purpose of sustainability of the governance and social accountability initiative being piloted in Goroka district in PNG, it is recommended that **Oxfam's ACFGAP prioritize supporting institutions and organizations that advocate for marginalized groups**, including women, persons with disabilities, and youth. Partnering with organizations such as the Provincial Council of Women, Eastern Highlands Disabled People's Organization, and Goroka District Youth Council will empower them to speak up for the marginalized communities they represent.

Oxfam International is dedicated to promoting gender equality and empowering women worldwide. The organization recognizes that gender inequality is a significant barrier to poverty reduction and sustainable development. Oxfam believes that addressing the unique challenges faced by women and promoting their rights and well-being is crucial for achieving social justice and creating a more equitable society. The midterm review discovered that **the LLG managers submitted the LLG plan to the Goroka DDA without considerations for the views of marginalized groups**, including women, youths, and persons with disabilities, through the Ward Plan. One reason for this is the unavailability of the Ward Plans which Oxfam's ACFGAP was supposed to assist the WDC to produce. Another reason for the WDC plans missing out on the LLG Plan is the **lack of instruction from the top-down**, as Oxfam's ACFGAP **does not have an MOU with both the Department of Provincial and Local Government Affairs (DPLGA) and Eastern Highlands Provincial Administration (EHPA)**. Therefore, **it is important for Oxfam's ACFGAP to give consideration to and sign an MOU with both the government bodies and the legislations supporting marginalized groups and service delivery in PNG, as they are key stakeholders in the project. Clauses in the MOU must include capacity development for the LLG government officials to stop them from breaching the LLG Administration (Amended) Act 2022<sup>34</sup> which give effects to the importance of WDC and Ward Plans.**

While the National **Council of Women** serves as a **statutory body responsible for promoting and safeguarding the interests and welfare of women in PNG**, the DPLGA and EHPA's Division for Provincial and Local Level Government Affairs are the government bodies **responsible for**

<sup>34</sup> [Local Level Government Administration \(Amendment\) Act](#). (2022) Papua New Guinea, Number 13/2022

**regulating legislations and policies for service delivery and governance and accountability.** Thus, it is crucial to sign an MOU with the Eastern Highlands Division for Community Development, Religion, and Youth to further support the rights of marginalized groups. Having a MOU with EHPA's Division for Community Development also shows Oxfam's support of this institution that houses women, PWDs and Youth institutions in the Province. It is also crucial to get their support for the Project to avoid future hiccups plus to **institutionalize the ACFGAP.**

The Project must be reminded that the rationale behind Oxfam's focus on women is rooted in the understanding that women often face intersecting forms of discrimination and marginalization based on their gender, as well as other factors such as race, ethnicity, class, and disability. Oxfam recognizes that empowering women has a transformative impact not only on their own lives but also on their families, communities, and societies at large. **The Project redesign must give emphasis to initiatives that promote women's rights and empowerment, challenging unequal power dynamics perpetuating gender inequality.** This includes addressing issues such as violence against women, unequal access to resources and opportunities, limited participation in decision-making processes, and lack of economic empowerment. The Project is currently working towards ensuring that women have equal opportunities, voice, and agency to shape the policies and institutions that affect their lives, supporting institutions protected by legislation and the voice that legislators will listen to for policy change in PNG.

As per the findings of this review, Oxfam's ACFGAP's **approach to promoting women's rights and gender equality is comprehensive and multifaceted.** It includes supporting women-led organizations and movements, advocating for policy changes that advance gender equality, providing resources and capacity-building support to women entrepreneurs and farmers, and promoting gender-responsive programming and humanitarian assistance. This calls for the **establishment of partnerships with organizations such as Women's Micro Bank Ltd, UN Women, Fresh Produce Development Agency or Food & Agriculture Organization, National Department of Health, and Department of Rural Development.** Additionally, **promoting stronger collaboration amongst programs within Oxfam in Pacific, especially the Gender Justice Pillar,** where the Project is helping to achieve their pillar objectives.

Oxfam's Active Citizens Fostering Government Accountability Project should **provide support to the Council of Women (CoW) in order to bolster its efforts to provide advice and recommendations to government bodies, coordinate with relevant stakeholders, and develop strategic plans and programs tailored to address the specific needs and priorities of women in PNG.** Technical and financial assistance from Oxfam can enhance the operations of the CoW, with the finance being managed by Oxfam and directed solely towards implementing activities rather than overhead costs. **Strengthening the CoW aligns with the goal of the project and sets the stage for further support from the Eastern Highlands Provincial Administration.**

It is also recommended that the People's Forum must be held once every 3 months to set the pace for the LLGs and District to adapt into their programs.

In conclusion, the success and sustainability of Oxfam's Active Citizens Fostering Government Accountability Project in the Goroka district in PNG relies on **prioritizing support for organizations that advocate for marginalized groups**, including women, persons with disabilities, and youth. Collaborating with partners such as the Provincial Council of Women, Eastern Highlands Disabled People's Organization, and Goroka District Youth Council will empower these organizations to effectively represent the marginalized communities they serve. The project's focus on women is crucial, given the significant discrimination and marginalization they face. **Strengthening institutions like the Council of Women will enhance their operations and pave the way for further support from the Eastern Highlands Provincial Administration.** Signing an MOU with the Department of Provincial and Local Government Affairs and the Eastern Highlands Provincial Administration is essential, with **clauses for capacity-building programs for LLG government officials and the promotion of WDC and Ward Plans.** Overall, Oxfam's comprehensive approach to promoting women's rights and gender equality must be emphasized, with a focus on challenging power dynamics perpetuating gender inequality. Collaboration within Oxfam's programs in the Pacific will further advance the project's objectives. Finally, holding the People's Forum regularly will ensure adaptability and responsiveness in LLGs and Districts. Through these efforts, Oxfam can promote the welfare and representation of marginalized communities in government and society at large.

**6.1.2 Outcome 2:** *Government representatives and citizens have improved access of relevant information to engage in good governance mechanisms.* For example, this will include gender and inclusive development planning, budgetary, and policy formation information and resource allocation. This will be supported through two short-term outcomes: **Information is provided to citizens** broadly within Goroka district, and **Information is provided to government representatives and officials** broadly within the Goroka district.

### 6.1.2.1 Evaluation Findings & Progress Assessment

#### Expectations and Achievements to Date

The findings from the midterm review highlighted the relevance of Outcome 2, which focused on improving access to relevant information for both government representatives and citizens in Goroka District and Papua New Guinea (PNG). This outcome recognizes the significance of transparent and accessible information in promoting active engagement and informed decision-making by all stakeholders.

The relevance of Outcome 2 to the PNG context is evident, as it aligns well with PNG's development priorities and **supports the implementation of the National Right to Information Policy 2020-2030.** This policy aims to enhance transparency and accountability by **granting citizens the right to access information held by public bodies.**<sup>35</sup> By enabling citizens to obtain

relevant information about the allocation and utilization of public funds, Outcome 2 supports their engagement in monitoring and holding government authorities accountable.

Oxfam's achievements in this regard can be attributed to several key strategies. The activities and deliverables to date, attributed by Oxfam ACFGAP to Result 2 as displayed on the Project Budget, include:

<p><b>Activities Planned and Implemented (in blue writing) for Result 2 in Financial Year (FY)2018/2019</b></p>
<ul style="list-style-type: none"> <li>➤ Identify and contextualise Social Accountability tools for supporting collective community action through a consultative process with government. This would include analysis of the viability of tools and approaches, such as the Community Charter, community scorecard, and/or community satisfaction surveys. It covers 17 (seventeen) wards.</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 2 in Financial Year (FY)2019/2020</b></p>
<ul style="list-style-type: none"> <li>➤ 1 x gender sensitisation training for communities for Ward Development Committee selection and ward planning.</li> <li>➤ 3 x training workshops with LLG representatives on social accountability tools, including Budget Tracking Initiative..(Goroka District)</li> <li>➤ 3 x training workshops with LLG representatives on social accountability tools, including Budget Tracking Initiative.</li> <li>➤ 3 x training workshops with LLG representatives on social accountability tools, including Budget Tracking Initiative.</li> <li>➤ With LLG Officers, monitor WDCs to encourage implementation and documentation of development outcomes and experiences.</li> <li>➤ 1 x training for female WDC member on WDC roles and responsibilities.</li> <li>➤ 17 Ward Development planning sessions in communities, including participation of women and youth.</li> <li>➤ Supply information materials on government planning, good government, and gender and social inclusion to People’s Forum participants and government representatives.</li> <li>➤ modes of communicating used to disseminate principles of good governance information to communities.</li> <li>➤ 3 x good governance trainings with representatives from 17 Wards.</li> <li>➤ 3 x good governance trainings with representatives from 17 Wards.</li> <li>➤ 3 x good governance trainings with representatives from 17 Wards.</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 2 in Financial Year (FY)2020/2021</b></p>

- 3 x Information sessions to support the government and citizens access to relevant information on gender and inclusive development planning, budgetary, and policy formation information and resource allocation.
- 3 x Information sessions to support the government and citizens access to relevant information on gender and inclusive development planning, budgetary, and policy formation information and resource allocation.
- 3 x Information sessions to support the government and citizens access to relevant information on gender and inclusive development planning, budgetary, and policy formation information and resource allocation.
- 3 x Active Citizens Civic Education training on Government and Ward Members (inclusive of WASH Policy, open budgets, Proposal Write-up).
- 3 x Active Citizens Civic Education training on Government and Ward Members (inclusive of WASH Policy, open budgets, Proposal Write-up).
- 3 x Active Citizens Civic Education training on Government and Ward Members (inclusive of WASH Policy, open budgets, Proposal Write-up).
- 9 x awareness raising sessions on good governance, roles and responsibilities relating to the Governments Response to COVID-19
- 9 x awareness raising sessions on good governance, roles and responsibilities relating to the Governments Response to COVID-19
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- 9 x awareness raising sessions on good governance, roles and responsibilities relating to the Governments Response to COVID-19
- 3 x Different modes of communication to disseminate information Covid-19 responses to communities
- 3 x Different modes of communication to disseminate information Covid-19 responses to communities
- Different modes of communication to disseminate information Covid-19 responses to



<p>communities</p> <ul style="list-style-type: none"> <li>➤ Distribution of Gender and social inclusion information for COVID-19</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 2 in Financial Year (FY)2021/2022</b></p>
<ul style="list-style-type: none"> <li>➤ 2 x Government Support Trips for Accessing National Policy</li> <li>➤ 2 x Government Support Trips for Accessing National Policy</li> <li>➤ 3 x workshop managing public resources</li> <li>➤ 3 x workshop managing public resources</li> <li>➤ 3 x workshop managing public resources</li> <li>➤ 3 x Governance civic education with schools - Goroka International School</li> <li>➤ 3 x Governance civic education with schools - Kama Primary and Day High School</li> <li>➤ 3 x Governance civic education with schools</li> <li>➤ 3 x capacity building training for ward recorders</li> <li>➤ 3 x capacity building training for ward recorders</li> <li>➤ 3 x capacity building training for ward recorders</li> <li>➤ 3 x refresher training on roles and responsibility for District, DDA and LLG officials</li> <li>➤ 3 x refresher training on roles and responsibility for District, DDA and LLG officials</li> <li>➤ 3 x refresher training on roles and responsibility for District, DDA and LLG officials</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 2 in Financial Year (FY)2022/2023</b></p>
<ul style="list-style-type: none"> <li>➤ 2 Gender Sensitization for Schools, Board Of Managements</li> <li>➤ 2 Gender Sensitization for Schools, Board Of Managements</li> <li>➤ 2 Youth Policy on Citizens Rights and Civic Education for Schools</li> <li>➤ 2 Youth Policy on Citizens Rights and Civic Education for Schools</li> <li>➤ 2 Refresher on Roles and Responsibilities for Ward Recorders</li> <li>➤ 2 Refresher on Roles and Responsibilities for Ward Recorders</li> <li>➤ 2 Social Accountability training for Youth (Goroka District)</li> <li>➤ 2 Social Accountability training for Youth</li> <li>➤ 2 Training to Women Associations on Active Citizenship</li> <li>➤ 2 Training to Women Associations on Active Citizenship (Church women representatives)</li> </ul>

<sup>35</sup> Department of Information and Communications Technology. "Right to Information Policy - Consultation Paper." Department of Information and Communications Technology, June 2021, <https://www.ict.gov.pg/Policies/Right%20to%20Information%20Policy/Right%20to%20Informstion%20Policy%20-%20Consultation%20Paper.pdf>

As mentioned earlier and like everywhere else, it was quite **difficult to measure the efficiency** of Outcome 2 but written below are some *key performance indicators of Gender Equality and Social*

*Inclusion for ANCP* that must be reported going forward, and could have influenced the findings of this review:

- ❖ Number of management committees in which women are equally represented
- ❖ Number of people who participated in sessions on gender issues and women's equal rights (joint ANCP-AHP COVID Indicator)
- ❖ Number of women survivors of violence receiving services such as counselling (joint ANCP-AHP COVID Indicator)
- ❖ Number of women supported to assume leadership roles
- ❖ Number of women's groups, organisations and coalitions actively involved with the project
- ❖ Number of people who received disability support services specific to their needs
- ❖ Number of Disabled Persons Organisations (DPOs) actively involved with the project
- ❖ Number of people trained in disability awareness and inclusion
- ❖ Number of people trained in delivery of disability support services

### 6.1.2.2 Impact on Community Engagement, Government Responsiveness & Stakeholders Involvement

The project has introduced **social accountability tools** to beneficiaries under Outcome 1, but the actual implementation and realization of the outputs related to socializing these tools, such as the Budget Tracking Initiative, are found under Outcome 2. **There is overlap between the outputs of Outcome 1 and 2**, which should be **revisited in the next planning session**. The project's training sessions on social accountability tools have had a significant impact, reaching government officials, **marginalized communities, Ward Development Committees (WDCs), and Ward Councilors**. The **Budget Tracking training equips individuals with the knowledge and skills needed to understand and utilize budget information for local development projects**, ensuring transparency and accountability. Government officials who receive this training gained the **ability to track and monitor budget allocations**, effectively reducing corruption risks. Participants in the midterm review expressed that they have **developed a deeper understanding of budget processes**, empowering them to hold officials and each other accountable and contribute to **budgets that address community needs**. Ward Councillors also learn **effective resource allocation strategies, prioritizing community requirements**. These training initiatives foster dialogue and engagement between stakeholders, ultimately enhancing decision-making processes.

The project has facilitated capacity building initiatives for the Program Managers in the Education Sector and Community Development Sector from Goroka District Administration through government support trips to Port Moresby to attend Civic Education workshop and the National

Birth Registry workshop. These initiatives aim to sustain the civic education efforts in schools and the establishment of the Goroka Youth Council. **By institutionalizing these impactful initiatives, they can be sustained in the long term, even after the Project ends.**

The project has collaborated with the Department of Provincial and Local Level Government Affairs (DPLLGA), Pacific Institute of Leadership and Governance (PILAG), and the Consultative Implementing Monitoring Council through supporting training sessions for all key stakeholders of the Project on social accountability tools (budget tracking, and understanding relevant laws and budget information). The trainings covered various topics such as government structures, roles and responsibilities, accessing funds, planning processes, and procurement. These initiatives have empowered stakeholders to understand and utilize appropriate laws and budget information to access funds for development projects at the local government level. Ward Recording trainings were facilitated by DPLLGA and have influenced the new Provincial Governor to eventually sign a MOA with DPLLGA to roll out the Ward Recorder training in EHP. Participants in the midterm review expressed the **need for further training to effectively reduce corruption in the district.**

The project initially received funding commitment of **K40, 000.00** from the Goroka District Development Authority (DDA), but the funding was not continued due to the lack of financial and narrative acquittals on the funds by the project. While the Project staff interviewed explained that the money was used to cover the costs of District staff associated to the Alignment Training facilitated by PILAG, staff of the Goroka District Administration interviewed stated disappointment over the non-reporting of the disbursement of the K40, 000.00 **To rectify this, it is recommended that the project provides the Goroka DDA with a financial and narrative report for the usage of the K40, 000.00.**

The Project has established partnerships with District officials to provide platforms for Ward Planning Committees (WDCs) to develop their ward plans in communities. This inclusive approach is **legal** and ensures the **involvement of women, youths, and PWDs** in the **planning process**. The Project also facilitated People's Forums where relevant information on policies, legislations, and pathways is disseminated to all project beneficiaries. This intervention has **created a pathway for communication and collaboration between local ward councillors and LLG managers, aligning with the Local Level Government Administration (Amended) Act 2022**. This fosters community engagement and participation in governance processes. It is noteworthy that government officials and Ward Councillors are usually present during the People's Forum facilitated by Oxfam's ACFGAP, where relevant information on policies, legislations, and pathways is disseminated to all project beneficiaries. Section 38.1 of the LLG Administration Act, outlines the administrative functions of the LLG as, *"a LLG shall, in addition to its other functions, in relation to the LLG area,*

*be responsible for preparing corporate plans and estimates; and preparing a rolling five year development plan for the wards as prepared by the elected ward member members.”<sup>36</sup>*

In conclusion, the midterm review highlights the positive impact of the project on **improving access to relevant information for government representatives and citizens**. By promoting transparency, accountability, and citizen engagement, **the project helps government representatives recognize the legislation guiding the effective utilization of public funds and empowers stakeholders to actively participate in governance processes**.

### **6.1.2.3 Identified Area(s) for Improvement & Further Implementation**

Through a comprehensive review, various areas for improvement and further implementation have been identified within Outcome 2 of Oxfam in Pacific's ACFGAP in Goroka, PNG. These areas specifically focus on enhancing the **accessibility of relevant information for both government representatives and citizens**, thereby facilitating their **engagement in effective good governance mechanisms**. By addressing these areas, the project can significantly contribute towards building a more transparent and participatory governance system.

Interviews conducted during the Midterm Review discovered that **persistent power dynamics** still exists in the Goroka District, where **marginalized groups' voices are overshadowed**. To address this, **there is a need for behavioural change and continuous gender sensitization initiatives**. Collaboration with content experts from OIP's Gender Justice Project for gender sensitization training, along with partnering with organizations advocating for gender equality and empowerment, can support this effort.

Progress towards Outcome 2 has been impeded by the **lack of determination among Ward Councillors to seek technical support for the development and/or completion of their Ward Development Plan**. Additionally, the plans developed by Ward Councillors were **not adequately considered by the LLG Managers** due to strict deadlines imposed by Goroka DDA, breaching the LLG Administration (Amended)

<sup>36</sup> Department of Information and Communications Technology. "Right to Information Policy - Consultation Paper." Department of Information and Communications Technology, June 2021, <https://www.ict.gov.pg/Policies/Right%20to%20Information%20Policy/Right%20to%20Informstion%20Policy%20-%20Consultation%20Paper.pdf>

Act 2022.<sup>37</sup> **Strengthening collaboration and coordination among the Ward Councillors, LLG Managers, and Oxfam in the Pacific is crucial to overcome this challenge and ensure compliance**

**with legal requirements.** This collaborative effort is crucial to overcome the challenge at hand. By working together closely, these stakeholders can align their efforts and resources to meet the necessary legal obligations. This collaboration will enable effective communication, knowledge sharing, and joint decision-making, ultimately leading to improved compliance and adherence to legal requirements. Through a coordinated approach, the project can navigate the complexities of legal frameworks more efficiently, ensuring that all parties involved are well-informed and working towards the same goal of promoting transparency, accountability, and good governance.

The midterm review (MTR) findings indicate that **there were shortcomings in consulting with LLG staff during the feasibility study of the Project**, and again during the Political Economy and Power Analysis conducted in 2018 for the District of Goroka. Consequently, the LLG staff **felt uninformed** even during the **signing of the Memorandum of Understanding (MOU) between the political head and Oxfam International in PNG** at that time. Government officials interviewed during the MTR also expressed that the **MOU was established solely with a political head, without involving the Department of Provincial & Local Level Government Affairs (DPLLGA) and Eastern Highlands Provincial Administration (EHPA)**. This lack of involvement and support from the LLGs, which implement instructions from DPLLGA or EHPA, created challenges as they were not provided with directions from EHPA's Division of Provincial & Local Level Government Affairs. Additionally, a **shortage of manpower** at the LLG administration and **resistance from government officials** further hindered project implementation. To address these challenges, **the primary recommendation is for Oxfam in Pacific PNG Country Office to establish an MOU with DPLLGA, the Department of Community Development, Youth & Religion (DfCDR), and EHPA to secure understanding and support. It is also advisable to conduct a comprehensive Inception Report that includes Stakeholder Analysis, capturing the views and aspirations of key stakeholders before analyzing data and planning the intervention.** Ultimately, it is essential for the Government of PNG to take **ownership of the Project**.

Addressing these areas of improvement and challenges is **crucial to empower citizens to effectively engage in good governance mechanisms**. By prioritizing these improvements, the project can foster inclusive decision-making processes, enhance citizen engagement, and contribute to strengthening good governance practices. Collaboration between Oxfam in the Pacific and stakeholders is essential to create an enabling environment for citizen participation and accountability. **The project has already shown positive impacts, such as empowering women in the Goroka Market Vendors Association and supporting the establishment of District and Provincial Youth Councils, indicating its potential for creating lasting change.**

<sup>37</sup> [Local Level Government Administration Act 1997 \(Papua New Guinea\)](#), sec. 38(1)(e & f).

**6.1.3 Outcome 3:** *Dialogue opportunities and spaces are created and inclusive of government representatives, citizens, and key stakeholders.* This will be achieved through capacity

building and mentoring support to District, Local Level Government (LLG) and Wards. It would also include the focus on exposure of government representatives and citizens to various forums which will include but not limited to gender forums, disability forums and climate change forums.

### 6.1.3.1 Evaluation Findings & Progress Assessment

#### *Expectations and Achievements to Date*

To begin with, no outputs under Outcome 3 were implemented in the 2018/2019 FY as this was the Inception period of the Project and as mentioned above, the key stakeholders at the LLG administration whom this Project was supposed to work with to achieve this Outcome were not involved, despite being captured on the Project Plan and Budget. Also during the 2018/2019 FY, the EOI paper and the Project Budget revealed that an extra LLG not within Goroka district was targeted to achieve this outcome as part of scouting for information to validate the Project documentation, ie., the Project planned on having ongoing informal engagement with government officials to build and maintain relationships through monthly informal meetings with 22 wards. Outcome 3 of the Project is “Dialogue opportunities and spaces are created and inclusive of government representatives, citizens and key stakeholders.” The actual implementation started in 2019/2020 FY with only two (2) outputs implemented.

Oxfam's achievements in this regard can be attributed to several key strategies. The activities and deliverables to date, attributed by Oxfam ACFGAP to Result 3 as displayed on the Project Budget, include:

<b>Activities Planned and Implemented (in blue writing) for Result 3 in Financial Year (FY)2018/2019</b>
<ul style="list-style-type: none"> <li>➤ On-going informal engagement with government officials to build and maintain relationships through monthly informal meetings with 22 wards.</li> <li>➤ 4 x quarterly meetings with DDA for regular briefing on project successes and challenges.</li> <li>➤ 4 x quarterly meetings with DDA for regular briefing on project successes and challenges.</li> <li>➤ 4 x quarterly meetings with DDA for regular briefing on project successes and challenges.</li> <li>➤ 4 x quarterly meetings with DDA for regular briefing on project successes and challenges.</li> </ul>
<b>Activities Planned and Implemented (in blue writing) for Result 3 in Financial Year (FY)2019/2020</b>
<ul style="list-style-type: none"> <li>➤ 4 x quarterly meetings with DDA on project success and challenges.</li> <li>➤ 4 x quarterly meetings with DDA on project success and challenges.</li> <li>➤ 4 x quarterly meetings with DDA on project success and challenges.</li> </ul>

- 4 x quarterly meetings with DDA on project success and challenges.
- 1 x Institutional Maturity Index (IMI) workshop with DDA.
- 1 x Ward Development Planning Training at District/LLG level.
- 1 x MEL Skills Training at District/LLG level.
- 3 x Ward Development Planning- Trainings with Ward Development Committee.
- 3 x Ward Development Planning Trainings with Ward Development Committee.
- 3 x Ward Development Planning Trainings with Ward Development Committee.
- 1 x Ward Development Planning recording training

**Activities Planned and Implemented (in blue writing) for Result 3 in Financial Year (FY)2020/2021**

- Implementation of 1 x Institutional Maturity Index with DDA and District Administration.
- Support government officials to deliver 4 x Disability Inclusion relating Covid-19 response (Preventive Plan)
- Support government officials to deliver 4 x Disability Inclusion relating Covid-19 response (ToT training)
- Support government officials to deliver 4 x Disability Inclusion relating Covid-19 response
- Support government officials to deliver 4 x Disability Inclusion relating Covid-19 response
- Support Government participation in 2 x National Forum e.g. Consultative Implementation Monitoring Council and Open Government Partnership.
- Support Government participation in 2 x National Forum e.g. Consultative Implementation Monitoring Council and Open Government Partnership.
- 4 x quarterly meetings with DDA on project success and challenges including District COVID-19 Response Plan.
- 4 x quarterly meetings with DDA on project success and challenges including District COVID-19 Response Plan.
- 4 x quarterly meetings with DDA on project success and challenges including District COVID-19 Response Plan.
- 4 x quarterly meetings with DDA on project success and challenges including District COVID-19 Response Plan

**Activities Planned and Implemented (in blue writing) for Result 3 in Financial Year (FY)2021/2022**

- Participate in CIMC/TIPNG/ national level forums - OGP Meeting
- Participate in CIMC/TIPNG/ national level forums - OGP Meeting
- Participate in CIMC/TIPNG/ national level forums - OGP Meeting
- 4 quarterly meetings with DDA to review project and District COVID-19 Response Plan
- 4 quarterly meetings with DDA to review project and District COVID-19 Response Plan
- 4 quarterly meetings with DDA to review project and District COVID-19 Response Plan
- 4 quarterly meetings with DDA to review project and District COVID-19 Response Plan



<ul style="list-style-type: none"> <li>➤ 4 quarterly WDC meeting conducted (quarterly basis) - Gahuku Rural LLG, Ward-1</li> <li>➤ 4 quarterly WDC meeting conducted (quarterly basis)</li> <li>➤ 4 quarterly WDC meeting conducted (quarterly basis)</li> <li>➤ 4 quarterly WDC meeting conducted (quarterly basis)</li> <li>➤ 4 quarterly LLG meetings on a quarterly basis – councillors are able to voice their concerns</li> <li>➤ 4 quarterly LLG meetings on a quarterly basis – councillors are able to voice their concerns</li> <li>➤ 4 quarterly LLG meetings on a quarterly basis – councillors are able to voice their concerns</li> <li>➤ 4 quarterly LLG meetings on a quarterly basis – councillors are able to voice their concerns</li> <li>➤ Support establishment youth engagement in good governance mechanisms</li> </ul>
<b>Activities Planned and Implemented (in blue writing) for Result 3 in Financial Year (FY)2022/2023</b>
<ul style="list-style-type: none"> <li>➤ 2 Refresher Training on Ward Planning Processes (Gahuku Rural LLG Ward 2)</li> <li>➤ 2 Refresher Training on Ward Planning Processes</li> <li>➤ 2 Support Quarterly Meeting for Ward Development Committee, Ward Councillors Ward 2 WDC, Gahuku Rural LLG</li> <li>➤ 2 Support Quarterly Meeting for Ward Development Committee, Ward Councillors Ward 3 WDC, Goroka Urban LLG</li> <li>➤ 2 Open Forums for Ward Councillors on Accountability</li> <li>➤ 2 Open Forums for Ward Councillors on Accountability</li> <li>➤ Create WhatsApp/Facebook page for Powerholders</li> <li>➤ 2 Social Accountability training for Women Leaders (UN Women -Market Vendors Association)</li> <li>➤ 2 Social Accountability training for Women Leaders</li> <li>➤ 2 Support Women Leaders on dialogue opportunities (support to Goroka District)</li> <li>➤ 2 Support Women Leaders on dialogue opportunities</li> </ul>

### 6.1.3.2 Impact on Community Engagement, Government Responsiveness & Stakeholders Involvement

The impact of Oxfam's Active Citizenship Fostering Government Accountability Project on community engagement, government responsiveness, and stakeholder involvement can be assessed through the **Institutional Maturity Index (IMI)** workshop and activity conducted for the Goroka. The IMI is a valuable tool that evaluates an organization's **institutional capacity to effectively manage and implement development activities**. It assesses various areas such as **governance, financial management, human resources, procurement, monitoring and evaluation, and program management, providing insights into an organization's strengths and weaknesses** and enabling the development of improvement plans over time. Unfortunately, the evaluation team did not have access to the report from both the IMI workshop and activity during the assessment.

However, despite the lack of concrete evidence, it is worth noting that there have been positive changes in the way the Goroka DDA conducts its day-to-day business. Notably, in 2022, **the swearing-in ceremony for the current DDA members was broadcast live**, marking a significant milestone for the Goroka district. This event, made possible by Oxfam's ACFGAP, showcased the induction of DDA members, which had never been witnessed before in the district. Oxfam's contribution in **facilitating this inclusive platform for citizens to engage with government representatives and key stakeholders** is highly appreciated. Furthermore, following the induction, the new DDA has demonstrated a **commitment to community engagement by conducting DDA meetings in selected communities and wards, particularly within rural LLGs**. This approach serves as a means for the DDA to give back to the communities they serve. Such initiatives **foster constructive engagement between government representatives, citizens, and key stakeholders**, ultimately contributing to improved community involvement, government responsiveness, and stakeholder participation.

While the direct impact of the **IMI** may not be **immediately evident** due to the **unavailability of the workshop and activity report**, it is important to acknowledge the **positive changes and actions taken by the Goroka DDA**. Oxfam's Active Citizenship Fostering Government Accountability Project has played a crucial role in creating platforms for constructive engagement and facilitating the induction of DDA members, thereby promoting transparency, accountability, and citizen participation in the Goroka district's governance processes.

The Project supported Eastern Highlands Provincial Health Authority by facilitating the writing up of the Prevention Plan with Disability Inclusion as part of the Gender and Disability Inclusion Strategy relating to COVID-19 response in EHP. Part of the plan included facilitating the TOT for COVID-19 in collaboration with Goroka District Health Services.

Under this outcome, the Project provided capacity building support to the Ward Councillors and Ward Development Committees in the three (3) rural LLGs on Ward Planning Processes which included steps of developing Ward Plans and alignment to Provincial and National development priorities as well as supporting the WDC in conducting the WDC meetings. Ward Councilors interviewed expressed that Oxfam's support is giving them confidence, and they can now lead with knowledge of how the system works, and on ways of capturing issues on a plan that will be funded so that their needs and issues would be solved. The Ward Councillors were excited when they expressed that they now know that there are provisions on government legislations that gives power to the Ward Plan and have acknowledgement of the Ward Development Committee. Oxfam's intervention through this Project has supported them to see where they can use legislations to get access to funding for their projects from Ward level. This support is achieving Outcome 3, "Dialogue opportunities and spaces are created and inclusive of government representatives, citizens, and key stakeholders."

Oxfam's Active Citizens Fostering Government Accountability Project has worked rigorously to promote transparency and accountability at all levels in the Goroka District, despite the external factors impeding the progress of work. The Project is facilitating the creation of WhatsApp groups and Facebook pages of power holders in District to improve communication, transparency, collaboration, and engagement. This promotes more **open, inclusive, and participatory governance**. Although the government officials interviewed did not quite expressed their views regarding this strategy, the following is an expanded benefit of using social media platform and especially Facebook and WhatsApp:

1. **Improved communication:** WhatsApp groups and Facebook pages can help facilitate more efficient and effective communication between power holders, enabling them to share information and coordinate better.
2. **Increased transparency:** By creating these groups and pages, power holders can share updates on their activities and open up channels for feedback and public scrutiny. This increases transparency and accountability.
3. **Greater collaboration:** When power holders are connected on social media, they are more likely to work together on common goals, leading to greater collaboration and more impactful policy decisions.
4. **Enhancing engagement:** Social media platforms are an excellent way for power holders to engage with citizens and other stakeholders, allowing them to listen to feedback and address concerns more directly.

The impact of Oxfam's Active Citizenship Fostering Government Accountability Project on community engagement, government responsiveness, and stakeholder involvement in the Pacific region can be seen through various initiatives and activities. Despite the lack of concrete evidence from the Institutional Maturity Index (IMI) workshop report, there have been positive changes observed.

One significant milestone was the live broadcast of the swearing-in ceremony for the current members of the Goroka District Development Authority (DDA). This inclusive event, made possible by Oxfam's ACFGAP, showcased the induction of DDA members and was a first for the Goroka district. This platform for citizens to engage with government representatives and stakeholders has been highly appreciated.

Furthermore, the new DDA has demonstrated a commitment to community engagement by conducting meetings in selected communities and wards, particularly within rural LLGs. This approach allows the DDA to give back to the communities they serve and fosters constructive engagement between government representatives, citizens, and key stakeholders. These efforts

contribute to improved community involvement, government responsiveness, and stakeholder participation.

Even without the immediate evidence from the IMI workshop, it is important to acknowledge the positive changes and actions taken by the Goroka DDA. Oxfam's project has played a crucial role in creating platforms for constructive engagement and facilitating the induction of DDA members, promoting transparency, accountability, and citizen participation in the governance processes of the Goroka district.

Additionally, Oxfam has supported the Eastern Highlands Provincial Health Authority by facilitating the writing up of the Prevention Plan with Disability Inclusion as part of the Gender and Disability Inclusion Strategy related to COVID-19 response in EHP. This support includes collaborating with the Goroka District Health Services to conduct Training of Trainers (TOT) for COVID-19.

Under Outcome 3, the Project has also provided capacity building support to Ward Councillors and Ward Development Committees in rural LLGs. This support includes training on Ward Planning Processes, developing Ward Plans aligned with provincial and national development priorities, and conducting WDC meetings. The Ward Councillors expressed gratitude for Oxfam's support, stating that it has provided them with confidence, knowledge of how the system works, and ways to capture issues on a plan to secure funding for their projects. Oxfam's intervention has enabled them to utilize government legislations to access funding at the Ward level, showcasing the achievement of Outcome 3.

Moreover, Oxfam's Active Citizens Fostering Government Accountability Project has worked diligently to promote transparency and accountability in the Goroka District. Despite external challenges, such as the lack of access to the IMI workshop report, the Project has facilitated the creation of communication platforms such as WhatsApp groups and Facebook pages for power holders in the district. These platforms enhance communication, transparency, collaboration, and engagement among stakeholders. They contribute to more inclusive and participatory governance by facilitating efficient information sharing, increasing transparency, promoting collaboration, and allowing power holders to engage directly with citizens and other stakeholders.

Lastly, the Project has continued its capacity building support for women groups in Goroka District, including providing financial literacy, governance, and social accountability training to women leaders associated with the Goroka Market Vendors Association Inc. Through these trainings, women vendors have gained the skills and knowledge to hold public officials and government agencies accountable. They are now actively participating in monitoring policies, programs, and services, understanding the principles of Good Governance and Social Accountability. Oxfam has also created dialogue opportunities for these women leaders to engage

with local government officials and policymakers, enabling them to advocate for policies and programs that benefit their communities. The women leaders acknowledged that these principles and opportunities would propel their organization forward.

Overall, Oxfam's Active Citizenship Fostering Government Accountability Project has amalgamated various initiatives to create inclusive dialogue opportunities and spaces for government representatives, citizens, and key stakeholders. Through these efforts, the Project has contributed to improved community engagement, government responsiveness, and stakeholder involvement in the Pacific region.

### 6.1.3.3 Identified Area(s) for Improvement & Further Implementation

Identified Areas for Improvement & Further Implementation for Outcome 3 as per the Review included:

**1. Strengthening Communication and Collaboration with LLG Officials:** The review highlighted a **disconnection between the LLG Officials and Oxfam's ACFGAP team**. To address this issue, **it is recommended that the Project re-strategizes on how to involve LLG officials to a greater capacity. This could include regular meetings, workshops, and communication channels specifically designed for LLG Officials**. By actively engaging with LLG Officials, the Project can ensure their inclusion and valuable contribution to the project's success.

**2. Monitoring and Evaluation:** The review identified a **lack of evaluation and feedback reports to stakeholders and powerholders**, making it challenging to measure the impact and progress of the Project. To address this, **it is crucial to establish a robust monitoring and evaluation system that consistently tracks and measures the outcomes and effectiveness of the Project. Regular evaluation reports should be shared with stakeholders and powerholders to keep them informed and engaged**.

**3. Capacity Building for Government Officials:** The review highlighted the need for capacity building among government officials in the district. To address this, Oxfam's ACFGAP should **consider implementing Secondment arrangements, where Oxfam provides additional support and training to government officials**. This will help enhance their understanding of governance mechanisms, policies, and legislations, ultimately improving procedures around finance and service delivery.

**4. Strengthening Ownership and Sustainability:** To ensure sustainability and long-term impact, **it is recommended to establish Memorandums of Understanding (MOUs) between Oxfam in Pacific**

PNG Country Office, the Department of Provincial and Local Government Affairs (DPLGA), and the Eastern Highlands Provincial Administration. A clear MOU will help **establish accountability and ownership among government institutions** and ensure that the Project receives the **necessary support and prominence from the district administration**.

**5. Targeted Awareness-Raising Activities:** The Project should consider **incorporating targeted awareness-raising activities across all 17 wards** in the Goroka District. **This could include the use of social accountability tools like Scorecards to educate citizens about evaluating candidates and making informed choices during Ward Councillor elections.** By promoting active citizen participation, the Project can foster transparency, accountability, and inclusive governance.

**6. Comprehensive Needs Assessment:** To address the **varying educational backgrounds and literacy abilities of Ward Councillors and members of Ward Development Committees (WDCs)**, **it is highly recommended to conduct a comprehensive needs assessment. This assessment should collect demographic data and measure the literacy abilities of the participants**, allowing for the development of tailored capacity-building strategies based on the Institutional Maturity Index (IMI) exercises.

**7. Regular Annual Reviews:** To continuously **learn and improve on strategies used**, **it is essential to conduct regular annual reviews of the Project.** This will allow for **adjustments and adaptations** to be made **based on the findings and recommendations** from the review. Regular reviews will enable the Project to stay on track and maximize its impact.

By addressing these areas for improvement and implementing the recommended strategies, Oxfam's ACFGAP can **enhance its effectiveness** and **contribute to transparent, accountable, and inclusive governance** in the Goroka District.

**6.1.4 Outcome 4:** *Power holders are informed, capacitated, and empowered to deliver on their mandate.* This is supported through two short-term outcomes: District and LLG are responsive to Ward Plans; and District and LLG capacity on accountable and effective governance is built. These will include empowering the power holders to respond to the citizens and be accountable in public matters and due diligence on service delivery.

#### **6.1.4.1 Evaluation Findings & Progress Assessment**

Oxfam's achievements in this regard can be attributed to several key strategies. The activities and deliverables to date, attributed by Oxfam ACFGAP to Result 4 as displayed on the Project Budget, include:

<p><b>Activities Planned and Implemented (in blue writing) for Result 4 in Financial Year (FY)2018/2019</b></p> <ul style="list-style-type: none"> <li>➤ Conduct one governance capacity gap analysis report. <i>Note:</i> MTR could not find the Gap analysis Report.</li> <li>➤ Support 20 government officials with new skills and exposure on good governance.</li> <li>➤ Socialise new and ignored Policy areas with 15 Government Officials at District Level (e.g. Gender Equality and Social Inclusion (GESI) Policy).</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 4 in Financial Year (FY)2019/2020</b></p> <ul style="list-style-type: none"> <li>➤ Coaching District representatives on establishing M&amp;E framework and database for District Services Improvement Program (DSIP) projects.</li> <li>➤ Coaching LLG government representatives on establishing 3 LLG Consolidation Plans, drawing on Ward Development Plans.</li> <li>➤ 2 x Open Government Forums with government and community representatives.</li> <li>➤ 2 x Open Government Forums with government and community representatives.</li> <li>➤ 1 x exchange visit for Goroka DDA.</li> <li>➤ 1 x training on Budget Tracking Initiative with DDA.</li> <li>➤ 1 x Good Governance Training for DDA.</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 4 in Financial Year (FY)2020/2021</b></p> <ul style="list-style-type: none"> <li>➤ Strengthen government M&amp;E on targeted District Services Improvement Program projects (upward and downward).</li> <li>➤ Support use of Budget Tracking Initiative to targeted Local Level Governments.</li> <li>➤ Strengthen government support to ward administration eg:Ward Accounts, Ward Plans and Recorders training. .</li> <li>➤ 1 x training for District representatives on establishing M&amp;E framework and database for District Services Improvement Program (DSIP) projects.</li> <li>➤ Coaching LLG government representatives on establishing 3 x LLG Consolidation Plans</li> <li>➤ 2 x Open Government Forums with government and community representatives</li> <li>➤ 2 x Open Government Forums with government and community representatives</li> <li>➤ 1 x Exchange visit for Goroka DDA to Kokopo District East New Britain Province</li> </ul>
<p><b>Activities Planned and Implemented (in blue writing) for Result 4 in Financial Year (FY)2021/2022</b></p> <ul style="list-style-type: none"> <li>➤ 3 x proposal write up and project management training</li> <li>➤ 3 x proposal write up and project management training</li> <li>➤ 3 x proposal write up and project management training</li> <li>➤ Establish 1x district procurement commission</li> </ul>



- Strengthen government monitoring and evaluation on targeted District Services Improvement Plan projects
- Support District Government and District Development Authority on their roles and responsibility on relevant government policy.
- Support District Government and District Development Authority on their roles and responsibility on relevant government policy.
- Strengthen government M&E on targeted District Services Improvement Program projects
- 1 x Government officials Exchange visit

**Activities Planned and Implemented (in blue writing) for Result 4 in Financial Year (FY)2022/2023**

- 1 Government Officials Exchange Visit
- 2 Proposal Write-Up and Project Management and M&E Training
- 2 Proposal Write-Up and Project Management and M&E Training
- 2 Support DDA on Role and Responsibilities on Relevant Government Policies (Swearing in of Goroka DDA
- 2 Support DDA on Role and Responsibilities on Relevant Government Policies (Induction of Goroka DDA Board members)
- 2 Power Holders Capacity Building on Acquitting public funds PILAG training for Goroka DDA
- Participating in the National Level Forums (CIMC/TPING) Open Government Partnership meeting
- Participating in the National Level Forums (CIMC/TPING) Civil Society Meeting
- Participating in the National Level Forums (CIMC/TPING) CIMC Social Accountability Summit
- Participating in the National Level Forums (CIMC/TPING) National Media Draft Policy Consultation workshop
- Participating in the National Level Forums (IFCERTI) Meeting with IFCERTI
- Participating in the National Level Forums Meeting with NID Civil Registry
- Participating in the National Level Forums Community Coalition Against Corruption Meeting
- Support Power holders national Level Forums
- Social Accountability session for Powerholders (SA and servant leadership values- Ward Councillors and LLG presidents
- Trainings on use of Media and Communications for powerholders

#### **6.1.4.2 Impact on Community Engagement, Government Responsiveness & Stakeholders Involvement**

This section of the report presents the evaluation of Outcome 4 of Oxfam's Active Citizens Fostering Government Accountability Project, focusing on its impact on community engagement,

government responsiveness, and stakeholder involvement. The evaluation team discovered **overlapping outputs across all four project outcomes**, with **minor differences**. Despite some confusion, these activities were tailored to achieve different results among key stakeholders to the Project. This article highlights key findings from the evaluation, **including challenges related to missing documents** and is exhibited below:

❖ **Overlapping Outputs implemented under all outcomes:** The evaluation identified overlapping outputs across the four project outcomes, particularly between outcomes 2, 3, and 4. Despite similarities, these activities were designed to address distinct objectives and target different key stakeholders of the Project.

❖ **Timing of Output Delivery:** Around 75% of the outputs under Outcome 4 were delivered in the 2022/2023 Financial Year, shortly before the review. This **coincided with the recruitment of three new staff members**, who facilitated the completion of deliverables.

❖ **Missing Documents:** The evaluation faced constraints due to missing essential documents, including reports that provide feedback on the effectiveness of the interventions. One such report, the Gap Analysis Report implemented under Outcome 4, **did not specify** if it was conducted for the Project or the governance of DDA and/or District Administration.

❖ **Incomplete Ward Plans:** Although the budget indicated the implementation of the output "*Coached LLG government representatives on establishing three LLG Consolidation Plans, drawing on Ward Development Plans,*" the **review revealed that the Ward Plans were not completed or submitted to the LLG Officials**.

❖ **Government Capacity Building and Stakeholder Involvement:**

1. [Government Officials' Training](#)

The Project supported the DDA by providing training on relevant government policies, including the **swearing-in and induction of Goroka DDA board members**. Capacity building programs for government officials **included training on acquitting public funds and utilizing media and communications effectively**. Officials interviewed acknowledged and appreciated the Project for this support, and as quoted here, "[We are now able to align our Sectorial Development Plans to the District, Province and the National Government Development Goals as well as international Instruments like the Sustainable Development Goals.](#)" Another official interviewed expressed that, and is quoted here, "[Oxfam's Good Governance and Social Accountability Project has helped government Officers reflect back on the way we were leading and implementing programs. It](#)

reminds the us that the **money we spent is governed by the Public Financial Management Act and other legislations around service delivery in the LLGs and Wards.**”

## 2. Empowering Powerholders

Government officials expressed that training programs and capacity-building initiatives have equipped them with the **necessary skills and knowledge to deliver on their mandates**. The review discovered that **continuous support and mentorship are crucial to sustaining their commitment to good governance practices**.

❖ **Success Story:** One success story from the project's interventions was the DDA's decision to fund the Alignment of Sectorial and District Development Plans to the national development strategic goals training, investing K40,000. This decision was made after the DDA's induction on roles and responsibilities facilitated by Oxfam's ACFGAP. The training, conducted by the Pacific Institute of Leadership and Governance (PILAG), aimed to build the capacity of district sector heads and LLG Managers in the District.

In conclusion, the evaluation of Outcome 4 of Oxfam's Active Citizens Fostering Government Accountability Project sheds light on its impact on community engagement, government responsiveness, and stakeholder involvement. Despite some confusion and overlapping outputs across all four project outcomes, it is evident that these activities were tailored to achieve different results among key stakeholders. The timing of output delivery, with a significant portion delivered shortly before the review, suggests the influence of new staff members in facilitating completion. However, the evaluation faced challenges due to missing essential documents, including reports that provide feedback on intervention effectiveness. Additionally, incomplete Ward Plans and the need for continuous support and mentorship for government officials highlight areas for improvement. Nevertheless, a notable success story emerged from the project's interventions, with the DDA's decision to fund the alignment of sectorial and district development plans to national development strategic goals training. This decision was a direct result of Oxfam's ACFGAP induction on roles and responsibilities. Moving forward, addressing these findings will contribute to further strengthening government accountability and community engagement in the project's objectives.

### 6.1.4.3 Identified Area(s) for Improvement & Further Implementation

The midterm review identified several areas for improvement and further implementation for Outcome 4 of the Oxfam's ACFGAP and is explained below:

- ❖ **Outputs for Outcome 4:** There is an issue of overlapping outputs in the project, with less focus on Outcome 4. In the 2022/2023 Financial Year, the majority of the implemented outputs/activities (9 out of 14) were capacity-building programs for the project staff. However, without clear information provided through training and/or activity reports, it becomes challenging for evaluators to assess how these outputs will contribute to achieving Outcome 4. The project budget reveals that project staffs were attending meetings, trainings, and forums outside of the Goroka District, suggesting it was aimed at supporting the staff rather than directly contributing to the desired outcome. To address this issue, **it is important to have a separate outcome dedicated to accommodating such outputs and specifically focus on institutional strengthening.**
- ❖ **Data Management:** The data management challenges encountered, such as stakeholder mapping, staff turnover, and external events, have significantly impacted the project's ability to accurately track indicators of Outcome 4. All reports for the outputs under Outcome 4 were not available at the time of the Review, and so, information reported here may not reflect accurate progress to achieving this Project Outcome. To address this, **a comprehensive approach to data management should be adopted. This includes developing robust data collection systems, establishing clear guidelines and protocols for data entry and analysis, and ensuring regular monitoring and evaluation of data quality.** By improving data management practices, the project will have access to reliable and timely information for decision-making and reporting purposes.
- ❖ **Completing Ward Plans:** The identification of incomplete Ward Plans highlights the need for prompt action. **It is essential to prioritize the timely completion and submission of Ward Plans. This can be achieved through close collaboration with stakeholders, providing necessary guidance and support, and ensuring that the importance of Ward Plans is well communicated.** By addressing this issue, the project can ensure that all relevant stakeholders are aligned and working towards a common goal.
- ❖ **Stakeholder Consultations:** Proper consultations with key stakeholders, including LLGs and the Department that the Project is supporting, are crucial for effective project implementation. **It is recommended to establish a formal memorandum of understanding (MOU) with the DPLGA and Eastern Highlands Provincial Administration to solidify partnerships and ensure sustainable project ownership. This MOU should clearly outline the roles, responsibilities, and commitments of all parties involved. Regular communication and**

engagement with stakeholders should be maintained throughout the project duration to foster collaboration and address any emerging challenges.

- ❖ **Understanding Government Officials' Working Approaches:** Recognizing the challenges posed by government officials wearing **multiple hats**, it is crucial to gain a deep understanding of their **working modalities**. This can be achieved through **comprehensive stakeholder analysis and engagement**. Consideration should be given to **secondment arrangements, where Oxfam provides technical support to the district through stationed officers (at the District or LLG Office) from the Oxfam's ACFGAP**. These officers can work closely with government officials, providing guidance, capacity-building, and support in project implementation. By fostering a collaborative working relationship, the Project can navigate the complexities of government structures and ensure effective coordination and implementation.
- ❖ **Strengthening Partnerships and Financial Commitments:** To **enhance partnerships and financial commitments**, it is recommended to explore the **inclusion of monetary value obligations** in the MOU. This can involve **co-funding trainings in Project Management Framework by the Eastern Highlands Provincial Administration for the Goroka District**. By tying financial commitments to the MOU, the project can ensure the availability of resources and strengthen the accountability of all parties involved. This will contribute to the sustainability of the project and its ability to deliver the expected results.

In conclusion, the midterm review has identified several areas for improvement in Outcome 4 of Oxfam's ACFGAP project. Recommendations include including institutional strengthening as a separate outcome, developing a Staff Capacity Building Plan, conducting proper staff induction, improving data management, completing Ward Plans, enhancing stakeholder consultations, strengthening data segregation and processes, understanding government officials' working approaches, and strengthening partnerships and financial commitments. Implementing these recommendations will improve project effectiveness and outcomes.

## 7 – Challenges in Achieving Project Outcomes

### 7.1 External Challenges in Achieving Project Outcomes

The implementation of Oxfam's ACFGAP in Goroka District faced significant disruptions due to unforeseen circumstances, and these challenges are written in **bold** in the following paragraphs below. Also, the review revealed that the **implementation schedule was disrupted for three and a half (3.5) years** immediately after the signing of the Memorandum of Understanding (MOU) between the Goroka DDA and Oxfam in February 2019. Furthermore, Review discovered that the **Project did not have a Contingency Plan** in place and the **unavailability of an Inception Report** at the time of the review made it difficult for the evaluation team to confirm whether a contingency plan was developed or not.

The disruptions to the Project's implementation plans were primarily caused by the continuation of an **election petition** by one Mr. Bire Kimisopa, a previous Member of Parliament (MP) for Goroka District, challenging the election victory in the 2017 PNG General Elections (NGE) of one Mr. Henry Tutuwo Ame, former MP for Goroka District, and the **one (MP) who facilitated the MOU** between Goroka DDA and Oxfam International in PNG. The legal battles and removal from power of Mr. Henry Tutuwo Ame at the end of 2019 further complicated the Project's progress, causing significant delays.

Additionally, the **outbreak of the COVID-19 pandemic in PNG** further added to the challenges faced by the project. The COVID-19 pandemic resulted in **periodic lockdowns** not only in Goroka but also in other parts of PNG. The district experienced a high number of daily deaths, which prompted the local health authority to prioritize efforts on addressing the pandemic. Oxfam in the Pacific PNG CO staff dedicated their efforts to **collaborating and supporting the local health authority** and other stakeholders in COVID-19 awareness programs and vaccination campaigns. Consequently, resources and attention were **redirected away from the planned activities** of the ACFGAP.

The intermittent nature of COVID-19 restrictions also posed challenges to the **implementation of planned activities** in the financial year 2020/2021. The project faced difficulties in carrying out its activities as scheduled due to the **restrictions imposed** to contain the spread of the virus, and without a contingency plan at hand and a further complication from the COVID-19 restrictions, affected the project's ability to engage with communities, conduct workshops and trainings, and implement other key activities outlined in the project plan.

Furthermore, the **political climate in Goroka intensified** from the **bi-election** for Goroka district as Mr. Henry Tutuwo Ame engaged in legal proceedings against the incumbent MP, Hon. Aiye Humai Tambua. This led to an **escalation of election-related threats and violence, further impeding the project's progress**. The incumbent MP, who served for 18 months before the 2022 NGE, did not prioritize Oxfam's ACFGAP, **viewing it as the former MP's project**. This lack of support and understanding from the incumbent MP hindered the project's advancement during this period. The incumbent MP's victory in the NGE 2022 caused unrest among Mr. Henry Tutuwo Ame's supporters, resulting in election-related violence across Goroka District and other areas in Eastern Highlands Province. These incidents further disrupted the project's activities and created an unstable environment for its implementation.

Then upon resuming office at the end of August 2022,<sup>38</sup> the incumbent MP expressed a willingness to collaborate with Oxfam in Pacific. However, he was **served an election petition by Mr. Henry Tutuwo the former MP**, introducing additional delays as court clearance was awaited. The ongoing legal proceedings added to the Project's challenges, as it hindered the smooth collaboration between Oxfam and the local government authorities.

When circumstances finally returned to relative normalcy, the Project faced yet another unforeseen incident that affected its implementation schedule. **The killing of a local Eastern Highlander and CEO of PNG Ports Authority on 17<sup>th</sup> September 2022 resulted in a district-wide standstill.**<sup>39</sup> The event had a significant impact on the successful implementation of the Project's outputs and the attainment of planned outcomes. The unrest and disruption caused by this incident further hindered the Project's progress and added to the already existing set of challenges.

## **7.2 Internal Project Factors/Challenges in Achieving Project Outcomes**

In addition to external factors, the review discovered Institutional Weakness within Oxfam's ACFGAP in PNG. The **unavailability of key project documents necessary to validate information** collected from primary and secondary sources, as well as the **lack of clarity among staff regarding the appropriate Monitoring Evaluation, Accountability, and Learning (MEAL) Framework** have hindered a thorough evaluation and limited accountability. Factors resulting in missing documents

<sup>38</sup> <https://news.pngfacts.com/2020/10/tambua-wins-goroka-by-election.html>

<sup>39</sup> Nangoi, D. (2022, September 20). "Goroka town in chaos following retaliation." Post Courier. Retrieved <https://www.postcourier.com.pg/goroka-town-in-chaos-following-retaliation/>



include **staff turnover, data transfer problems from hardware to cloud account, former staff retaining soft copies, inadequate reporting and communication between project staff, and insufficient support from Oxfam's Program Quality Team.**

The October 2018 monthly report for Oxfam's ACFGAP indicated that the Project's MEAL Framework was developed during Oxfam's Program Quality workshop, and the framework was shared with Oxfam in Australia (OIA) MEL Advisor, who provided feedback to finalize it. However, the **Program Quality Team needed to identify the final version and upload it to the cloud account for all project staff and stakeholders to access.** It is important to note that **this finding has influenced the key findings discussed** later in this report and has **affected the evaluation team's scope of review to assess progress, achievements, and areas requiring further implementation and improvement.** Furthermore, these findings would have formed the basis of reporting and information mechanisms for DFAT, the major donor of the project.

The Review discovered **Inefficient Staffing and Work Modality:** Inadequate staffing during the project's initial phase has had **detrimental effects on program management and delivery** over the past 4 years. Despite some improvements after additional officers joined the project team in 2022/2023 Financial Year. The review discovered that former Project Officers and Program Quality Officers were not implementing the Project's plan as per the budget, and as such, the Program Manager and the recent Program Quality Officer were doing direct implementation of outputs/activities and gave less focus to the Project Management Framework.

The Review discovered that there is **neglected staff induction and capacity building.** Insufficient attention has been given to proper staff induction, capacity needs assessments, and ongoing training. This has **resulted in a lack of clear understanding** among staff members regarding their roles and the **project's key performance indicators.** Failure to align work plans with the MEAL Framework and a lack of support for enhancing program quality skills has created significant gaps in understanding.

During the review of Oxfam's ACFGAP project, it was identified that there is a **lack of SMART objectives and monitoring and evaluating activities within the project management framework.** Again, it is hard to confirm this information when the evaluating Team has not seen the actual Project Management Framework of Oxfam's ACFGAP. This absence of Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) objectives makes it difficult to accurately measure the progress and impact of the project, and without a well-defined roadmap for success and better monitoring and evaluation activities in place to track progress effectively.

**Collaboration and utilization of expertise across programs within Oxfam in Pacific PNG CO were found to be lacking, which** may have hindered mindset change within communities. As such, participants of the review confirmed that gender-sensitization trainings were done in less than a week, and were not covering all aspects of gender-sensitization given the literacy level of the Ward Counsellors, and given the status quo in Goroka district where no considerations are given to women, youths, girls and PWDs in decision-making spaces. Also, the Project has not conducted annual reflection together with the other Programs within Oxfam in Pacific PNG CO in order to receive views and feedbacks from Oxfam staff outside the Project.

**Documentation is lacking in the Project as the evaluation team tried their best to locate certain important documents to review during the desk review. Many good initiatives and programs that the Project had hosted were not documented, maintained and made available to other stakeholders.** It was evident that communication and reporting structure were not adhered to by Project staff, and the reasons to it may stem from the improper staff induction into the operational processes and procedures of the Project, and the ways of the organization.

**Other Major Challenges:** The review has also uncovered several other critical challenges, including the **insufficient collaboration and support for marginalized groups** from government officials and ward councilors; the **failure to provide financial and narrative acquittals** for funds provided by Goroka DDA, resulting in lack of accountability and transparency has **eroded DDA's confidence and jeopardized the project's sustainability** and long-term funding, and in **discontinued funding**; the **dominance of power dynamics overshadowing marginalized voices**, the **lack of involvement and support from Local Level Governments (LLGs)**, inadequate coordination and compliance with legal requirements, shortcomings in consulting with LLG staff, and the dire need for evidence and access to reports.

Considering the challenging circumstances faced by the project, it is evident that nearly three years of the implementation period were significantly impacted. These events have had an adverse effect on the working environment and climate for Oxfam's Active Citizen Fostering Government Accountability Project in Goroka, PNG.

## 8 – Recommendations for Project Redesign

Based on the evaluation findings and responding to the challenges of the Project, this section of the report provides comprehensive recommendations for the project's redesign. The overarching goal is to enhance transparency, responsiveness, and accountability of government authorities to citizens, with a particular focus on women, youth, and people with disabilities in the Goroka

district. These recommendations aim to optimize project outcomes, strengthen community engagement, and foster sustainable change. Each recommendation is put forward to mitigate the challenges discovered in the Review and would have been highlighted throughout the Report.

## 8.1 Recommendations for Mitigating Institutional Weaknesses

Many of the challenges discovered during the MTR stemmed from Institutional Weakness within Oxfam's ACFGAP in PNG, and needed expanded recommendations to either improve the existing operational structure of the Project and/or for Re-Designing of Oxfam in Pacific's Active Citizens Fostering Government Accountability Project and is proposed below:

### I. Include Institutional Strengthening as Outcome 5 of the Project:

The Review discovered that many outputs were overlapping, and there were no distinction between outputs/activities for institutional strengthening or for the Project beneficiaries. As such, there were too many activities under one Project Outcome in one financial year targeted at improving the capacity of the Project team instead of the beneficiaries of the Project. Despite the many activities categorized under the Project Outcomes to strengthen Project staff capacity, little has been developed around facilitating the transition for new staff into Project. As such, staff inductions were not given enough considerations to allow smooth transitions for new team members. Thus, it is **recommended to include Institutional Strengthening as a separate Project Outcome in future strategic plan**. This will involve focusing on building the capacity and effectiveness of the project's institutional structures, ensuring clear roles and responsibilities, and providing adequate support and training for staff members. By strengthening the project's foundations, it will be better equipped to navigate challenges and achieve its objectives.

### II. Ensure the availability of key project documents

*The Project team should:*

1. **Develop a system for document management and organization to ensure the availability of critical project documents.**
2. **Provide an Introductory Training to Project Management Framework for all Project Staff** on specific topics as follows: **(1) Introduction to Project Management:** An overview of project management principles, methodologies, and best practices. This includes understanding the project lifecycle, key project management roles and responsibilities, and the importance of effective project management in achieving project success; **(2) Project Initiation:** The process of initiating a project, including defining project objectives, identifying stakeholders, conducting a feasibility study, and developing a business case; **(3) Project Planning:** The process of developing a comprehensive project plan, including defining project scope, creating a work breakdown structure (WBS), estimating project costs and resources,

developing a project schedule, and identifying project risks and mitigation strategies; (4) **Project Execution**: The process of executing the project plan, including managing project team members, coordinating project activities, monitoring progress, and managing project changes; (5) **Project Control**: The process of monitoring and controlling project activities to ensure that the project is on track and meets its objectives. This includes tracking project progress, managing project risks and issues, conducting regular project status meetings, and ensuring effective communication among project stakeholders; (6) **Project Closure**: The process of closing out a project, including conducting a project review, capturing lessons learned, documenting project outcomes, and transitioning project deliverables to the appropriate stakeholders; (7) **Project Documentation**: The importance of proper project documentation, including project charters, project plans, project schedules, status reports, and other project-related documents. (8) **Project Communication**: Effective communication strategies and techniques for project managers, including stakeholder engagement, project reporting, and managing project conflicts; (9) **Project Risk Management**: The process of identifying, assessing, and managing project risks, including risk identification techniques, risk analysis, and risk response strategies; (10) **Project Stakeholder Management**: The process of identifying project stakeholders, understanding their needs and expectations, and managing their engagement throughout the project lifecycle; etc. **These trainings will cover SMART objectives under Strategic Planning to the Oxfam's ACFGAP team, and on how to define and communicate SMART objectives for achieving outcome indicators, including simplified concept of writing SMART objectives to enhance understanding and implementation of Project outputs.**

3. Regularly **update, review, and share all project documents** related to **Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework** or any other critical documents to relevant stakeholders.
4. Provide training to staff on the **significance of document management to foster accountability and enhance project efficiency.**
5. Ensure that the **project's logical framework is accessible** to the evaluation team.
6. Use the **logical framework to enhance understanding of objectives and outcomes.**

### III. Provide clarity on the appropriate MEAL Framework

*To ensure clarity regarding the appropriate MEAL Framework, the Project team should:*

1. **Review and update the guidelines for the MEAL Framework to ensure that all staff understands its implementation.**
2. **Establish a robust monitoring and evaluation system that consistently tracks and measures the outcomes and effectiveness of the Project. Regular evaluation reports should be shared with stakeholders and powerholders to keep them informed and engaged. Communicate regularly with the Program Quality Officer and implement the Monitoring & Evaluation Schedule.**

3. Provide training for staff on MEAL implementation, including data collection, analysis, and utilization. Introduce Project staff to monitoring questions and KPIs of Project Goal and Outcomes, different suggested information gathering tool, frequency of data collection, who is responsible for collecting the data, which staff will use the information, and how the information will be used.
4. Upload the final version of the MEAL Framework for all staff and external evaluators to access when needed.

#### **IV. Address factors resulting in missing documents**

*The Project team should:*

1. Develop a system for tracking and accessibility of crucial project documents to ensure they are not lost due to data transfer issues or staff turnover. This system must also track Reports from staff.
2. Provide clear guidelines for documentation and handover in staff contracts.
3. Ensure that all former staff handover all relevant project information during their exit process.

#### **V. Strengthen Reporting and Communication among project staff**

*To enhance reporting and communication among Project staff, the following activities should be implemented:*

1. Develop clear communication and report-writing guidelines to ensure that all staff understand their importance.
2. Organize periodic staff meetings to review project progress, address any bottlenecks, and ensure everyone is aligned to the project's objectives.
3. Create an online repository/ platform to assist project teams in communicating and collaborating effectively. The Project already has a WhatsApp group which can be utilized further.
4. Seek support from Program Quality Team to facilitate and make available workshop and activity reports on Social Accountability tools like Institutional Maturity Index (IMI) and Gap Analysis. Utilize these reports to assess the project's impact on community engagement, government responsiveness, and stakeholder involvement.
5. Document end of year Project Reflection/Analysis Workshops Report
6. Assist in designing Project Reporting Templates as follows: weekly reporting template; activity reporting template; training reporting template; monthly reporting template; quarterly reporting template; 6 monthly-reporting template and annual reporting template. The templates must include sections for reporting KPIs, Means of Verification and Variance.
7. Upload ALL copies of Reports in Oxfam in Pacific's Cloud Account, "Box" and update Program Quality Officer.

## VI. Request additional Support from Oxfam's Program Quality Team

*The Project team should:*

1. Engage Program Quality team to co-facilitate Staff Induction at entry into Project or Oxfam in Pacific PNG CO. (During the MTR interviews, project staff mentioned that they did not receive a **proper induction** into the project at the **time of their recruitment**. The review further revealed that **staff were only inducted on Oxfam in Pacific as an organization**, without being familiarized with the project-specific details, including the Project Management Framework and Key Performance Indicators (KPIs). It is crucial to conduct a **comprehensive staff induction process at the time of recruitment** to ensure that new staff members **understand the project's goals, objectives, and processes**. This induction should provide them with a clear understanding of the organizational culture, policies, and work environment. A robust induction process will enable new staff to integrate into their roles effectively, improve motivation and job satisfaction, and identify any gaps in their training and development needs. These gaps should then be included in the Staff Capacity Development Plan).
2. Engage Oxfam's Program Quality team to provide additional support to Project staff to overcome project implementation challenges.
3. Ensure the Program Quality team visits the Project Sites and accompany Project Team to project beneficiaries regularly to provide support and guidance to address any emerging issues.
4. Integrate a monitoring and evaluation (M&E) system into the project's implementation plan and set up a mechanism for documenting and sharing results across the project team and with external stakeholders. This would enable the project team to measure the progress made, identify areas of improvement, and communicate the impact of the project to donors.
5. Program Quality team to facilitate Regular end of year Project Review/Analysis Workshops

## VII. Review Staffing levels and needs

*The Project team should:*

1. Collaborate with **Content Experts from within Oxfam** in Pacific PNG Country Office, CBOs, Social Enterprise, Government Institutions, to facilitate topics like Gender Sensitization, Health & Hygiene, Women Economic Empowerment initiatives, etc.
2. Conduct a **staffing needs assessment** to determine whether the project has enough personnel to successfully accomplish the project's objectives.
3. **Develop and implement a staff retention and development strategy** to ensure the project's continuity even with staff turnover.
4. Based on the staffing needs assessment, **develop a Capacity Development Plan for Project Staff**
5. **Allocate necessary staff and resources to support the project's potential catalytic effect.**
6. **Regularly assess and address resource gaps to sustain positive changes and achieve project goals.**

### VIII. Prepare for Project Handover:

*To ensure a smooth project handover, the Project team should:*

1. Develop a **Transition Strategy** well in advance of the end of the project.
2. Train and empower the community and local institutions to take on the project activities after the project's completion. In this case, build capacity of Provincial Council of Women, Disable People Organization, Women with Disability Association, Goroka Youth Council, etc. Strengthening institutions like the Council of Women will enhance their operations and pave the way for further support from the Eastern Highlands Provincial Administration.
3. **Develop Memorandums of Understanding (MOU) & Collaborative Partnerships with relevant institutions and/or organizations for the sustainability of the project.** In this case, MOU with the **Department of Provincial and Local-level Government Affairs** and the **Eastern Highlands Provincial Administration** (to cover EHPA's Divisions of **Community Development, Youth & Religion**, and **Division for Provincial Government and Local-level Governments**) is essential, with clauses for capacity-building programs for LLG government officials and the promotion of WDC and Ward Plans, capacity building programs for COW Executives and members, DPO's members and members of the Youth Council, etc. A clear MOU will help **establish accountability and ownership among government institutions** and ensure that the Project receives the **necessary support and prominence from the district administration**. This will lead on to institutionalize the ACFGAP in PNG.
4. **Develop Collaborative Partnerships with relevant institutions and/or organizations for the sustainability of the project.** Since the Project has worked in the health space, economic empowerment for grassroots (youths and women at the markets and in communities, other possible collaborative Partnerships can be established with **Micro Banks, UN Women, Fresh Produce Development Agency or Food & Agriculture Organization, National Department of Health, and Department of Rural Development**. Also, where possible, local community-based organization or Social Enterprises.

In concluding the recommendations for addressing institutional weakness, it is clear that Oxfam's ACFGAP in PNG requires significant improvements to enhance its operational structure and implementation. The recommendations provided offer a comprehensive approach to **address the identified institutional weaknesses and promote better project outcomes**.

- ❖ Firstly, incorporating institutional strengthening as a distinct project outcome will prioritize the necessary resources and attention needed to address weaknesses and build a stronger foundation for success.
- ❖ Secondly, establishing a robust document management system will ensure the accessibility of critical project documents, facilitating efficient information sharing and decision-making.



- ❖ Thirdly, providing comprehensive project management training for staff will equip them with the necessary skills and knowledge to effectively carry out their roles, leading to improved project implementation.
- ❖ Fourthly, clarifying and implementing the MEAL framework effectively will enable better monitoring and evaluation of project progress, allowing for evidence-based decision-making and ensuring accountability.
- ❖ Additionally, implementing a system to track and access crucial project documents will streamline processes and ensure necessary information is readily available.
- ❖ Enhancing reporting and communication among project staff will foster better coordination and collaboration, improving overall efficiency and productivity.
- ❖ Seeking additional support from Oxfam's Program Quality team will provide valuable expertise and guidance, helping address challenges and improve project quality and impact.
- ❖ Conducting a thorough assessment of staffing levels and needs will determine if any adjustments are necessary to ensure the project has the right resources for success.
- ❖ Finally, preparing for a smooth project handover through strategic transition plans, capacity building, MOUs, and collaborative partnerships will promote sustainability and continuity even after Oxfam's direct involvement ends.

By implementing these recommendations, Oxfam's ACFGAP in PNG will overcome its institutional weaknesses, achieve its objectives more effectively, and promote long-term sustainability and accountability.

## **8.2 Recommendations for Mitigating Challenges of Project Implementation of Oxfam's ACFGAP**

- ❖ **Strengthening Partnerships and Financial Commitments:** To enhance partnerships and financial commitments, it is recommended to explore the inclusion of monetary value obligations in the MOU. This can involve co-funding trainings in Project Management Framework by the Eastern Highlands Provincial Administration for the Goroka District. By tying financial commitments to the MOU, the project can ensure the availability of resources and strengthen the accountability of all parties involved. This will contribute to the sustainability of the project and its ability to deliver the expected results.

- ❖ **Understanding Government Officials' Working Approaches & Secondment:** Recognizing the challenges posed by government officials wearing **multiple hats**, it is crucial to gain a deep understanding of their **working modalities**. This can be achieved through **comprehensive stakeholder analysis and engagement**. Consideration should be given to **secondment arrangements**, where Oxfam provides technical support to the district through stationed officers (at the District or LLG Office) from the Oxfam's ACFGAP. These officers can work closely with government officials, providing guidance, capacity-building, and support in project implementation. By fostering a collaborative working relationship, the Project can navigate the complexities of government structures and ensure effective coordination and implementation.
  
- ❖ **Completing Ward Plans:** It is essential to **prioritize the timely completion and submission of Ward Plans**. This can be achieved through close collaboration with stakeholders, providing necessary guidance and support, and ensuring that the importance of Ward Plans is well **communicated**. By addressing this issue, the project can ensure that all relevant stakeholders are aligned and working towards a common goal.
  
- ❖ **Reinforce Gender Equality and Social Inclusion**
  1. Provide refresher training on gender equality and social inclusion policies and strategies for all stakeholders of the Project.
  2. Strengthen the understanding and implementation of these policies within the project team.
  3. Collaborate with content experts and organizations advocating for gender equality and empowerment.
  
- ❖ **Collaboration and Support for Marginalized Groups**
  1. Prioritize support for **institutions and organizations advocating** for marginalized groups: CoW, DPO, and Youth Councils
  2. **Partner with these organizations** to empower them in advocating for the rights and interests of the communities they represent.
  
- ❖ **Financial & Narrative Acquittals to Goroka DDA**
  1. Provide the **required financial and narrative reports to the Goroka District Development Authority (DDA)** to rectify the issue.
  2. **Ensure timely and accurate reporting to maintain funding support.**
  
- ❖ **Promote Marginalized Voices and Reduce Power Dynamics**
  1. Initiate behavioral change and continuous gender sensitization initiatives.

2. Collaborate with content experts and organizations advocating for gender equality and empowerment.
  3. Ensure that marginalized groups' voices are heard and considered in decision-making processes.
- ❖ **Improved Coordination & Compliance with Legal Requirements at LLG**
1. Strengthen collaboration and coordination among stakeholders, including Ward Councillors and LLG Managers.
  2. Ensure compliance with legal requirements, such as the LLG Administration (Amended) Act 2022.
- ❖ **Address Shortcomings in Consulting with LLG Government Officials**
1. Conduct a comprehensive Inception Report that includes Stakeholder Analysis to capture the views and aspirations of key stakeholders, including LLG staff.
  2. Ensure involvement and support from LLG staff throughout project implementation.
- ❖ **Evaluation & Feedback Reports with Stakeholders and Powerholders**
1. Develop and implement an evaluation and feedback reporting system to measure the project's impact and progress.
  2. Share evaluation and feedback reports with stakeholders and power holders regularly.
- ❖ **Strengthening Communication and Collaboration with LLG Officials:** The review highlighted a **disconnection between the LLG Officials and Oxfam's ACFGAP team**. To address this issue, it is recommended that the Project re-strategizes on how to involve LLG officials to a greater capacity. This could include regular meetings, workshops, and communication channels specifically designed for LLG Officials. By actively engaging with LLG Officials, the Project can ensure their inclusion and valuable contribution to the project's success.
- ❖ **Capacity Building for Government Officials:** The review highlighted the need for capacity building among government officials in the district. To address this, Oxfam's ACFGAP should consider implementing **Secondment arrangements, where Oxfam provides additional support and training to government officials**. This will help enhance their understanding of governance mechanisms, policies, and legislations, ultimately improving procedures around finance and service delivery.

- ❖ **Targeted Awareness-Raising Activities:** The Project should consider **incorporating targeted awareness-raising activities across all 17 wards** in the Goroka District. **This could include the use of social accountability tools like Scorecards to educate citizens about evaluating candidates and making informed choices during Ward Councillor elections.** By promoting active citizen participation, the Project can foster transparency, accountability, and inclusive governance.
  
- ❖ **Comprehensive Needs Assessment:** To address the **varying educational backgrounds and literacy abilities of Ward Councillors and members of Ward Development Committees (WDCs)**, **it is highly recommended to conduct a comprehensive needs assessment. This assessment should collect demographic data and measure the literacy abilities of the participants**, allowing for the development of tailored capacity-building strategies based on the Institutional Maturity Index (IMI) exercises.
  
- ❖ **Continuum in People's Forum**  
**It is also recommended that the People's Forum must be held once every 3 months to set the pace for the LLGs and District to adapt into their programs.**
  
- ❖ **Alternate to Modality of Project Delivery – “Partnering with civil society organizations or social enterprises working in the same geographic areas to deliver Project Outcomes.”** This would leverage the strengths of the various organizations, including local knowledge, networks, and expertise, to foster collaborative efforts in promoting government accountability. By doing so, the project's outcomes would be more sustainable and impactful, considering the importance of partnerships in development programming.

In conclusion, several recommendations have been proposed to mitigate challenges in implementing Oxfam's ACFGAP project in Goroka. Strengthening partnerships and financial commitments, understanding government officials' working approaches, prioritizing timely completion of Ward Plans, promoting gender equality and social inclusion, supporting marginalized groups, providing financial and narrative acquittals, addressing shortcomings in consulting with LLG officials, strengthening communication and collaboration, capacity building for government officials, and considering alternative project delivery methods are all crucial. Implementing these recommendations will lead to improved effectiveness, sustainability, and inclusivity for the project.

## 9 – Conclusion

The midterm review of Oxfam's Active Citizens Fostering Government Accountability Project (ACFGAP) in Goroka District, Papua New Guinea, has highlighted several challenges encountered during project implementation. These challenges include external factors such as legal battles and COVID-19 restrictions, as well as internal factors like institutional weaknesses and inefficient staffing and work methods.

Despite these challenges, the ACFGAP project has made a significant impact on community engagement, government responsiveness, and stakeholder involvement. Notably, the project has focused on initiatives targeting women, youth, and people with disabilities, leading to positive transformation within these groups.

The evaluation report provides comprehensive recommendations to address the identified challenges and improve the project's effectiveness. These recommendations include strengthening partnerships and financial commitments, addressing overlapping outputs, improving data management and completing ward plans, enhancing capacity building among government officials, promoting gender equality and social inclusion, and exploring alternative project delivery methods.

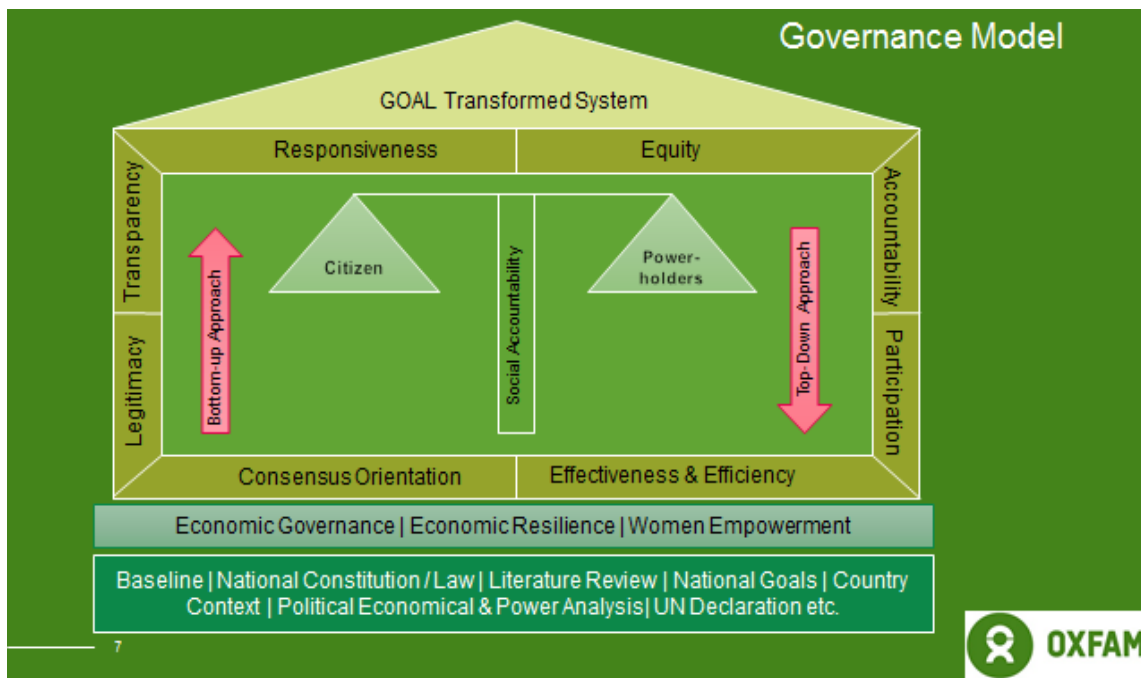
Implementing these measures will contribute to enhancing transparency, accountability, and citizen engagement in governance processes. Ultimately, it will foster a more inclusive and participatory society. Sustaining these positive changes and building a more equitable society require continuous support and collaboration between Oxfam and the communities.

By addressing the challenges and implementing the recommendations outlined in the evaluation report, the ACFGAP project will improve its effectiveness, sustainability, and inclusivity. Furthermore, it will contribute to advocating for the welfare and representation of marginalized communities within government and society.

In conclusion, the midterm review of the ACFGAP project recognizes the challenges faced during implementation but acknowledges the transformative impact on community engagement, government responsiveness, and stakeholder involvement. The evaluation report's recommendations provide a roadmap for overcoming these challenges, ultimately leading to a more just and equal society.

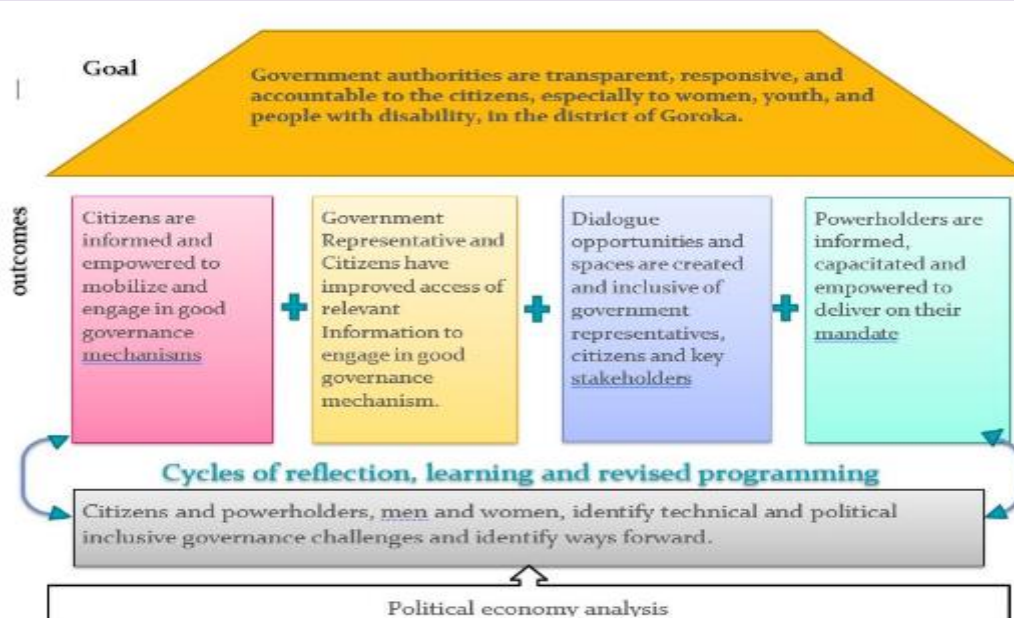
# 10 Appendices

## Annex 1: [Governance Model & Theory of Change for Oxfam in Pacific's ACFGAP](#)



**Top:** Governance Model for Oxfam in Pacific's Active Citizens Fostering Government Accountability Project.

**Below:** Theory of Change – Goals and Outcomes



Annex 2: [Global Corruption Barometer for PNG abstracted from TI CPI 2022](#)

## Global Corruption Barometer

**96%**

Percentage of people who think that corruption in government is a big problem\*

**54%**

Percentage of public service users who paid a bribe in the previous 12 months\*

**57%**

Percentage of people who were offered a bribe in exchange for their vote in the last 5 years\*

**64%**

Percentage of people who think regular people can make a difference in the fight against corruption\*

\*Since the most recent publication of the GCB - [Pacific](#)



## [Annex 3: Detailed Evaluation Plan for MTR excluding Cover Page & Content Listing Page](#)

# 1

## Introduction

### **BACKGROUND AND CONTEXT TO THE ACTIVITY**

Oxfam in Pacific's Governance and Social Accountability Project had piloted a project where they work with communities, to facilitate collective action on common issues, and supports Goroka District Development Authorities (DDA) and Local Level Government (LLG) to improve local planning processes and to implement community identified projects (Bottom-up Planning Process). This project has stemmed from Papua New Guinea's (PNG) overall development progress, which is hindered by a combination of weak governance, regressive attitudes about the role of women, poor essential infrastructure, and a deep-seated localized loyalties commonly known in PNG as the "wantok system". This system is deeply rooted in the political context impacting not only the political arena but also how basic services and development are distributed.

The project aims to address this by ensuring that representative government authorities sustain more responsive, accountable, and equitable allocation and implementation of development funds for collectively identified citizen priorities. In ensuring that this does happen, it is necessary to create awareness of the project amongst key stakeholders, thereby establishing the working partnership as well as creating the space for citizen ownership. The project also aims for citizens to apply inclusive governance in practice through formal bottom-up government planning and accountability structures. The project seeks to impact powerholders: they will be motivated to encourage and respond fairly to the collective needs of citizens and have increased capacity to implement projects per inclusive governance principles.

### **EVALUATION PURPOSE**

This evaluation is being conducted to identify any learnings and areas of implementation requiring adaptation in the remaining one year of the project. The results of this evaluation will inform the final phase of implementation. Specifically, to collect valuable insights into the effectiveness of the Good Governance and Social Accountability project, and identify areas for improvement because of the capacity building provided by Oxfam in Pacific's Governance and Social Accountability Project.

### **EVALUATION SCOPE**

The scope of a midterm evaluation will focus on measuring the Result or impact of the project itself and how it influences changes within the engagement of communities, Government, and the key stakeholder since the project commenced in 2018. The Mid Term Evaluation findings will identify what the four outcomes have achieved to date, areas of the project delivery requiring further implementation and improvement and will serve as a reporting and information mechanism for DFAT, the major donor of the project.

Also, the midterm evaluation will provide recommendations for Project Redesign. The overarching goal of the project is for the Government authorities to be transparent, responsive, and accountable to citizens, especially to women, youth, and people with disability, in the district of Goroka. That goal is ambitious in the given timeframe. To achieve this, behavioral change is required which may take more than 4 years of work. As such this evaluation would inform the next phase of the project effectiveness of the approaches of the project, the challenges and linkages that should be further strengthened and ways of working that would best deliver desired project outcomes.

The evaluation will not include an assessment of the project's budget that included overheads for OIP PNG CO or directly assess the performance of individual staff. However, funding and staff capacity will be mentioned due to the fact that this two components of the GSAP does influence the ability of the Project to achieve its intended (longterm) outcomes. Although, the evaluation will assess the GSAP's progress , and will identify challenges encountered during the implementation phase, and how they were address, the less time will be given to budget and timelines even though they will pop up from time to time during the evaluation when it comes to assessing planned-to-actual and on variances of affected outcome(s), output(s) or indicator(s). The scope of the evaluation ultimately depends on the specific objectives of the project and the needs of the stakeholders involved.

## 2

### Evaluation Design

The following information describes the evaluation's approach, methods and tools that the evaluation team will be using to meet the evaluation's purpose, objectives and key questions. It includes how the four outcomes of OIP GSAP are addressed and analysed under the relevant criteria (relevance, effectiveness, efficiency, impact and sustainability).

#### **EVALUATION APPROACH**

A participatory approach will be used for this midterm review. Key stakeholders including the beneficiaries for OIP's GSAP will be consulted to assess the project's effectiveness. This evaluation approach and the evaluation methods and tools described below will provide a comprehensive understanding of the project's progress, challenges, and achievements during the midterm review.

#### **EVALUATION METHODS**

A blended approach of process and outcome evaluation methods will be used to answer the evaluation questions. The following methods will be used:

**Desk Review:** The evaluation team will review key documents of Active Citizen fostering Government Accountability which include: the Project Design Document, Baseline Report, Power and Economic Analysis and Gender and Disability Analysis, and MEAL data to assess the degree to which the project outcomes have been achieved. The Review will also include also relevant documents from DFAT and Papua New Guinea policies. [Economic Justice Pillar for Oxfam in Pacific will be consulted as well as Baseline Survey, Constitution of PNG, Organic Law on Provincial and Local Level Government Affairs, Provincial Government Administration Act, Local-level Government Administration Act, District Development Authority Act, Land Act, Public Services (Management) Act of Papua New Guinea, Public Finances (Management) Act,

Transparency International's Corruption Index, National Goals of PNG, UN Declaration, etc.]

**Semi-Structured interviews:** The evaluation team will conduct semi-structured interviews with staff of other programs of OiP PNG Country Office, partners, and beneficiaries to gain insights into the relevance, effectiveness, efficiency, sustainability, and impact of the project.

**Key Informant Interviews:** In-depth interviews will be conducted mainly with the OIP GSAP staff where interviewees will be able to explain further the challenges, strengths, and weaknesses of the project design, implementation, and impact.

**Focus Group Discussions:** The evaluation team will conduct focus group discussions with project beneficiaries to facilitate group dialogue and gather collective opinions, experiences, and suggestions (feedback) on the effectiveness of the project approaches and outcomes.

**Field Visits and Observations:** The evaluation team will be undertaking field visits to project sites and conducting direct observations to assess the project's activities, outputs, and their alignment with the intended outcomes of OiP's GSAP.

## EVALUATION TOOLS

The specific instruments or aids will be employed to carry out the midterm evaluation methods effectively and included:

1. Questionnaires: Semi-Structured questionnaires with open-ended questions to collect data from survey respondents.
2. Interview Guides: These guides provide a framework for conducting interviews, ensuring consistency and covering relevant topics.
3. FGD Guidelines: To help moderators facilitate discussions during focus group sessions, ensuring key themes and questions are addressed.
4. Manual transcribing of Notes as stakeholders may answer questions in Tok Pisin.

## EVALUATION PRINCIPLES UNDERPINNING THIS EVALUATION

During the midterm evaluation of Oxfam in Pacific's Governance and Social Accountability Pilot Project in Goroka District of Papua New Guinea, several principles outlined by Oxfam in Pacific's evaluation framework will be adhered to. These principles include a focus on transparency, accountability, participation, gender equity, and learning. The evaluation process will ensure that all project activities and outcomes are transparently documented, allowing stakeholders and beneficiaries to assess the progress made. It will also emphasize accountability by evaluating the project's adherence to its stated objectives and the responsible use of resources. To ensure a participatory approach, the evaluation will engage community members, local organizations, and project beneficiaries to gather their perspectives and feedback. Furthermore, the evaluation will pay special attention to gender equity, assessing the project's impact on women and girls

and identifying any specific challenges or opportunities faced by them. Finally, the evaluation process will prioritize learning by collecting and analyzing data to identify best practices, lessons learned, and areas for improvement, facilitating future projects' success.

### **EVALUATION QUESTIONS**

The evaluation will focus on the following key outputs:

- A. Assessment of the degree to which project outcomes have been achieved, considering the indicators and targets set in the project design.
- B. Evaluation of the effectiveness of chosen approaches in achieving desired results, analyzing the relevance, effectiveness, efficiency, and sustainability of the implemented strategies.
- C. Review of the project design, including an analysis of the project's logical framework, theory of change, and implementation plans. Recommendations for future project implementation will be provided based on identified strengths and areas requiring adaptation.
- D. Identification of project learnings related to achieving impact, highlighting successful strategies, challenges faced, and lessons learned.

### **DATA ANALYSIS**

The evaluator will analyze the data collected using thematic analysis, using coding techniques, to identify, analyze, and interpret patterns, trends, and themes from the data collected through the participatory methods of data collection. The data analysis will focus on identifying patterns, trends, and themes that emerge from the data to answer the evaluation questions.

Data collected will be scrutinized to recognize recurring ideas, concepts, or patterns that emerge. These recurring themes will be either coded, categorized or clustered, then explored further to unveil the underlying themes that can shed light on the evaluation questions.

Once the evaluation team discerns key patterns, trends, or commonalities that exist within the data from the themes, the evaluation team will be able to make informed conclusions and recommendations, based on the patterns and themes that have been uncovered.

Triangulation of data will be conducted to ensure validity and reliability of the evaluation findings.

## 3

### Evaluation Schedule

Key tasks to be undertaken in the evaluation, the deliverables and timing as displayed on the Table 1 on the next page.



# 4

## Evaluation Stakeholders

Table 2. Stakeholder Assessment and Engagement Plan			
Stakeholder Category	Interest or Perspective	Role in the Evaluation	How and When to Engage
Oxfam in Pacific Staff	Internal Views and Support from OiP	<ul style="list-style-type: none"> <li>➤ Provide Baseline information and/or Project Proposal</li> <li>➤ Provide Details of Project Stakeholders and Beneficiaries</li> </ul>	Start of Evaluation One on one Consultation with key staff across Oxfam
DPLG	External views on how OiP’s Project Implementation has supported their mandate of supporting the Provincial and LLGs, ensuring basic government services reaches every citizen who is self-reliant and participates and benefit in development. Their interest would be in how OiP Governance Project has created awareness on government policies, legislations around service delivery, and encouraging and promoting community participation.	Stakeholder to be interviewed  DPLG is the Government Department that house the Governance Programs for PNG	Any time an Appointment for an Interview is confirmed.
Eastern Highlands Provincial Administration/Division for Community Development	External View of OiP’s Governance Project on Capacity Building for Division the Government Process, good governance principles, and safeguarding. Push for Policy Change to benefit marginalized Citizens – Rights of Women and Girls, and PWDs and Youths.	Stakeholders to be interviewed	Members of the DDA included and where possible, the local MP Semi-Structured Interview
Goroka District Administration Gahuku Local Level	External view on how OiP’s Governance Project is facilitating collective actions on common issues (bottom-up planning approach), and supporting DDA	Stakeholders to be interviewed.	



Government Goroka Urban Local Level Government Mimanalalo Local Level Government	and LLG to improve local planning processes and implement community identified projects in Goroka District.		
Women-led Market Vendors Association	Women are informed about their rights and accountability mechanism and are engaged in addressing key issues affecting them. This would also include implementing the Disability action plan.	Stakeholders to be interviewed.	Executive Committee members of the Associations will be interviewed through FGD Mt. Hagen and Goroka
PWDs	PWD are informed about their rights and accountability mechanism and are engaged in addressing key issues affecting them. This would also include implementing the Disability action plan.	Stakeholders to be interviewed.	Observation /FGD
Youth Council	Youths are informed about their rights and accountability mechanism and are engaged in addressing key issues affecting them. This would also include implementing the Disability action plan.	Stakeholders to be interviewed.	Executives of Youth Council FGD
Women in SME Association Inc.	Women are informed about their rights and accountability mechanism and are engaged in addressing key issues affecting them. This would also include implementing the Disability action plan.	Stakeholders to be interviewed.	Executives of the Association in Wabag who attended Good Governance & Social Accountability Training. FGD
Ward Councillors and Ward Development Committee	Ward Councillors and Ward Development Committees are up-skilled on bottom-up planning and accountability.	Stakeholders to be interviewed.	FGD Ward Councillors in Goroka District
CBOs	CBOs are capacitated and gradually engage in good governance mechanisms that reflect public good ends and the common good of the society	Stakeholders to be observed	Semi-Structured Interviews
Village Courts	Village Courts officials are capacitated to understand the Rights of Citizens, as well as policies to support the Voice, demanding service delivery.	Stakeholders to be interviewed	Semi-Structured Interviews



# 5

## Other Considerations in the Evaluation

### EVALUATION STANDARDS

To address the standards for effective evaluation the following will be used to address the standards for effective evaluation of the four (4) project outcomes, and project redesign based on the information provided:

1. **Utility:** The evaluation team could start by assessing the utility of the project outcomes. This means identifying whether the outcomes are relevant, useful, and valuable for the project stakeholders and beneficiaries. We could do this by gathering feedback from stakeholders and assessing whether the outcomes are meeting their needs. Stakeholders in this regard would include DFAT, the Department of Provincial and Local Level Government, OIP, the Project Team, the Department of Community Development, and Civil Societies. Beneficiaries include Goroka District Administration, District Development Authority, and Citizens of Goroka (PWD, women, youths included). The evaluation would also assess the project's relevance, effectiveness, and efficiency in achieving its goals.

[Notes to consider for Recommendations: To ensure the project's usefulness, it is essential to define clear objectives and identify the needs of the target audience. This can be achieved by conducting a needs assessment and involving stakeholders in the project planning process. Additionally, data should be collected to evaluate the impact of the project on beneficiaries.]

2. **Feasibility:** The evaluation team would evaluate the feasibility of the project outcomes. This means assessing whether the outcomes can be realistically achieved within the project's constraints. We can do this by identifying any barriers or challenges that may prevent the outcomes from being achieved and developing strategies to overcome them.

[Notes to consider for Recommendations: (1) To ensure the project's feasibility, it is crucial to identify available resources and potential challenges. The project plan should be realistic and achievable within the given timeframe and available resources. Additionally, contingency plans should be developed to handle any unforeseen challenges that may arise. (2) The evaluation would be feasible in terms of resources, time, and expertise required for its implementation. Therefore, the evaluation would be designed to use existing data sources and involve stakeholders who have a stake in the project's success.]

3. **Propriety:** The evaluation would be conducted in an ethical and respectful manner, ensuring that the privacy and confidentiality of the stakeholders are maintained. The evaluation would also be conducted with transparency, ensuring that all stakeholders are aware of the evaluation's purpose, scope, and findings. This includes protecting the privacy and confidentiality of the target audience, obtaining informed consent, and ensuring that the project does not cause harm or negatively impact any group or individual.

4. **Accuracy:** The evaluation should be reliable, valid, and objective in its findings. Therefore, the evaluation would use standardized evaluation methods, such as desktop review, observations, interviews, and focus groups, to collect data. The evaluation would also involve multiple sources of data to ensure the accuracy of the findings. Additionally, data should be analyzed and reported accurately, and any limitations or biases should be acknowledged.

Regarding the Mid-Term Evaluation, the evaluation team would focus on the four project outcomes to date and assess the extent to which they have been achieved. The evaluation team would also identify areas of the project delivery that require further implementation and improvement. This will provide valuable information for DFAT, the Department of Provincial and Local Government in PNG, OIP, the project team, and the beneficiaries.

Overall, by addressing the standards of effective evaluation and considering the evaluation of the project outcomes, we can ensure that the project is meeting the needs of stakeholders and achieving its intended impact.

## **ETHICAL CONSIDERATIONS**

It is crucial to ensure that the evaluation process respects the rights and well-being of the participants involved, and potential harm must be identified and evaluation team must be prepared to mitigate the harm. This outline will discuss how ethical issues will be taken into consideration during the evaluation, focusing on full disclosure, informed consent, potential harm mitigation, confidentiality, and gender and cultural considerations.

### **1. Full Disclosure:**

The evaluation team will prioritize full disclosure, ensuring that participants are fully informed about the evaluation's purpose, the use of the information they provide, and their rights regarding that information. This will be achieved through clear and comprehensive communication at the outset, including written or verbal explanations and discussions with participants. Participants will have the opportunity to ask questions and seek clarification to ensure their understanding.

### **2. Informed Consent:**

Obtaining informed consent is essential to respecting participants' autonomy and ensuring their voluntary participation. The evaluation team will obtain consent from participants, either in written or verbal form, depending on their preferences and cultural norms. The consent process will outline the purpose, risks, benefits, and any potential consequences of participating in the evaluation, allowing participants to make well-informed decisions about their involvement.

### **3. Potential Harm Mitigation:**

Identifying and mitigating potential harm to participants is a priority in the evaluation process. The evaluation team will conduct a thorough assessment of potential risks and develop strategies to minimize harm. This may involve implementing safeguards such as psychological support, providing information on available resources, and ensuring participants' well-being throughout the evaluation period. Additionally, participants will be assured of their right to withdraw from the evaluation at any time without facing negative consequences.

### **4. Confidentiality:**

Maintaining confidentiality is crucial to protect participants' privacy and ensure their trust in the evaluation process. The evaluation team will take several measures to ensure confidentiality, including not disclosing participants' names in the body of the report. Additionally, participants will be informed at the beginning of interviews about the possibility of including their names in an appendix listing evaluation participants. Consent for including names will be sought separately to respect participants' preferences.

### **5. Gender and Cultural Considerations:**

The evaluation team will emphasize gender and cultural considerations throughout the process to ensure inclusivity and respect for participants' diverse backgrounds. This will involve adopting culturally sensitive approaches, respecting local customs, and addressing any potential power imbalances. Gender-specific

needs and perspectives will be taken into account to ensure that the evaluation process is equitable and culturally appropriate.

To conclude, ethical considerations will be central to the evaluation process of the Midterm Review for Oxfam in Pacific's Governance and Social Accountability Project in the Pilot District in of Papua New Guinea. By prioritizing full disclosure, obtaining informed consent, mitigating potential harm, ensuring confidentiality, and considering gender and cultural aspects, the evaluation team will uphold ethical standards and promote the well-being and rights of the participants. These considerations will contribute to a comprehensive and trustworthy evaluation that respects the dignity and autonomy of all involved.

## **LIMITATIONS, RISKS, AND CONSTRAINTS**

Potential Risks, Limitations, Constraints, and their likely effect on the Midterm Review of Oxfam in Pacific's Good Governance and Social Accountability Project in Goroka District, Papua New Guinea:

**Table 3 – Limitations, Risks, Constraints & Mitigation Strategy**

Risk/limitation/constraint	Likely effect on evaluation	How this will be managed/mitigated
<p><i>Limited access to reliable and accurate data:</i> There may be challenges in obtaining comprehensive and up-to-date data, which could impact the evaluation process. This could be due to data availability, data quality, or data collection methods.</p>	<ol style="list-style-type: none"> <li>1. <b>Incomplete assessment:</b> Insufficient data may hinder the ability to conduct a comprehensive evaluation of the project's progress, outcomes, and impact. The evaluation may not capture a holistic picture of the project's effectiveness.</li> <li>2. <b>Uncertain conclusions:</b> Without access to reliable and up-to-date data, evaluators may struggle to draw definitive conclusions about the project's performance, achievements, and areas for improvement. This can lead to ambiguity and reduced confidence in the evaluation findings.</li> <li>3. <b>Biased or skewed results:</b> Inadequate access to accurate data may result in an imbalanced representation of the project's outcomes. This can introduce bias and potentially skew the evaluation results in favor of certain aspects, neglecting others.</li> <li>4. <b>Limited accountability:</b> The absence of comprehensive and reliable data may make it challenging to hold stakeholders accountable for their contributions and responsibilities within the project. This can hinder the project's overall accountability and hinder its ability to address shortcomings.</li> <li>5. <b>Difficulty in tracking progress:</b> Inaccurate or insufficient data may impede the ability to track the project's progress over time. This may hinder the identification of trends, patterns, or shifts in performance, hindering effective monitoring and adjustment.</li> </ol>	<p>To address this, the evaluators should establish clear data collection protocols and work closely with Oxfam and relevant stakeholders to ensure data accessibility and accuracy. Additionally, utilizing a combination of quantitative and qualitative methods can help compensate for data limitations.</p>

**Table 3 – Limitations, Risks, Constraints & Mitigation Strategy**

Risk/limitation/constraint	Likely effect on evaluation	How this will be managed/mitigated
<p><i>Language and cultural barriers:</i> Interviewing government officials and conducting focus group discussions with various stakeholders might encounter language and cultural barriers, leading to potential miscommunication or misunderstandings.</p>	<ol style="list-style-type: none"> <li>1. <b>Miscommunication:</b> Language barriers can hinder effective communication between the interviewers and government officials or stakeholders. This can lead to misunderstandings, incomplete answers, or the inability to convey critical information accurately. It may result in incomplete or inaccurate data collection.</li> <li>2. <b>Limited participation:</b> Cultural barriers might affect stakeholders' willingness to participate fully in focus group discussions or interviews. Some participants may feel uncomfortable expressing their opinions or concerns due to cultural norms or differences in communication styles. This could result in a limited range of perspectives and potentially biased data.</li> <li>3. <b>Interpretation challenges:</b> When conducting interviews or focus group discussions, interpreters may be necessary to bridge the language gap. However, relying on interpretation adds another layer of complexity, increasing the potential for misinterpretation or misrepresentation of responses. This could affect the reliability and validity of the evaluation findings.</li> <li>4. <b>Bias and subjectivity:</b> Cultural differences can influence the way questions are interpreted and answers are provided. Different cultural perspectives may lead to bias or subjectivity in responses, potentially impacting the objectivity of the evaluation. It is crucial to be aware of these biases and strive for cultural sensitivity throughout the evaluation process.</li> </ol>	<p>To mitigate this, it would be beneficial to engage local interpreters or translators who are familiar with the local languages and cultural nuances. These individuals can help facilitate effective communication during interviews and focus group discussions, ensuring accurate data collection and interpretation.</p>

Table 3 – Limitations, Risks, Constraints & Mitigation Strategy		
Risk/limitation/constraint	Likely effect on evaluation	How this will be managed/mitigated
<p><i>Time and logistical constraints:</i> Conducting interviews, focus group discussions, and field trips require significant time and logistical planning. Limited resources, travel restrictions, and scheduling conflicts may pose challenges to the evaluation process.</p>	<p>The following constraints can impede the ability to gather data and insights from participants, hindering the overall effectiveness and validity of the evaluation:</p> <p><b>Limited resources</b>, such as funding or personnel, can restrict the scope and scale of the evaluation. This may result in a smaller sample size or a narrower range of locations or perspectives represented, potentially limiting the generalizability of the findings.</p> <p><b>Travel restrictions</b>, whether due to budget constraints or external factors like COVID-19, can further limit the ability to conduct field trips or visit specific locations for data collection. This can lead to a lack of firsthand observations and experiences, potentially reducing the depth and accuracy of the evaluation.</p> <p><b>Scheduling conflicts among participants or key stakeholders</b> can also pose challenges. It may be difficult to find mutually convenient times for interviews or focus group discussions, resulting in a smaller pool of participants or potentially excluding important perspectives from the evaluation.</p> <p>Overall, these time and logistical constraints can have a negative impact on the evaluation process, potentially compromising the comprehensiveness, validity, and reliability of the results. It is important to carefully consider these constraints and plan accordingly to mitigate their effects as much as possible.</p>	<p>A detailed and realistic timeline should be developed, considering potential constraints and allowing sufficient time for each activity. Effective coordination and communication with relevant stakeholders, including government officials, Oxfam staff, and community representatives, can help address logistical challenges and streamline the evaluation process.</p>

**Table 3 – Limitations, Risks, Constraints & Mitigation Strategy**

Risk/limitation/constraint	Likely effect on evaluation	How this will be managed/mitigated
<p><i>Bias and subjectivity:</i> Evaluators should be aware of their own biases and potential subjectivity that could influence the evaluation process and outcomes.</p>	<p>These biases can include <b>personal beliefs, preconceived notions, or preferences</b> that may unintentionally impact the evaluation process.</p> <p>The likely effect of evaluator bias and subjectivity on the evaluation can be significant. Biased evaluations can lead to <b>unfair judgments, inaccurate assessments, and skewed results</b>. They may also undermine the credibility and validity of the evaluation, potentially causing dissatisfaction or mistrust among stakeholders.</p>	<p>To minimize bias, evaluators can undergo appropriate training on evaluation methodologies and techniques. Applying standardized evaluation frameworks and tools, along with regular peer reviews and validation of findings, can help ensure the evaluation process is objective and unbiased.</p>



Table 3 – Limitations, Risks, Constraints & Mitigation Strategy		
Risk/limitation/constraint	Likely effect on evaluation	How this will be managed/mitigated
<p><b>Limited representation:</b> The selection of participants for interviews, focus group discussions, and field trips may not fully represent the diverse perspectives and experiences of the target population.</p>	<p>When the selection of participants for interviews, focus group discussions, and field trips does not fully represent the diverse perspectives and experiences of the target population, it can lead to several implications for the evaluation process:</p> <ol style="list-style-type: none"> <li><b>Bias in findings:</b> Limited representation may result in biased findings that do not accurately reflect the entire target population. This can undermine the validity and reliability of the evaluation outcomes, potentially leading to skewed conclusions.</li> <li><b>Lack of inclusivity:</b> When certain voices and perspectives are excluded, the evaluation may fail to capture the full range of experiences and opinions within the target population. This can perpetuate inequalities and hinder the development of inclusive solutions or recommendations.</li> <li><b>Missed insights:</b> Diverse perspectives bring unique insights and ideas to the table. By not including a diverse range of participants, the evaluation may miss out on valuable insights that could have informed decision-making and improved the overall quality of the evaluation.</li> <li><b>Limited buy-in and impact:</b> If key stakeholders from underrepresented groups feel excluded from the evaluation process, they may be less likely to engage with the findings, recommendations, or subsequent actions. This can hinder the overall impact and effectiveness of the evaluation.</li> </ol>	<p>To address this limitation, evaluators should employ a purposive sampling strategy, ensuring representation from different demographic groups, including women, youth, and marginalized communities. Additionally, triangulating data from multiple sources can provide a more comprehensive and nuanced understanding of the project's impact.</p>

Overall, managing these risks, limitations, and constraints requires careful planning, effective communication, and flexibility in adapting the evaluation methodology to the local context. Regular monitoring of the evaluation process and feedback loops with stakeholders can help identify and address any emerging issues during the Midterm Review

## GOVERNANCE ARRANGEMENTS

Outline governance arrangements for the evaluation. This includes any governance arrangements that are in place for the evaluation team.

### I. Evaluation Team

Table 4. Roles and Responsibilities of the Evaluation Team Members		
Individual	Title or Role	Responsibilities
Pamela Bobola Krisimpa	Lead Evaluator/Consultant	Provide Team Lead and Main Consultations in the Mid-Term Review
Ms. Nelsie Lowari Kofiaba	Enumerator Part-time	Note-taking during the Focus Group Discussions

### II. Resource Considerations

In the context of evaluating the project outcomes and recommending project redesign, the following resource considerations are given to the Review:

#### ***IIA. Human Resources:***

The Program Quality Officer for Governance and Social Accountability Project will be working very closely with the Lead Evaluator. Since it is the midterm review of the project, and is now being conducted towards the end of the project, a rapid assessment will be done by the Evaluation Team, which includes the Lead Evaluator and the Note Taker. The evaluation team has the necessary expertise and skills to conduct the evaluation. They have a clear understanding of the project objectives, outcomes, and indicators that will be used to measure the success of the project. The evaluation team will analyze data and draw meaningful conclusions. The Lead Evaluator has skills and experience in conducting a midterm review for an organization funded by the Australian Government to implement projects across Papua New Guinea in the Agriculture sector, and during the COVID-19 period. The Note Taker has experience of taking notes for FGD sessions conducted by the lead evaluator.

The Program Manager for Oxfam in Pacific's Governance and Social Accountability Project will be providing the overall support and supervision to the Review.

#### ***IIB. Financial Resources:***

Oxfam in Pacific's Governance and Social Accountability Project will cover the cost of data collection, analysis, and reporting, and including travel, accommodations, and other expenses.

#### ***IIC. Time: [Refer to Table 1 on page 4, i.e., MTR Workplan on Page 4]***

*Some data already collected from the first week included:*

1. Governance practices are adopted and practiced, with the current Member of Parliament calling for weekly updates from all the district divisions of public service delivery, every Monday morning.

2. Some data being collected for this project includes information on the outcomes achieved thus far, areas of the project that require improvement, and recommendations for project redesign.

# 6

## Communicating Evaluation Findings

### **REPORTING & DISSEMINATION OF EVALUATION FINDINGS**

The evaluation findings will be compiled into a comprehensive report, which will include an executive summary, methodology, key findings, analysis, and recommendations. The recommendations will focus on areas requiring adaptation in the remaining year of the project to enhance its impact and effectiveness.

The report will be shared with project stakeholders, including Oxfam in Pacific, project staff, partners, Department of Provincial and Local Level Governments, Eastern Highlands Provincial Administration, and beneficiaries.

A dissemination plan will be developed to ensure that the evaluation findings are shared widely and effectively. The evaluation team will also provide feedback to the project team during a Preliminary Findings workshop to ensure that the recommendations are understood and acted upon.

## Annex 4: Sample Evaluation Tools used in the MTR

### 1. Document Review Template

#### *Purpose of this document*

The document review matrix template helps to ensure consistent data collection by team members during the document review process.

#### *How to use this document*

Each team member uses the template on the following page when collecting data from the documents. Team members will identify relevant information that demonstrates program performance in relation to the three key criteria for assessing the project:

- Relevance
- Effectiveness
- Efficiency

Team members can cut and paste relevant information that relates to each key criteria in the relevant row. The sub-questions for each criteria are noted in the criteria column for reference. Note the publication name and page number for each entry. Add as many rows as needed under each criteria.

Please include any notes or queries to follow up at the end of the document. For example, you might note the name of an important document that was referenced in one of the documents that you review. Once a week, follow up on any queries. For example, you could forward the name of the document you identified to the Team Leader for sourcing.

Criteria	Evidence
<p><b>Relevance</b></p> <ul style="list-style-type: none"> <li>• How relevant has the program been?</li> <li>• What is the program’s potential future relevance? In particular, the appropriateness of the OiP’s Active Citizenship Fostering Government Accountability project in PNG in alignment to Australia’s efforts to sustainable economic growth and poverty reduction.</li> <li>• <b>Are we doing the right thing? How important is the relevance or significance of the intervention regarding local and national requirements and priorities?</b></li> </ul>	<p>Publication name: <b>U4 Expert Answer – Papua New Guinea Overview of Corruption and Anti-Corruption</b></p> <p>Page number: <i>1</i></p> <p>Relevant text: Corruption in Papua New Guinea is widespread and endemic, penetrating all levels of society. This situation is reflected in Papua New Guinea’s poor performance in most areas assessed by governance indicators. Official corruption and the misappropriation/theft of public funds are seen as the most significant governance issues of the country. Papua New Guinea’s governance structure is rather comprehensive and the government has voiced its ambition to fight corruption. Anti-corruption efforts are nevertheless ineffective due to poor implementation of existing laws, considerable resource gaps and confusion over the overlapping responsibility of anticorruption and law enforcement agencies.</p> <p><a href="https://www.u4.no/publications/papua-new-guinea-overview-of-corruption-and-anti-corruption">https://www.u4.no/publications/papua-new-guinea-overview-of-corruption-and-anti-corruption</a></p> <p><i>OiP’s GSAP is very relevant to the current challenges and problems experienced in public goods being delivered to citizens of Goroka District and Papua New Guinea. Poverty is evident everywhere in Papua New Guinea and especially in the districts outside of the National Capital District of Papua NEW Guinea.</i></p> <p>Publication name: <b>Corruption Perceptions Index 2021: Papua New Guinea by Transparency International</b></p> <p>Page number: <i>1</i></p> <p>Relevant text: In 2021 Transparency International’s Corruption Perceptions Index (CPI) ranked PNG 124 out of 180 countries with a score of 31 out of 100, with the best score being 88 (ranked 1), and the worst score being 11 (ranked 180).</p>

<p><b>Relevance</b></p> <ul style="list-style-type: none"> <li>• How relevant has the program been?</li> </ul> <p>What is the program’s potential future relevance? In particular, the appropriateness of the OiP’s Active Citizenship Fostering Government Accountability project in PNG in alignment to Australia’s efforts to sustainable economic growth and poverty reduction.</p>	<p>"" . Transparency.org. Retrieved 10 July 2022.</p> <p>Transparency International's CPI scores 180 countries according to the perceived corruption of the public sector and then ranks those countries by their score. A low score earns a high ranking and signals a perception of a corrupt public sector. <sup>1</sup></p>
<p><b>Relevance</b></p> <ul style="list-style-type: none"> <li>• How relevant has the program been?</li> <li>• What is the program’s potential future relevance? In particular, the appropriateness of the</li> </ul>	<p>Publication name: <i>MOU Governance Project between Oxfam International in PNG and Goroka District Development Authority</i></p> <p>Page number: <i>1</i></p> <p>Relevant text: For the purpose of Goroka Governance pilot project working with communities in Goroka to facilitate collective actions on common issues, supporting District Development Authorities and Local Level Government to improve local planning processes and implement community identified project in Goroka District, Eastern Highlands Province.</p>

OiP's Active Citizenship Fostering Government Accountability project in PNG in alignment to Australia's efforts to sustainable economic growth and poverty reduction.

- **Are we doing the right thing? How important is the relevance or significance of the intervention regarding local and national requirements and priorities?**

*The Project is provides the vehicle to ensure that all citizens' , women, youths and PWD included, views and aspirations on development needs are captured through the bottom-bottom up planning and budget allocation processes. OiP's Governance is the vehicle driving Department of Provincial and Local Level Government Affairs mandate to empower District Development Authority and LLGs with information relevant to effective service delivery.*

*Very relevant to the need of Goroka DDA to effectively implement the National Government Policies, and effect service delivery in the district. Especially around mobilizing community participation in identifying issues that needed to be addressed through proper planning and budget allocations.*

Page 2  
Schedule July 2018 – June 2020

Page 4  
MOU signed 1<sup>st</sup> February 2019 by former MP for Goroka Mr. Henry Ame, the current CEO for Goroka District, Mr. Benson Imara, Country Director, Anand Kishore Das and current Project Manager, Mrs. Margaret Genkewa Selon.

1<sup>st</sup> Year of Implementation: June 2018 – July 2019. Program Manager was recruited in the second half of 2018, and she began the consultation and public relations process.

Publication name: *Blog: WILL PAPUA NEW GUINEA GET SERIOUS ABOUT CORRUPTION?*  
**Transparency International PNG** 10 February 2020

<https://www.transparency.org/en/blog/will-papua-new-guinea-get-serious-about-corruption>

Page number: 1

Relevant text: A staggering US\$7.7 billion mountain of debt and an inefficient and incredibly costly public service has forced the new government to implement a number of unpopular, yet arguably more

**Relevance**

- How relevant has the program been?

What is the program’s potential future relevance? In particular, the appropriateness of the OiP’s Active Citizenship Fostering Government Accountability project in PNG in alignment to Australia’s efforts to sustainable economic growth and poverty reduction.

fiscally responsible initiatives. This includes a 50 per cent reduction in O’Neill-era popular subsidies for primary education, with potential savings directed towards university education.

While there has been much debate about new measures to address national debt, little has been done about the waste created by corruption at virtually every level of society in Papua New Guinea.

*Governance and Social Accountability Project (GSAP) is a crucial initiative in Papua New Guinea (PNG) that aims to promote good governance, transparency, accountability, and citizen participation in decision-making processes. The project recognizes the need for effective governance structures and mechanisms to ensure sustainable development, poverty reduction, and social justice in PNG.*

*Again, the Project will provide the vehicle to ensure that all citizens’ , women, youths and PWD included, and powerholders are capacitated to contribute their views and aspirations on development through the bottom-bottom up planning and budget allocation processes. OiP’s Governance is the vehicle driving Department of Provincial and Local Level Government Affairs mandate to empower District Development Authority and LLGs with information relevant to effective service delivery.*

The Project is in alignment to Australia’s efforts to sustainable economic growth and poverty reduction.

Publication name: **Blog: WILL PAPUA NEW GUINEA GET SERIOUS ABOUT CORRUPTION?**

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The Project is in alignment to Australia's efforts to sustainable economic growth and poverty reduction.

Publication name: *Website: UNDP – Sustainable Development Goals*

25<sup>th</sup> May 2020

<https://www.undp.org/papua-new-guinea>

Page number: 1

Relevant text:

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

As the UN's development agency, UNDP plays a critical role in helping countries achieve the Sustainable Development Goals. UNDP in PNG concentrates its efforts on building the country's capacity to promote inclusive, pro-poor growth, effective governance, and sustainable and resilient development.

	Good Governance and Social Accountability Project will address Sustainable Development Goal 5, Gender Equality, and Goal 16, Peace, Justice and Strong Institutions
<b>Effectiveness</b> <ul style="list-style-type: none"> <li>• How effective has the program been to date?</li> <li>• What is the program's potential future effectiveness; particularly in relation to other districts in PNG and/or smaller Pacific countries?</li> </ul>	Publication name: Page number: Relevant text:  <i>Add as many references as necessary</i>
<b>Efficiency</b> <ul style="list-style-type: none"> <li>• How efficient has the <b>OiP's Active Citizenship Fostering Government Accountability project</b> in Goroka/PNG been?</li> <li>• What is the potential for maintaining or improving that efficiency in the future; particularly in relation to other districts in PNG and/or smaller Pacific countries?</li> </ul>	Publication name: Page number: Relevant text:  <i>Add as many references as necessary</i>

- **Notes/ queries to follow up:**

## 2. Informed Consent Form

### **Oxfam in Pacific's Governance and Social Accountability Project Review Informed Consent**

#### **Review scope**

Oxfam in Pacific (OiP) has commissioned a Review of the Governance and Social Accountability Project. The evaluation is being conducted to identify any learnings and areas of implementation requiring adaptation in the remaining two years of the project. The results of this evaluation will inform the final phase of implementation. Specifically, to collect valuable insights into the effectiveness of the Good Governance and Social Accountability project and identify areas for improvement because of the capacity building provided by Oxfam in Pacific's Governance and Social Accountability Project.

#### **Privacy**

All personal information collected will be protected in accordance with the Australian Information Privacy Act 2000. To this end, all responses will be:

- Stored in a secure location.
- Identified by code rather than by name.
- There will be no storage of individual responses.
- Identifying information will be removed from information or quotes used.
- Your contact details will not be passed onto a third party.

#### **Confidentiality**

Your responses will not be identifiable personally nor any comments you make traceable to you personally. To ensure this, the following protocols will be adhered to:

- There will be no discussions between the review team and interviewees concerning other interviews.
- Transcripts and/or interview notes of interviews will be coded in a way that is only recognizable to the team members.

On your agreement, the review team member will take notes during an interview. If you agree to this, your words may be quoted in documents, but every endeavour will be made to protect your identity. Any quotations used will be sourced in terms of the position of the informant. (e.g., Source: District Staff, Youth, Women Rep, etc). However, due to the small cohort of informants, it may be possible for some individuals to be identified. Any quotes that we use from your interview will be provided to you for review before the report finalization. You are free to withdraw your comments at any time.

### How the data will be used

Your information will not be made public. Any identifiers will be removed from the data once collected, and the full dataset will be securely stored at Oxfam in Pacific Office on the Lead Evaluator password-protected computer.

These records will be kept for a minimum of five years after any publishing opportunities have been exhausted and destroyed when no longer needed. The information and results will be used in academic and industry publications and may be presented at conference events. At all times only aggregated data will be made public; no individual data will be presented or released.

### Your rights

You can:

- Decide to answer or not answer any question.
- Stop the interview at any time.
- Raise any concerns about the interview process with the Program Manager for Good Governance and Social Accountability Project, Margaret Selon ([MSelon@oxfampacific.org](mailto:MSelon@oxfampacific.org)) Alternatively, inquiries can be made by contacting Pamela Bobola Krisimpa ([pkrisimpa@oxfampacific.org](mailto:pkrisimpa@oxfampacific.org) / [p.b.krisimpa@gmail.com](mailto:p.b.krisimpa@gmail.com)) based in Goroka, Papua New Guinea. The evaluation results can be summarized by emailing the Program Manager for this evaluation.

### Informed consent

The review team member will check for your consent to be interviewed at the beginning of the interview.

## 3. Questionnaires:

### 2.1 Semi-structured interview guide for Powerholders

#### 1. Intros and informed consent (5 mins)

Start with intros, explaining the purpose of the review, including clarifying that the powerholder is not being reviewed, and thanking them for participating.

Then run through the informed consent and get their verbal consent to continue with the interview.

If possible, ask the powerholder if it's ok to record the session.

#### 2. Overview of the Partnership (15 mins)

Ask the powerholder to give an overview of the partnership. These are the sorts of things you need to find out:

- What are the activities being undertaken?
- How long has the partnership has been running (or was running for)?
- What support has OiP's Governance & Social Accountability Project provided the partner - \$\$ investment and other forms of support (e.g. technical, capacity building, networking etc). Get a sense of how important OiP GSA project support was to the powerholder or institution (additionality)
- What was the value of co-investment by the partner?
- Why did the partner enter into an agreement with Oxfam in Pacific's Good Governance and Social Accountability Project?
- What has been the District's experience with OiP'S GSAP (– good, bad, average)?
- How could the partnership have been improved?

### 3. Relevance (25 minutes)

4.

5. 1. What is your understanding of good governance and social accountability?

6. 2. How important do you think good governance and social accountability are for local governments?

7. 3. In your opinion, what are the key benefits of implementing a good governance and social accountability project?

8. 4. What do you think are the biggest challenges in implementing such a project?

9. 5. How do you think such a project can be sustained over time?

10. 6. What role do you see citizens playing in ensuring good governance and social accountability in their communities?

11. 7. Have you ever been involved in a similar project? If so, what were some of the lessons learned?

12.

### 13. Effectiveness (25 mins)

14.

How do you measure the success of a good governance and social accountability project?

Dive into the detail of the outputs and outcomes that have been achieved through the partnership:

- What have been (were) the main outputs (i.e. the immediate, countable things such as , the training program designed, toolkit, # of people trained etc) from the partnership?
- How has the partner benefited from the partnership? For example:
  - Understanding governance mechanism
  - Improved procedures around finance, service delivery, etc.
  - Better understanding of policies and legislation
  - Transparency
- What have been the main outcomes achieved? For example:
  - District Plans included LLG and Ward Plans
- What sort of groups/people benefitted directly from the partnership and how many of them?
- Try to get a decent description of the main beneficiaries e.g. male, female, youth, elderly, PWD, ethnicity, income levels, number of people in h/h
- To what extent will these outcomes continue over the longer term?
- To what degree have others involved in the space (e.g. DPLGA, PILAG Other donors) adopted news ways of working introduced by the Oxfam partnership?

#### **15. Challenges including Covid-19 (10 mins)**

Tease out what have been the main challenges for the partnership. In particular, where a partnership has continued into the Covid-19 period (February 2020 onwards), ask the partner about the impact of Covid-19 on the partnership and how the partnership has adapted in response. Get the partner's views on how satisfied it has been with OiP support during Covid-19, including its flexibility in the way it responded.

What challenges have you encountered when trying to implement good governance and social accountability initiatives in your community?

#### **16. Efficiency (5 mins)**

Get the partner's views on the efficiency of OiP GSAP (they may already have covered some of this earlier on). For example, their views on the:

- length of time taken to put the partnership in place
- level of co investment required
- complexity of legal and other documentation
- reporting requirements
- the nature of the support provided (e.g. grants, technical expertise, research)
- what could be improved

Can you describe a successful good governance and social accountability project that you have implemented? What were the key factors that contributed to its success?

How do you involve community members in these projects? What strategies have been effective in engaging them?

What role do technology and data play in good governance and social accountability projects? How do you use them to improve project outcomes?

What advice would you give to other local government leaders who are interested in implementing similar projects in their communities?

### **Impact**

How do you plan to measure the long-term impact of the project on your community, and what metrics will you use to evaluate success?

## **3.2 Semi-structured interview guide for OIP's Gender Justice Staff**

### **OXFAM IN PACIFIC'S GOVERNANCE & SOCIAL ACCOUNTABILITY PROJECT MIDTERM REVIEW JUNE 2023 SEMI-STRUCTURED INTERVIEW QUESTIONS FOR GENDER JUSTICE PROJECT OFFICERS**

#### **Relevance**

1. How do you think Oxfam in Pacific's Governance and Social Accountability Project in Papua New Guinea complements the Gender Justice Project in Papua New Guinea? In other words, How has Oxfam in Pacific's Governance and Social Accountability Project in Papua New Guinea contributed to advancing gender justice in the region?
2. What have been some of the key challenges faced in implementing the Governance and Social Accountability Project, and how have these affected the Gender Justice Project?
3. How do you ensure that gender justice remains a priority in Oxfam in Pacific's Governance and Social Accountability Project in Papua New Guinea?
4. Can you share any success stories or examples of how the Governance and Social Accountability Project has contributed to improving the lives of women and girls in Papua New Guinea, and how this aligns with the Gender Justice Project's objectives?
5. How do you collaborate with other organizations and stakeholders to ensure that gender justice is being addressed comprehensively in Papua New Guinea?
6. How do you see the Governance and Social Accountability Project continuing to support and enhance the Gender Justice Project's impact in Papua New Guinea, both in the short and long term?

7. In your opinion, what are some of the key learnings from the Governance and Social Accountability Project that could be applied to other Oxfam projects in the Pacific region working towards gender justice?

### **Effectiveness**

1. How has the Oxfam in Pacific's Governance and Social Accountability Project in Papua New Guinea contributed to the success of the Gender Justice Project in the region?
2. Can you share any specific examples of how the Oxfam in Pacific's Governance and Social Accountability Project has helped to promote gender equality in Papua New Guinea?
3. In your opinion, what are some of the biggest challenges that Oxfam in Pacific's Governance and Social Accountability Project faces in achieving the goals of the Gender Justice Project in Papua New Guinea?
4. How do you measure the effectiveness of the Oxfam in Pacific's Governance and Social Accountability Project in Papua New Guinea in relation to the Gender Justice Project?
5. What steps is Oxfam taking to ensure that the benefits of the Governance and Social Accountability Project are sustainable in the long-term, and continue to contribute to the Gender Justice Project's goals in the future?

### **Efficiency**

1. How has the Governance and Social Accountability Project in Papua New Guinea impacted the Gender Justice Project's goals in the region?
2. In what ways has the Gender Justice Project been able to leverage the successes of the Governance and Social Accountability Project to further its own mission?
3. What challenges have you encountered in implementing the Gender Justice Project in Papua New Guinea, and how have you worked to overcome them?
4. How has the community responded to the joint efforts of Oxfam in Pacific's Governance and Social Accountability Project and Gender Justice Project in Papua New Guinea?
5. Looking forward, what steps do you believe need to be taken to continue making progress on both the Governance and Social Accountability Project and the Gender Justice Project in Papua New Guinea?

### **Sustainability**

1. Can you share some specific examples of how the Governance and Social Accountability Project in Papua New Guinea has contributed to improving gender justice in the region?
2. How has the project been able to sustain its impact over time, and what measures has Oxfam in Pacific taken to ensure its continued success?
3. In what ways has the project worked to actively engage and empower women and girls in Papua New Guinea, and what have been some of the challenges faced in doing so?



4. How has the Governance and Social Accountability Project collaborated with other organizations and stakeholders in the region to achieve its goals, particularly with regards to promoting gender justice?
5. Looking forward, what are some of the key priorities and areas of focus for Oxfam in Pacific's Gender Justice Project in Papua New Guinea, and how will these build on the successes of the Governance and Social Accountability Project?

**Impact**

1. How has Oxfam in Pacific's Governance and Social Accountability Project in Papua New Guinea impacted the Gender Justice Project outcomes in the region?
2. In what ways has the Gender Justice Project Officer collaborated with Oxfam in Pacific's Governance and Social Accountability Project in Papua New Guinea to achieve shared goals?
3. What specific measures have been taken to ensure that Oxfam in Pacific's Governance and Social Accountability Project in Papua New Guinea addresses gender-based challenges in the region?
4. How has the involvement of local communities in Oxfam in Pacific's Governance and Social Accountability Project in Papua New Guinea been instrumental in promoting gender justice in the region?
5. What lessons have been learned from the Oxfam in Pacific's Governance and Social Accountability Project in Papua New Guinea that can be applied to other efforts aimed at promoting gender equality and social accountability in the Pacific region?
6. What role does Oxfam in Pacific play in advocating for gender-responsive policies and programs at the national and regional levels?
7. How does Oxfam in Pacific ensure that its projects and initiatives align with the cultural and social norms of the communities it serves in Papua New Guinea?

**4. Consent Form - Focus Group Discussion**



**CONSENT FORM – FOCUS GROUP**

1. I have read the Information Sheet provided and agree to take part in the following review:

<b>Title</b>	Impact of Good Governance and Social Accountability Training on Executives of Women-led Grassroots Organization.
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2. I have had the review, so far as it affects me, fully explained to my satisfaction by the Evaluation Team member. My consent is given freely.

3. Although I understand the purpose of the midterm review, it has also been explained that involvement may not be of any benefit to me.
4. I have been informed that, while information gained during the review may be published, I will not be identified, and my personal results will not be divulged.
5. I understand that I am free to withdraw from the review at any time.
6. I understand that if I have any additional questions, I can contact the evaluation team lead – Pamela Bobola Krisimpa – [pkrisimpa@oxfampacific.org](mailto:pkrisimpa@oxfampacific.org) or [p.b.krisimpa@gmail.com](mailto:p.b.krisimpa@gmail.com)
7. I understand that if discussing my experiences causes any distress to me or my family, I can access free support services accessible through Oxfam in Pacific PNG Country Office through the internet <https://www.oxfam.org/en/what-we-do/countries/papua-new-guinea> or by phoning the Initiative directly on (+675) 532 1584.
8. The conduct of this midterm review involves the collection, access, storage and/or use of my identified personal information may be transmitted, stored or appear in the publications/reports arising from this evaluation that may be available to overseas recipients. This is occurring with my consent. Any additional personal information collected is confidential and will not be disclosed to third parties without your consent, except to meet government, legal or other regulatory authority requirements. A de-identified copy of this data may be used for other evaluation purposes, including publishing openly (e.g in an open access repository). However, my anonymity will always be safeguarded, except where I have consented otherwise. For further information, consult the Oxfam in Pacific's Confidentiality Policy.
9. I understand that the Project Manager for Oxfam in Pacific's Good Governance Project will be promptly notified if any adverse events occur or if any concerns or complaints are received about the ethical conducts of this evaluation, or if the project is suspended or discontinued for any reason. Any complaint or concern will be treated in confidence and fully investigated. I will be informed of the outcome.
10. I agree to the focus group being documented and recorded.  Yes  No
11. I acknowledge that it is important to respect the privacy and opinions of others whilst in the group session.
12. I am aware that I should keep a copy of the Participant Information sheet that details the Evaluation should I have any concerns or complaints.

**Participant to complete:**

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Evaluation Team Member to complete:**

I have described the nature of the Evaluation to \_\_\_\_\_  
an in my opinion, she/he understood the explanation.

Signature: \_\_\_\_\_ Position: \_\_\_\_\_

Date: \_\_\_\_\_

**5. Participants Information Sheet for Ward Councillors - FGD**

**PARTICIPANTS INFORMATION SHEET**

**TITLE:** Impact of Good Governance and Social Accountability Training on Ward Councillors in Goroka District.

**LEAD EVALUATOR:** Pamela Bobola Krisimpa

*Dear participant,*

You are invited to participate in the Midterm Review of Oxfam in Pacific's Governance and Social Accountability project in PNG described below.

***Background of Governance and Social Accountability project in PNG & Why is the Evaluation being conducted.***

Oxfam in Pacific's Governance and Social Accountability Project works with communities, to facilitate collective action on common issues, and supports District Development Authorities (DDA) and Local Level Government (LLG) to improve local planning processes and to implement community identified projects (Bottom-up Planning Process). This project has stemmed from Papua New Guinea's (PNG) overall development progress, which is hindered by a combination of weak governance, regressive attitudes about the role of women, poor essential infrastructure, and a deep-seated localized loyalties commonly known in PNG as the "wantok system". This system is deeply rooted in the political context impacting not only the political arena but also how basic services and development are distributed.

The project aims to address this by ensuring that representative government authorities sustain more responsive, accountable, and equitable allocation and implementation of development funds for collectively identified citizen priorities. In ensuring that this does happen, it is necessary to create the awareness of the project amongst key stakeholders, thereby establishing the working partnership as well as creating the space for citizen ownership. Additionally, the project aims for citizens to also apply inclusive governance in

practice through formal bottom-up government planning and accountability structures. The project seeks to impact powerholders: that they will be motivated to encourage and respond fairly to the collective needs of citizens as well as have increased capacity to implement projects in accordance with inclusive governance principles.

This evaluation is being conducted to identify any learnings and areas of implementation requiring adaptation in the remaining two years of the project. The results of this evaluation will inform the final phase of implementation. Specifically, to collect valuable insights into the effectiveness of the Good Governance and Social Accountability project, and identify areas for improvement because of the capacity building provided by Oxfam in Pacific's Governance and Social Accountability Project.

***Who is undertaking the midterm review?***

This midterm review is funded by the Australia's Department of Foreign Affairs and Trade, and is being led by Pamela Bobola Krisimpa, the Lead Evaluator, in collaboration with Dawn Anderson, Evaluation Commissioning Manager from Oxfam Pacific, and in consultation with the Staff of Oxfam in Pacific, PNG Country Office.

***Why am I being invited to participate in a focus group?***

You have been selected to participate because of your role as a beneficiary of the Good Governance & Social Accountability project piloted in the Goroka District as a pilot District by Oxfam in Pacific.

***Who is leading the focus group discussions?***

The lead evaluator and contact details are:

Name: Pamela Bobola Krisimpa

Email: [pkrisimpa@oxfampacific.org](mailto:pkrisimpa@oxfampacific.org) / [p.b.krisimpa@gmail.com](mailto:p.b.krisimpa@gmail.com)

Mobile: +675 7063 2300

***What will I be asked to do?***

You will be invited to participate in a focus group to discuss your personal experiences with the practicing the principles of Good Governance and Social Accountability.

***How much time will the review take?***

We expect the focus group session to last approximately 60-90 minutes. These group sessions will be held in your local community.

***Are there any risks associated with participating in this review?***

There are no foreseeable risks to you as a result of participating in this midterm review. If discussing your experiences in an interview causes any distress to you or your family, we encourage you to access free support services accessible through the Oxfam in Pacific, through the internet <https://www.oxfam.org/en/what-we-do/countries/papua-new-guinea> or by phoning the Initiative directly on (+675) 532 1584.

***What are the benefits of this review?***

This review will bring to light the importance of gender consideration in bottom-up development planning, budgetary policy formation, and resource allocation. The review

will provide future directions for Oxfam in Pacific's Good Governance Project, and specifically to: (1) Inform and empower Citizens, especially women, PWDs and youths to mobilize and engage in good governance mechanisms; (2) Improve access of relevant Information for Citizens to engage in good governance mechanism; (3) Create Dialogue opportunities and spaces, inclusive of government representatives, citizens and key stakeholders; and (4) Inform, capacitate and empower Powerholders to deliver on their mandate.

***Can I withdraw from the midterm review?***

Participation in this review is completely voluntary. If you agree to participate, you can withdraw from the review at any time.

***What will happen to my information?***

Your information will not be made public. Any identifiers will be removed from the data once collected, and the full dataset will be securely stored at Oxfam in Pacific Office on the Lead Evaluator password-protected computer.

These records will be kept for a minimum of five years after any publishing opportunities have been exhausted and destroyed when no longer needed. The information and results will be used in academic and industry publications and may be presented at conference events. At all times only aggregated data will be made public; no individual data will be presented or released.

***Who do I contact if I have questions about the review?***

If you have any queries or concerns about this study, please contact the Program Manager for Good Governance and Social Accountability Project, Margaret Selon ([MSelon@oxfampacific.org](mailto:MSelon@oxfampacific.org)) Alternatively, enquiries can be made by contacting Pamela Bobola Krisimpa ([pkrisimpa@oxfampacific.org](mailto:pkrisimpa@oxfampacific.org) / [p.b.krisimpa@gmail.com](mailto:p.b.krisimpa@gmail.com)) based in Goroka, Papua New Guinea. A summary of the research results can be obtained by emailing the Program Manager for this study.

***What if I have a complaint or any concerns?***

If you have questions or problems associated with the review or wish to raise a concern or

complaint about the review, then you should consult the Program Manager for ***Governance and Social Accountability project***

Any complaint or concern will be treated in confidence and fully investigated. You will be informed of the outcome.

*Yours sincerely,*

Mrs. Pamela Bobola Krisimpa

**6. FOCUS GROUP DISCUSSIONS, MODERATORS OUTLINE**

**TOPIC:** Impact of Good Governance and Social Accountability Training on Youths (Citizens) in Pilot Project Site.

**EVALUATORS:**

Pamela Bobola Krisimpa and Nelsie Lowari Kofiaba

**Focus Group Moderators Outline  
Youths Representatives  
In 1 District in 1 Province in Papua New Guinea**

**Group Session:** 90 to 120 minutes

**Format:** Face to Face Focus Group

**Interviewers:** Two persons, 1 person to facilitate discussion, and 1 person to take notes and manage audio recording.

**Number of participants:** 6 Youths Representative per district per province

**Method:** Manual notes. Each Focus Group needs to be assigned a code (three letter district acronym, and occupation) i.e. Youth with Time and Date of session. In your notes, assign an identifier code for each participants, i.e., Youth 1, Youth 2, and so on. Take notes on body language where appropriate. Ensure recording device is located in centre of the group.

**Facilitation:** Encourage group participants to have a voice in the discussion. Be careful to manage "Big Talkers" who may speak over or more than others. You can direct your gaze to those who are quiet and smile to encourage their contribution.

**Preparation to commence Group Session [10 minutes]**

1. Welcome the participants and thank them sincerely for their time.
2. Serve any beverages or snacks before the participants sit down for the session.
3. Advise the participants of the review detail – including who's doing the evaluation and who's funding the review.
4. Ask permission from the group to record the session – in audio only and NOT video.
5. Advise participants it is important to respect the privacy and opinions of others shared in the focus group sessions.
6. Present the Consent Form and Participant Information Sheet. Remember to collect each signed consent form and keep for our records.
7. Questions may arise from participants, please answer and respond to any questions, this may include – confidentiality, recording, and/or feedback.
8. Once the interviewees are ready, you may begin the recording.

**Introduction [5 minutes]**

Good morning/afternoon and welcome to this FGD

[This is a discussion format where participants may explore their experiences and attitude towards the topic: Impact of Good Governance and Social Accountability Project on Wards within the Pilot District.] Today we would like to discuss your valuable insights into the relevance, efficiency, effectiveness, and impacts of the Good Governance and

Social Accountability project and to identify the perceptions, attitudes, and opinions of the ward councillors towards such a project. By identifying their perspectives, challenges, and expectations, it can help to design and implement effective interventions that are responsive to their needs and priorities, and how the program can be improved.

**Demographic Data Collection. First, could we please record some details from each of you:**

1. Age. Please tell us your age group: 18- 24 OR 25-44 OR 45-65 OR Above 65
2. What is your Ward # and name of your LLG?
3. What do you do for living?
4. What is the highest level of education that you have completed? Primary school; Secondary School; or Tertiary?

**Theme 1 – General Knowledge on Rights & Responsibilities and Good Governance Principles and Social Accountability [15 – 20 mins]**

*Do you know you what Rights you have as a Citizen of PNG?*

Probe – Clean Water, Electricity, Education, Health

*Do you know you have Responsibilities as Citizen of PNG?*

Probe – Report dirty Water, Look after Water Tanks, Report Police Brutality, etc.

What are your views on how to express your rights?

How do you think you can contribute to changing some laws and policies in this country.

Probe – Have you ever protested you Government to address any concern that relates to your rights as citizens of PNG?

**Note:** Allow participants to discuss around their rights and responsibilities and explore ideas around how they voice their issues.

Are you actively involved, or do you take part in Ward, LLG, and District Development Plans and Budget using the bottom-up approach?

Probe – Who does your Ward Recording, Ward Plans and Budget? Have they attended any training to do so?

**Theme 2 – Youths' perspectives on the Relevance of the Good Governance Principles and Social Accountability Project [15 – 20 mins]**

1. What does good governance mean to you?
2. How important is good governance in ensuring the development of your community/country?
3. Have you heard about the social accountability project in your community/district? If yes, what do you know about it?
4. In your opinion, what are the benefits of the social accountability project to your community?
5. How effective do you think the project has been in promoting transparency and accountability among local leaders? Do you think social accountability projects are effective in promoting good governance? Why or why not?
6. How can youths be involved in promoting good governance and social accountability in their communities?

7. What challenges have you observed with regards to implementing good governance practices in your community?
8. What suggestions do you have to improve the effectiveness of the social accountability project?

**Note:** The answers to these questions can provide valuable insights into the perspectives of youths on issues related to good governance and social accountability. This information can be used to refine and improve the project, as well as to develop targeted communication strategies that resonate with the target audience.

**Theme 3 – Youths’ perspectives on the Effectiveness of the Good Governance Principles and Social Accountability Project [15 – 20 mins]**

1. What do you think about the Good Governance and Social Accountability Project in your district?
2. How do you think good governance can help improve the lives of young people?
3. Have you heard of any social accountability projects in your community? If so, can you describe them?
4. Have you noticed any changes in your community since the project was implemented? If so, what changes have you seen? What are some examples of good governance practices that you have seen in your community?
5. Do you feel that the project has improved transparency and accountability in local government? Why or why not?
6. Have you or anyone you know been able to access government services more easily since the project began? If so, how?
7. Do you feel that the project has empowered citizens to participate more actively in local decision-making processes? Why or why not?
8. How could the project be improved to better serve the needs of young people in your community?
10. How effective do you think social accountability projects are in holding government officials accountable?
11. Have you or anyone you know reported any cases of corruption or misuse of public funds since the project began? If so, what was the outcome?
12. How can young people get involved in promoting good governance and social accountability in their communities?

**Note(s):**

- I. Good governance refers to the way in which power is exercised in the management of a country's economic and social resources for development. It encompasses the processes of decision-making, implementation, and monitoring of policies and programs.
- II. Social accountability projects are initiatives that aim to increase transparency and citizen participation in holding government officials accountable for their actions. These projects can take various forms, such as citizen monitoring of public services or public hearings with government officials.



III. According to a report by the World Bank, good governance is essential for sustainable development and poverty reduction. It helps to ensure that resources are used efficiently and effectively, and that citizens' rights are protected.

***Theme 4 – Youths' perspectives on the Efficiency of the Good Governance Principles and Social Accountability Project [15 – 20 mins]***

1. How do you think good governance affects your daily life?
2. Do you think the project has been effective in promoting good governance and social accountability in your district? Why or why not?
3. How do you think social accountability can improve the effectiveness of good governance?
4. Have you ever participated in any social accountability initiatives? If so, can you share your experience?
5. What specific changes have you observed in your community since the implementation of the project?
6. Have you or anyone you know been able to access government services more easily since the project started? Please explain.
7. In your opinion, what more can be done to improve good governance and social accountability in your district?
8. Do you think youths have an important role to play in promoting good governance and social accountability? Why or why not?
9. What are some challenges that prevent youths from getting involved in promoting good governance and social accountability?
10. How do you think technology can be used to promote transparency and accountability in governance?

**Note:** These questions aim to gather insights from ward councillors on their experiences with the Good Governance and Social Accountability project, including its impact on their respective wards, specific initiatives that have been effective, and areas for improvement. It also seeks to understand how the councillors have been involved in the project and how they can be better engaged moving

***Theme 5 – Youths' perspectives on the Impact of the Good Governance Principles and Social Accountability Project [15 – 20 mins]***

1. What is your understanding of good governance and social accountability?
2. Have you noticed any changes in the way government officials operate since the implementation of this project?
3. How has this project impacted your community?
4. In what ways do you think this project could be improved?
5. Do you feel that your voice is being heard by government officials? Why or why not?
6. Have you seen any improvements in public service delivery since the start of this project?
7. In your opinion, what are some of the biggest challenges facing your community that could be addressed through good governance and social accountability? How can young

people like yourself get more involved in promoting good governance and social accountability in your community?

**Note:** The answers to these questions can provide valuable insight into the effectiveness of the project and help guide future efforts to improve governance and accountability in Papua New Guinea.

**Theme 6 – Youths’ perspectives on the Sustainability of the Good Governance Principles and Social Accountability Project [15 – 20 mins]**

1. What do you think about the sustainability of the good governance and social accountability project in your community?
2. What role do you think youths can play in promoting good governance and social accountability?
3. Have you noticed any changes in how your local government operates since the project started?
4. Do you feel like your voice is being heard by local authorities? If not, what could be done to improve this?
5. How do you think social accountability can help improve governance in your community?
6. How can we ensure that good governance and social accountability projects are sustained in the long run?

**Note:** These questions will help facilitate a discussion among youths and gather their perspectives on the importance of good governance and social accountability, as well as their ideas on how to ensure the sustainability of Governance and Social Accountability project.

**7. FOCUS GROUP DISCUSSIONS PARTICIPANTS DEMOGRAPHY**



PARTICIPANTS DEMOGRAPHICS – Good Governance and Social Accountability Project Midterm Review

No.	First Name	Surname	Age	Education Level	Province of Origin	Ward #	What do you do for living? Any role in your Ward or LLG?	Name of LLG	Contact Details
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

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