Cracking the Facility Problem?
Theories of Change for Adaptation at Scale
A first attempt...

Program 1: Policy Support

Program 2: Local Solutions

Program 3: Citizen Participation
Partnership Impact:
PNG’s national, sub-national and inter-governmental institutions are better able to provide quality services and development outcomes that respond to the needs of citizens.

Policy Support Outcome:
Policies and systems will be in place and implemented that support service delivery and economic development at national and sub-national levels.

Local Solutions Outcome:
Districts, localities, provinces and regions will be better equipped to respond to citizens and provide, or facilitate, better service delivery and economic opportunity.

Citizen Participation Outcome:
Citizens will be better informed and will be able to use their voice to both influence and participate in effecting improvements in their access to services and economic opportunity.

P0: Greater policy capability within national agencies and inter-agency coordinating processes contributes to clearer, more technically sound, more implementable and more coherent policies and supporting systems.

L0: Sub-national political and administrative organisations require policy and reform implementation capabilities to understand and prioritise problems and lead or support the generation of local solutions.

L1: Districts and provinces will provide lessons able to influence other districts and provinces and national policy and reform.

C1: Successful decentralisation requires collaboration between citizens to influence state and non-state actors in local solutions.

C2: More informed and engaged citizens will hold the state more accountable for services and economic opportunity.

P1: To be implementable, policies and reforms align with existing capabilities at sub-national levels or contribute to developing these capabilities.

L2: Local solutions are best supported when all citizens and citizen groups have access to information and can be actively involved.

C0: Individuals with a positive identity and self-confidence, based upon knowledge, understanding and skills, are better equipped to actively problem identification and prioritisation and to contribute to local solutions.
**Outcome:** Polices and systems will be in place and implemented that support service delivery and economic development at national and sub-national levels

<table>
<thead>
<tr>
<th>Theory of Change Elements [Assumptions]</th>
<th>Evaluative Questions</th>
<th>Progress Markers</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Timi ng</th>
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</thead>
<tbody>
<tr>
<td>To be implementable, policies and systems align with existing capabilities at sub-national levels or contribute to developing these capabilities. [Policies and systems at the national level can be implemented at sub-national levels.]</td>
<td>Is there adequate capacity development for local officials on national policies? Is there adequate human and financial resource provision to support national policies? Do local officials feel national policies are compatible, coherent, and converging?</td>
<td>Expect: National agencies adequately disseminate national policies. Like: National agencies provide human and financial support for the implementation of national policies. Love: An increasingly cohesive whole-of-government approach to decentralisation policy implementation is accepted, understood, and implemented.</td>
<td>Number of District Development Authority (DDA) CEOs, Pas, and DAs that understand their role in national policies.</td>
<td>District Status Update PCMC reports DPLGA S119 PLLSMA reports Local capability Assessment</td>
<td>Annual Ongoing</td>
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Quality Service and Development Outcomes

Program 1: Policy Support
- Decentralisation Reform / Intergovernmental Finance
- Mul Bukeyi Lumusa
- Nuku
- Talasea
- Manus
- Sohe
- Nawaeb
- Morobe
- South Fly

Program 2: Local Solutions

Program 3: Citizen Participation

Issue-based projects

Projects
- What are we working on?
- Clear project outcomes
- Integrate program 1, 2, 3 GESI, Comms, C4D, KAL and MEL
- Managed through a flexible team of teams (DCPP+)
- Ultimate accountability sits with a lead program area
## A policy example

<table>
<thead>
<tr>
<th>Issue area</th>
<th>GoPNG state-citizen engagement</th>
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<tbody>
<tr>
<td><strong>Clear project outcomes</strong></td>
<td>Families and communities in PNG are empowered and able to access services for their development through government policy and systems that are implemented</td>
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<td>Gender and Inclusion</td>
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<tr>
<td><strong>Integrate program 1, 2, 3, GESI, Comms, C4D, KAL and MEL</strong></td>
<td>P1 – STA – ICDP Policy Review, activity support (ICDP implementation)</td>
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<td>P2 – Activity Support (ICDP implementation through SNA workplans and local solutions)</td>
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<td>P3 – Media, Social Accountability (State-citizen engagement)</td>
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<td></td>
<td>C4D – ICDP &amp; disability communications, C4D forum</td>
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<td></td>
<td>GESI – ICDP/disability training initiatives</td>
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<td>MEL – Case study / baseline</td>
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<td>KAL – Disability database</td>
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<td>PSLR – DfCDR training, WiL</td>
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<td><strong>Team of teams (DCPP+)</strong></td>
<td>Program 1, Program 2, Program 3, C4D, GESI, PSLR</td>
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<td><strong>Accountability</strong></td>
<td>Program 1 – Senior Program Manager</td>
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Some MEL things we puzzle over…

- Policy indicators
- Baselines vs. outcome mapping and harvesting
- Language barriers
- Citizens