

Supporting country ownership of development outcomes: How monitoring and evaluation in a public-private partnership can contribute to evaluation capital in PNG

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Learning from practice

- Why we wanted to give this paper:
 - Unique public/private partnership – Oil Search Ltd (OSL) and Oil Search Foundation (OSF)
 - Working in partnership with the Government of PNG – nationally, provincially, and locally – PNG decides what its development outcomes should be
 - We are not just funding infrastructure or delivering services as a contracted provider
 - We work shoulder to shoulder with Government leaders and officers through GoPNG systems, structures and processes – health, family and sexual violence, education, women's leadership
 - Most public/private partnerships do not involve this level of engagement with government
 - OSF is part of OSL's commitment to social responsibility and to being a good corporate citizen
 - OSL believes – '***what is good for PNG is good for Oil Search***' – we are all learning and evaluation is built into our day to day work – beyond monitoring



Understanding PNG

- PNG's context matters
- Dominant public image – what is it?
- How did this happen – what stories are told about PNG?
- What role has evaluation and research played in this image making?
- Who should be telling PNG's story of development?
- Pride in cultural traditions, values and customs – shared wealth, strong social and family obligations, rich customs and culture – very diverse
- Story telling is strong critical in traditions and culture – oral society

Evaluation theories and practice in OSF

Yoland Wadsworth – Everyday Evaluation of the Run

Participatory action research – brave, radical , and hard to convince funders and program evaluators of its value

Four eras of evaluation:

- 1970s and 80s – era of research –
- 1990s – era of evaluation –
- 2000s – era of continuous improvement –
- 2010s – era of living systems

Monitoring and evaluation grew significantly during the 2000s in international development – later than social change and human services

Michael Quinn Patton –developmental evaluation is a systems approach – collaborative, dynamic, participatory, deals with complexity, chaos, strong internal processes for M&E, shared sense making – widely accepted in development now

Impact of many external evaluations and research reports in PNG – reactions: humiliation, frustration, stinging annoyance - seen as disrespectful – negative evaluation capital

What we did and what we are doing to build evaluation capital

- Worked closely with Government on what our priorities should be
- Drafted a high level Performance Framework with all indicators aligned to key PNG government policies, plans and strategies
- Restructured our teams away from direct service delivery to development, started building much stronger relationships with Government officers
- Began working to GoPNG strategies – National Health Plan and Medium Term Development Plan
- Engaged actively with all PNG Government officers to jointly plan our approach and to agree how we would assess outcomes and impact



What we did and what we are doing to build evaluation capital

- Established an information system tapping into the National Health Information System – encouraging health and OSF staff to use this data for planning outreach patrols, feeding back gaps in services, provided trend data quarterly in very accessible data reports – this is a work-in-progress
- In 2017 - integrated evaluation into our core work – M&E skills survey
- Developed capacity building plan for all staff – raising overall skill levels - participatory evaluation methods, case studies, using program logic and theory of change in planning, use of videos to interview health staff and tell stories of change
- Budget process – every activity jointly planned with partners
- Focusing on developing shared solutions where data shows poor or no progress

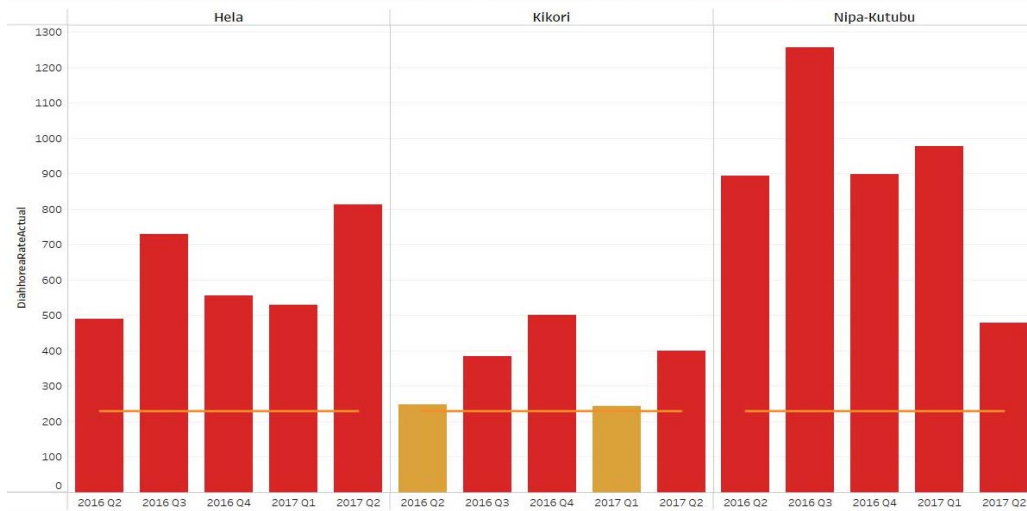
Case study 1: Scorecard

- Powerful impact on everyone – told a story and suggested solutions
- Galvanised OSF staff and partners
- Felt proud – could see success and could see no progress – ‘we have to do something’
- Visualisation was the powerful driver
- Built evaluation capital – can see the value of good data, understand critical evaluation language – impact, outcomes, indicators, trends
- Engaged partners in finding solutions and deciding interventions – adaptive planning

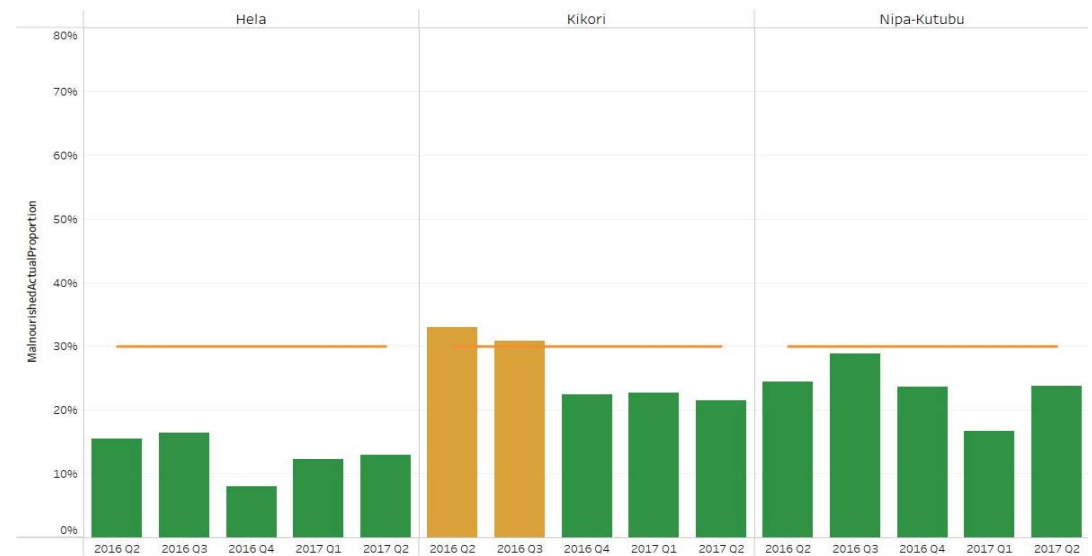
Quarterly Traffic Light Scorecard Q2 2017

Indicator	OSF Target	Q2 2016	Status	Q2 2017	Status	YTD Trend	Key Issues and Risks
Hela							
Underweight children (< 80% WFA)	<=30%	1623.5		1253			
Under 5 diarrhoea incidence (/1000)	<= 1,428	3166		5402			Need corrective interventions
Population malaria incidence (/1000)	<= 3,042	1435		818			
Measles 2nd dose immunisation coverage	>=833	593		695.5			Security issues impacted on outreach
DTP 3rd dose immunisation coverage	>=833	456		780			
Proportion expected mothers delivering in facility	>=936	822.5		673			Safety concerns & facility closure-likely causes of decline Safety concerns & staff absenteeism-likely causes of decline
ANC coverage	>=936	1155.5		873			
Proportion (%) of patients completing treatment TB	>=90%	31		30			
Proportion (%) of PLHIV on ART and retained 12 months	No data						
Low birth weight (%)	<= 8%	21.5		46.5			Requires monitoring
Outreach clinics (per 1000 children < 5 years)	>= 218	239		278			
Proportion facilities with water in delivery room	>= 75%	70%		68%			
Establish 1 Buk-Bilong-Pikinini library	>=1	0		4			
Small grants for OSL employees and community groups	Yes	0		1			
Number of new clients accessing support services from PSC	>= 800						Issues with data being addressed
Nipa-Kutubu							
Underweight children (< 80% WFA)	<= 30%	339.5		254.5			
Under 5 diarrhoea incidence (/1000)	<= 217	546		293			Needs corrective action
Population malaria incidence (/1000)	<= 458	7		50			
Measles 2nd dose immunisation coverage	>=133	125		70			Security restrictions and wet weather
DTP 3rd dose immunisation coverage	>=133	131		95			
Proportion expected mothers delivering in facility	>=141	92		78			
Family planning CYP	>= 30%	0		419			No data to compare until Q3 2016- commenced in Aug 2016
ANC coverage	>=141	139.5		84.25			Security restrictions and wet weather
Proportion (%) of patients completing treatment TB	No data						
Proportion (%) of PLHIV on ART and retained 12 months	No data						
Low birth weight (%)	<= 8%	8		5			Security restrictions and wet weather
Outreach clinics (per 1000 children < 5 years)	>= 33	74.5		35.75			
Proportion facilities with water in delivery room	>= 75%	82%		100%			
Establish 1 Buk-Bilong-Pikinini library	>=1						
Small grants for OSL employees and community groups	Yes	0		3			
Kikori							
Underweight children (< 80% WFA)	<= 30%	514.5		136			
Under 5 diarrhoea incidence (/1000)	<= 253	273.5		422.5			Needs corrective action
Population malaria incidence (/1000)	<= 387	346.5		120			
Measles 2nd dose immunisation coverage	>=113	138		69.5			Wet weather, limited outreach clinics Wet weather, limited outreach clinics
DTP 3rd dose immunisation coverage	>=113	123.5		75			
Proportion expected mothers delivering in facility	>=119	94		113			
Family planning CYP	>= 30%	0		225			No data to compare until Q3 2016- commenced in Aug 2016
ANC coverage	>=119	254.5		178.5			Requires monitoring
Proportion (%) of patients completing treatment TB	>=90%	No data		1			
Proportion (%) of PLHIV on ART and retained 12 months	No data						
Low birth weight (%)	<= 8%	5		12			Requires monitoring
Outreach clinics (per 1000 children < 5 years)	>= 39	25		8			
Proportion facilities with water in delivery room	>= 75%	100%		100%			Wet weather restricted this activity- ongoing challenge
Establish 1 Buk-Bilong-Pikinini library	>=1	0		0			
Small grants for OSL employees and community groups	Yes	0		0			Scoping of potential site conducted No successful applicants- requires monitoring
Status Legend							
N/A							
Minimal / No Progress: Unlikely to achieve target over 3 years - require corrective action							
Medium Progress: Some progress made and likely to achieve target over 3 years							
Strong Progress: Target achieved or exceeded							
Trend Legend							
N/A							
Static							
Improved							
Worsened							
Additional Symbols							
≥ or >= Greater than or equal to							
≤ or <= Less than or equal to							

SD 2: Incidence of diarrhoeal disease per 1000 in children under 5 years



SD 1: Proportion (%) of underweight children under five years





Hela Hospital

- Established a functioning hospital Board and executive team
- Chair the Provincial Health Authority (PHA)
- Channeled resources into the PHA for infrastructure
- Fully functioning hospital within 12 months
- Worked through all GoPNG systems – HR for recruitment, Finance and Health Dept for funding, Provincial Health Authority, Provincial Administration
- PNG stakeholders – proud of what's been achieved – want it evaluated
- Now evaluating outcomes from GoPNG perspective – review team



Conclusion

- Public private partnership planning, learning and adapting together
- Deciding indicators that demonstrate progress using participatory processes and hard data
- Managing complexity and occasional chaos
- Sense making together
- Enquiry in the context of living systems
- New technologies – high uptake in PNG – possibilities are endless – visualizations, multi media,