



# Mid-Term Evaluation Report



## Project

### Strengthening Integrated Sustainable Landscape Management in Enga Province, Papua New Guinea (PNG)



Saber Masoomi

December 2023



### Project General Information

<b>Project</b>	Strengthening Integrated Sustainable Landscape Management in Enga Province		
<b>ATLAS ID</b>	00123941		
<b>Country</b>	Papua New Guinea		
<b>Region</b>	Asia Pacific		
<b>Corporate outcome and output</b>	<p><b>UNDAF; Sub-outcome 3.3:</b> By 2022, people, particularly marginalized and vulnerable, are empowered to manage climatic risks, develop community resilience and generate development opportunities from protection of land, forests and marine resource.</p> <p><b>UNDP CPD; Output 3.2:</b> Capacities of communities and public officials enhanced to manage protected areas and address climate and disasters risks.</p>		
<b>National priorities and policies</b>	<p><b>Medium-term Development Strategy-3:</b></p> <ul style="list-style-type: none"> <li>▪ Key Result Area 1. Increased Revenue and Wealth Creation.</li> <li>▪ Key Result Area 3. Sustainable Social Development.</li> <li>▪ Key Result Area 7. Responsible Sustainable Development.</li> </ul> <p><b>National Biodiversity Strategy Action Plan:</b></p> <ul style="list-style-type: none"> <li>▪ Target 1: To conserve, sustainably use, and manage the country's biological diversity.</li> <li>▪ Target 2: To strengthen and promote institutional and human capacity building for biodiversity conservation, management and sustainable use.</li> <li>▪ Target 3: To strengthen partnership and promote coordination for conserving biodiversity.</li> </ul>		
<b>Sustainable Development Goals</b>	SDG 2 (Zero Hunger), SDG 13 (Climate Action) and SDG 15 (Life on Land).		
<b>Date the Project document signed</b>	29 October 2020		
<b>Project period</b>	<b>Start</b>	<b>Planned end</b>	
	1 November 2020	31 December 2026	
<b>Funding source</b>	European Union		
<b>Project budget (USD)</b>	<b>Donor (EU)</b>	<b>Government</b>	<b>Other</b>
	5,733,980	-	-
<b>Project expenditure at the time of evaluation</b>	USD 3,230,001.41		
<b>Implementing party</b>	UNDP (Direct Implementation Modality)		
<b>Executing Partner</b>	Climate Change and Development Authority of PNG		

### Evaluation Details

<b>Intervention under Evaluation</b>	Project	
<b>Project period under evaluation</b>	Mid Term	
	<b>Start</b>	<b>End</b>
	November 2020	October 2023
<b>Evaluator</b>	Saber Masoomi	
<b>Contact of the evaluator</b>	<a href="mailto:s.masoomi@gmail.com">s.masoomi@gmail.com</a>	
<b>Evaluation dates</b>	<b>Start</b>	<b>End</b>
	06 October 2023	30 Dec 2023

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## Acronyms and abbreviations

<b>CCA</b>	Community Conservation Area
<b>CCDA</b>	Climate Change and Development Authority
<b>CEPA</b>	Conservation and Environment Protection Authority
<b>CTA</b>	Chief Technical Advisor
<b>DAL</b>	Department of Agriculture and Livestock
<b>DIM</b>	Direct Implementation Modality
<b>DLPP</b>	Department of Lands and Physical Planning
<b>EPA</b>	Enga Provincial Administration
<b>EU-PNG</b>	European Union Delegation to Papua New Guinea
<b>FinnCo</b>	Finnish Overseas Consultants, Finland
<b>GGGI</b>	Global Green Growth Institute
<b>Go-PNG</b>	Government of Papua New Guinea
<b>LogFrame</b>	Logical Framework
<b>MTE</b>	Mid Term Evaluation
<b>NIM</b>	National Implementation Modality
<b>PMU</b>	Project Management Unit
<b>PNG</b>	Papua New Guinea
<b>ProDoc</b>	Project Document
<b>PSC</b>	Project Steering Committee
<b>ROM</b>	Result-Oriented Monitoring
<b>SISLaM</b>	Strengthening Integrated Sustainable Landscape Management in Enga Province, Papua New Guinea
<b>ToR</b>	Terms of Reference
<b>ToC</b>	Theory of Change
<b>UNDP</b>	United Nations Development Programme
<b>UN-Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women

## Executive summary

### A. Background

In 2020, by a request from the Go-PNG and with the financial support of the EU, Strengthening Integrated Sustainable Landscape Management in Enga Province, Papua New Guinea (SISLaM) was formulated as a response to the challenges faced by the Enga Province, such as land degradation, deforestation, biodiversity loss, climate change, food insecurity, and poverty.

SISLaM facilitates the engagement of various stakeholders from grassroots and communities, local government, and national government entities and institutions to build on and catalyze the work of existing government and development partner programs, strengthen their impacts, and support delivery at the local level.

Through working with National, Provincial, District, and Local governments, the Project aims to support the development of coherent landscape approaches that will help to maintain essential ecosystem services at different scales: from the broad landscape scale (working across districts to effectively manage critical natural assets and water catchments) to the Local and District Level government units to ensure that sub-national governments and communities can effectively plan the way their land is used and to access support for key activities (including woodlot development, reforestation, and CCA development), down to the household and farm level to ensure that households are effectively using their land and adopting approaches that help to increase the sustainability of approaches used and to reduce their vulnerability to external shocks.

This Mid-Term Evaluation (MTE) has been conducted as part of the Monitoring and Evaluation plan of the UNDP/EU Project: "Strengthening Integrated Sustainable Landscape Management in Enga Province," and will be referred to as the "Project" or "SISLaM" in the scope of this report. The International Consultant interviewed stakeholders in person or over the phone.

The consultant conducted extensive consultations with the project partners before and following the site visits to ensure a good understanding of the Project's results, leading to the submission of the MTE report on the date of this report.

It is important to note that quantitative results alone cannot measure the Project's success factors. Therefore, this evaluation looks ahead and records the achievements, difficulties, and lessons from the Project's implementation. It also gives information on the type, degree, and, if possible, the outcomes obtained, emphasizing the implementation process. The evaluation concludes with a list of suggestions from this analysis in the main report, which aligns with the current UNDP country programme document for Papua New Guinea. The lessons from this report can also be applied to future UNDP programming. However, only the high-level findings are summarised and presented for the executive summary.



This MTE assessed SISLaM and looked at the general trends of climate change and food insecurity to see how far the Project impact had dealt with the existing trends. To do this, the MTE monitored the developments within a process.

## B. Analysis framework

The MTE findings are based on three levels of analysis: local, provincial, and national. The latter relates to the Project's impact on PNG's national climate change adaptation and development plans. This framework goes beyond SISLaM and also uses a vision criterion, which is forward-looking, along with the conventional criteria (relevance, efficiency, etc.) for evaluating the Project at relevant levels. The purpose of this framework is to emphasize the areas that need improvement for the Project's future and to reflect a realistic expectation from SISLaM.

## C. Summary of findings

In summary, the MTE Evaluation made the following rating:

*Table 1: Summary of Evaluation Ratings*

1. Monitoring and Evaluation	Rating	2. IA& EA Execution	Rating
M&E design at entry	MS	Quality of UNDP Implementation	MU
M&E Plan Implementation	MU	Quality of Execution - Executing Agency	MU
Overall quality of M&E	MU	Overall quality of Implementation / Execution	MU
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	R	Financial resources	S
Effectiveness	MS	Socio-political	MU/ML
Efficiency	MU	Institutional framework and governance:	ML
Likelihood of Impact	MU	Environmental	MU
Overall Project Outcome Rating	MS	The overall likelihood of sustainability	MU

**Performance:** **HS:** Highly Satisfactory; **S:** Satisfactory; **MS:** Moderately Satisfactory; **MU:** Moderately Unsatisfactory; **U:** Unsatisfactory

**Likelihood:** **L:** Likely; **ML:** Moderately Likely; **MU:** Moderately Unlikely; **UL:** Unlikely.

## D. Main conclusions

- SISLaM is one of the most relevant interventions that has been implemented in Enga province. Its objective and expected outcomes perfectly fit the real-world needs of the government and communities of the province.

- However, the most highlighted attribution of the Project is "the high-risk factor" due to various internal and external factors. UNDP did an incredible job saving the Project from failure; however, it didn't come without a cost. The project has a different and uneven rate of progress in each of its outcomes and components. Although more progress was witnessed in terms of the economic and prosperity aspects (Outcome 2), the climate policy (Outcome 1) and conservation (Outcome 3) are -to different extents- behind schedule.
- Being a high-risk intervention, a wise decision to generate maximum benefits from the Project would be to take an emergency approach: If not all components will be delivered, the resources must be concentrated on those with higher change of effectiveness, impact, and sustainability. However, this recommendation should not be taken as a reason to drop the landscape management aspect of the Project, especially regarding the establishment of CCAs. As GGGI is already engaged in climate advocacy, it is safe for the Project to remain a supporter of the intervention while focusing more on Outcomes 2 and 3.
- MTE doesn't see a necessity or benefit in requesting any extensions from the donor, except for less than 6 months and only for closing the remaining business. An overall observation of the Project's and UNDP's capacity and the government's support suggests that SISLaM may satisfactorily achieve its major expected outcomes by applying some shifts in its management arrangements. Some cannot be fully achieved in the lifespan of the Project because they are time-consuming:
  - For example, gazettement Protected Areas usually requires about 10+ years. For this activity/component, the Project should outline a clear long-term roadmap and an action plan and seek the donor's approval. It is encouraged that the Project explores partnership opportunities with national and international conservation NGOs for the establishment and management of the Protected Areas.
  - Similarly, ensuring that an entire and self-running climate-smart coffee value chain is in place requires an extra amount of time and support, which will fall beyond the timeframe of the Project. It suggests that the Project involves existing market mechanisms (e.g., national, or EU-based enterprises) to ensure the sustainability of the intervention.
- The Gender Equality intervention of the Project remains one of the considerable concerns despite the Project team's efforts. It can be mainly attributed to the cultural barriers in the target province; however, the lack of a systematic approach from the Project is evident. For example, the progress in the involvement of women in the majority of the Project's activities remains below 10% of the target.

- The delivery of some of the Project components was impacted by the interruptions caused by the COVID-19 pandemic, the post-election tribal conflicts, or the lack of effective management and strong coordination by the Project. As a priority, based on the MTE recommendations, the Project should develop an action plan and realign resources for the delivery of the feasible components. The re-evaluation must be discussed with the donor for their information and approval.

## **E. Key recommendations**

A full list of recommendations is available in Section 7. The list below presents some of the most essential recommendations:

1. Revise the Logical Framework (ROM draft) and improve the indicators to be SMART and impact-oriented in consultation with the project stakeholders at the provincial level, based on the guide provided in section 5.1.1.
2. Involve the provincial government, other major stakeholders, UNDP (e.g., Communication unit), and the Project team in annual work planning and reporting processes.
3. With support from UNDP's DRR and PSU, improve the project-level quality control mechanism.
4. Fill the "Communication gap" by recruiting a National Communication Office as stated in the ProDoc or, if not possible, engaging UNDP's Comms team (through a joint Comms plan and assignment of a focal point), recruiting Enga-based volunteers or interns, and organizing PR events and community and student festivals.
5. The current over-complicated application modality for LVGs must be simplified to ensure that the least educated farmers can understand and apply for the grants.
6. Improve the feasibility and profitability of the market interventions for coffee and other crops supported by the Project by recruiting a national consultant, national socio-economic expert and/or a market analyst.
7. Ensure that the "conservation" aspect of the "landscape management" approach is clearly, systematically, and regularly highlighted to the Provincial Administration as an integral part of the governance literature.
8. Develop and implement a participatory "Exit Strategy" in Q 1 of 2024 that identifies the quick wins and milestones, expected realistic achievements and their owners post-SISLaM, handover schedule, recourses required, risk management, and sustaining mechanism.

## **1. Introduction**

### **1.1 About the Project**

The Strengthening Integrated Sustainable Landscape Management in Enga Province, Papua New Guinea (SISLaM) project aims to enhance the sustainable and inclusive economic growth of PNG's Enga Province by addressing climate change, food insecurity, and biodiversity issues. It is funded by the European Union and implemented by the UNDP, in collaboration with CCDA as the Executing Partner and DLPP, DAL, and CEPA as the Responsible Parties.

The Project integrates sustainable land use and development planning at the provincial/district level to support effective development incorporating mitigation and adaptation actions. The Project encourages community participation in sustainable projects, the establishment of Community Conservation Areas, and private sector involvement in producing high-quality 'conservation commodities' that can access better international markets and prices to benefit local communities.

### **1.2 Purpose of the evaluation**

The specific objectives of this Mid-Term Evaluation are to:

1. Assess the Results Resources Framework (RRF) and ensure it remains relevant by tracking the results against the indicators in the RRF to determine the progress of the Project in achieving the intended outputs.
2. Assess the Theory of Change (TOC) to ensure it remains relevant and fit for purpose.
3. Document lessons for enhancing best practices and taking course corrections on the Project towards completion.

This was an opportunity for all parties to review the narrative and storyline of the Project and reflect on the extent to their contributions, as well as SISLaM as a whole intervention, were effective, efficient, relevant, and appropriate to achieve sustainable and impactful results which can contribute to the climate adaptation, food security and inclusive economic growth of Enga Province in PNG.

This MTE aims to ensure the sustainability of the Project by providing three types of recommendations as follows:

1. What must be done to ensure that the delayed activities are done to protect the Project from failing its promised outcomes.
2. What must be done to maintain the current achievements and good practices.
3. What should be done to ensure that SISLaM will be a high-impact flagship project.

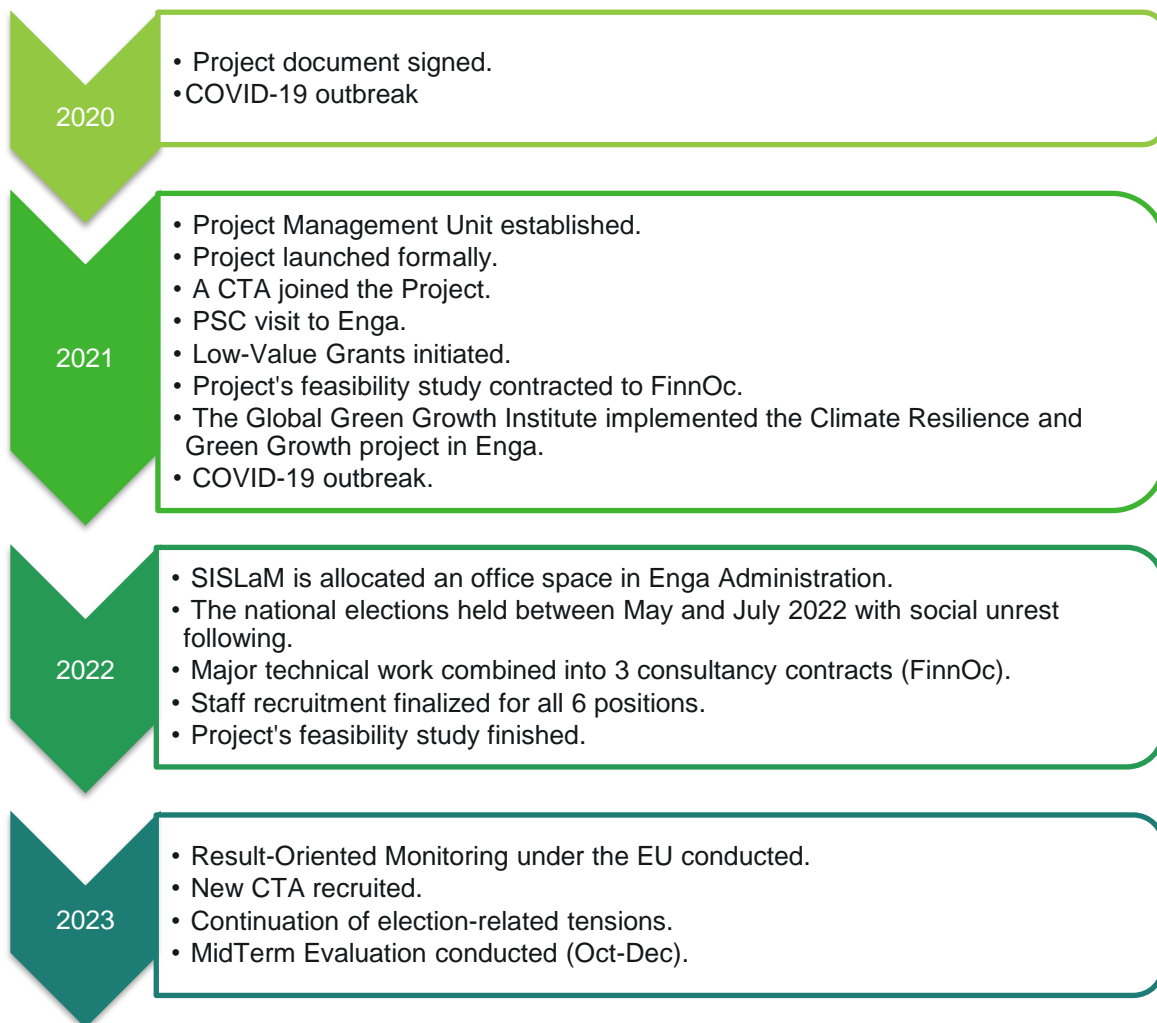
## 2. The Project and its development context

### 2.1 Project history

In 2020, by a request from the Go-PNG and with the financial support of the EU, SISLaM was formulated as a response to the challenges faced by the Enga Province, such as land degradation, deforestation, biodiversity loss, climate change, food insecurity, and poverty.

From the early stages, the Project received strong political and technical support from the PNG government at the national and sub-national levels. The well-established and visionary leadership of the province established suitable grounds for implementing the Project. The Project is considered a "seed funding" for a broader and longer-term development intervention in Enga province.

An illustration of the Project's significant events from the initiation is presented below:



*Figure 1: Project's major events*



## 2.2 Problems that the Project seeks to address

Enga province is located in the Highlands Region of PNG, with an area of 11,704 km<sup>2</sup> and a wide range of elevation from less than 200m to 3800m. The population is mainly rural (97%), and the provincial capital of Wabag has just over 5,000 people. The province has a diverse environment and climate, but only about 27% of the land is suitable for agriculture.

The province faces many challenges, such as population increase, environmental degradation, and vulnerability to environmental and climate shocks. Frequent disasters cause damage to livelihoods and communities. The population of the province is only 432,045 people in 76,421 households, but the rugged terrain and limited agricultural land result in high population densities in some areas. The population growth rate is over 3.5%, which is the highest in the Highlands Region of PNG, and this puts more pressure on the limited arable land and causes expansion and shift of land use to marginal lands.

The Highlands region is known for high levels of violent conflict between groups. Enga is less affected by this than the Southern Highlands and Hela provinces, where conflicts hinder development progress. But, avoiding escalating these challenges in Enga is a high priority. Both the government and development partners have made efforts to address these challenges. At the national level, the government's Vision 2050 has Environmental Sustainability and Climate Change as one of its five main pillars, and this is reinforced by the StaRS, which promotes a paradigm shift from a brown economy to a green economy. The StaRS recognizes the natural capital elements that have the potential to drive growth in the future. Following this shift, sector programs related to conservation, reforestation, plantation development, and sustainable agriculture have been developed.

At the provincial level, the Provincial Government of Enga is committed to sustainable development but faces many challenges. DPI has limited financial resources and knowledge on sustainable climate-resilient agriculture that could help them advise and support communities. The provincial environment entity has a limited capacity to support and monitor conservation and environmental initiatives due to capacity and authority constraints from the national level CEPA. At both provincial and district levels, there are challenges in coordinating support across sectors. Sub-national planning processes for Provincial, District, and Local development plans do not include spatial and landscape considerations and do not effectively consider the integrated nature of many landscape activities.

To address these challenges and to ensure the growing population of Enga Province sustainable access to food and economic opportunities while preserving the rich and unique biodiversity of this Highlands' Province that can be seen as a Global Public Good, SISLaM was formulated to engage a wide variety of stakeholders from grassroots and communities, local government and national government entities and institutions to build on and catalyze the work of existing government and development partner programs and to strengthen their impacts and support delivery at the local level.

Through working with National, Provincial, District, and Local governments, the Project aims to support the development of coherent landscape approaches that will help to maintain essential ecosystem services at different scales: from the broad landscape scale (working across districts to effectively manage critical natural assets and water catchments) to the Local and District Level government units to ensure that sub-national governments and communities can effectively plan the way their land is used and to access support for key activities (including woodlot development, reforestation, and CCA development), down to the household and farm level to ensure that households are effectively using their land and adopting approaches that help to increase the sustainability of approaches used and to reduce their vulnerability to external shocks.

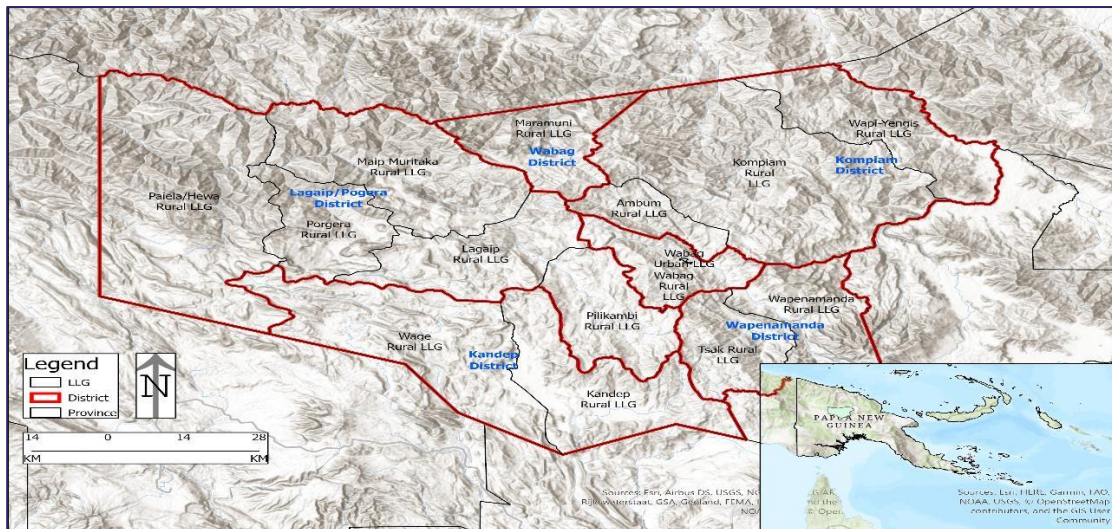


Figure 2: Project's target area- Enga province

### 2.3 Immediate and development objectives of the projects

**Project Impact (Overall Objective):** To increase sustainable and inclusive economic development of the Enga Province of Papua New Guinea

**Outcome 1:** Improved climate change mitigation and adaptation practices among authorities, target communities, and farmers in Enga Province

**Outcome 2:** Strengthened food and nutrition security practices by farmers and private sector stakeholders in Enga Province

**Outcome 3:** Improved biodiversity and land/forest ecosystems conservation, restoration, and sustainable use in Enga Province

## 2.4 Main stakeholders

The main stakeholders of the Project include:

*Table 2: Project's main stakeholders*

Stakeholder	Role and mandate
European Union	<ul style="list-style-type: none"> <li>▪ The sole funding source of the Project and member of PSC.</li> <li>▪ Supports a global network of landscapes under the "Landscapes for Future" initiative.</li> <li>▪ Has a long-term vision and strategy for PNG's development.</li> <li>▪ Provides overarching directive and policy support to the Project and offers learning and knowledge-exchange opportunities.</li> </ul>
UNDP	<ul style="list-style-type: none"> <li>▪ Project's Implementing Party and co-chair of PSC.</li> <li>▪ Policy and advocacy support at the national level.</li> <li>▪ Day-to-day implementation and quality assurance of the Project.</li> <li>▪ Coordination among stakeholders and development and facilitation of partnerships.</li> </ul>
Climate Change and Development Authority (CCDA)	<ul style="list-style-type: none"> <li>▪ Project's Executing Partner and chair of PSC.</li> <li>▪ Provide a regulatory framework to promote and manage climate-compatible development through climate change mitigation and adaptation activities in PNG.</li> <li>▪ National Designated Authority (NDA) for the Green Climate Fund (GCF) and the Focal Point (or Designated National Authority (DNA)) for the UNFCCC/REDD+.</li> </ul>
Conservation and Environment Protection Authority (CEPA)	<ul style="list-style-type: none"> <li>▪ Project's Responsible Party and member of PSC.</li> <li>▪ Responsible for coordinating environmental conservation and biodiversity in the country.</li> </ul>
PNG Forest Authority (PNGFA)	<ul style="list-style-type: none"> <li>▪ Project's Responsible Party and member of PSC.</li> <li>▪ Promoting the management and wise utilization of PNG's forest resources as a renewable asset for the well-being of present and future generations.</li> </ul>
Department of Agriculture and Livestock (DAL)	<ul style="list-style-type: none"> <li>▪ Project's Responsible Party and member of PSC.</li> <li>▪ Main programme counterpart, sector regulator, and service provider for small-scale farmers. DAL also plays an essential role in food security capacities and standards, including responsibilities for laboratory analysis of raw products.</li> </ul>
Department of Lands and Physical Planning (DLPP)	<ul style="list-style-type: none"> <li>▪ Project's Responsible Party and member of PSC.</li> <li>▪ Development of National, Provincial, and Local land use plans.</li> </ul>
Enga Provincial Administration	<ul style="list-style-type: none"> <li>▪ Host organization of the Project and member of PSC.</li> <li>▪ Political and administrative support to the Project.</li> <li>▪ Coordination for actively engaging relevant stakeholders at the provincial and district levels.</li> </ul>
Civil Society Organizations and Associations	<ul style="list-style-type: none"> <li>▪ Member of PSC.</li> <li>▪ Direct beneficiaries of interventions across all value chains.</li> <li>▪ Playing an essential role in supporting disadvantaged farmers' groups and traditional and isolated communities, linking them with programme mechanisms and enabling them to access expected benefits.</li> </ul>

## 2.5 Expected results

- Increase the understanding of the risks and opportunities of climate change amongst key decision-makers by adopting an innovative approach to integrating climate change and sustainable land use into the development planning process (Components 1 and 3).
- Climate change is mainstreamed into development and sustainable land use planning with Enga Province.
- Increased awareness of climate change and capacities to respond to climate change.
- Strengthened community-based research and innovation for climate-compatible agricultural development.
- Climate-compatible coffee production strengthened.
- Strengthened provincial capacity for environmental management.
- Established operational and sustainably financed CCAs.
- Reforestation and plantation development were introduced and effectively implemented.

### 3. Evaluation scope and objectives

The Mid-Term Evaluation (MTE) was an independent assessment, done according to UNDP Monitoring and Evaluation (M&E) policies and procedures, of how well the project was aligned towards its expected outcomes; how relevant, effective, efficient, and timely the project implementation was; what issues needed decisions and actions; and what lessons were learned about project design, implementation, and management. The MTE also determined whether the current project objectives and outcomes remain relevant given PNG's unique social-economic and political context. The findings of the MTE provided justifications for adaptations of the programme to ensure that the Project outcomes will be met successfully.

It focused on assessing progress toward results, monitoring the implementation and adaptive management to improve outcomes, early identification of risks to sustainability, and emphasizing supportive recommendations. The specific objectives of this Mid-Term Evaluation were:

1. Assess the Results Resources Framework (RRF) and ensure it remains relevant by tracking the results against the indicators in the RRF to determine the project's progress in achieving the intended outputs.
2. Assess the Theory of Change (ToC) to ensure it remains relevant and fit for purpose.
3. Document lessons for enhancing best practices and taking course corrections on the project towards completion.

In assessing the Project and its alignment with the Project Document, the MTE took into consideration the following criteria, based on UNDP's Evaluation guidelines<sup>1</sup> as well as the Results Oriented Monitoring (ROM) guidelines of the EU<sup>2</sup>, which commonly specify the below evaluative criteria:

1. Relevance and appropriateness.
2. Effectiveness.
3. Efficiency.
4. Sustainability and impact.
5. Cross-cutting issues (Human Rights, Gender Equality, COVID-19, disability).

In doing so, the MTE investigated four categories of project progress as follows:

#### **A) Project Strategy**

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<sup>1</sup> UNDP, *Guidance for Conducting Mid-Term Reviews of UNDP-Supported, GEF-Financed Projects*, 2014.

<sup>2</sup> European Union, *Guidance for ROM reviews and support to end-of-project results reporting*, 2017.



- Project design
- Results Framework/LogFrame
- Results of the ROM LogFrame review

## **B) Progress Towards Results**

- Progress Towards Outcomes Analysis (using a Progress Towards Results Matrix with a colour code progress in a "traffic light system")

## **C) Project Implementation and Adaptive Management**

- Management Arrangements
- Work Planning
- Finance and co-finance
- Project-level Monitoring and Evaluation Systems
- Stakeholder Engagement
- Reporting
- Communications

D) **Sustainability:** The extent to which the project and the project are likely to achieve its expected long-term impact.

- Impacts of the project regarding:
  - i. Environmental
  - ii. Economic
  - iii. Social
- Impacts of the project on:
  - i. National and provincial policies, frameworks, and strategies (overall, the governance of landscape and sustainable development)
  - ii. Sustainability of the natural resources, agricultural production, and market chains.
  - iii. Improving social relationships (reduced conflict), gender equality, empowered and capacitated communities.
  - iv. The capacity of the Go-PNG to execute international development projects.
  - v. Green-financing of development initiatives in Enga province.
- Mechanisms by which the project tries to sustain its impacts systematically
- Financial risks to sustainability
- Socio-economic risks to sustainability
- Institutional Framework and Governance risks to sustainability
- Environmental risks to sustainability

#### 4. Methodology of the evaluation

The Project was evaluated based on alignment with the Project Document and the following criteria:

- 1 Relevance and appropriateness
  - 2 Effectiveness and efficiency
  - 3 Impact and sustainability
  - 4 Project design, management, implementation, and adaptive management
  - 5 Human Rights, Gender Equality, and COVID-19
- The evaluation used a desktop review of relevant documents, a site visit with Key Informant Interviews/consultations, and some online virtual meetings. The evaluation aimed to be forward-looking, capturing lessons learned effectively and providing information on the nature, extent, and results achieved by the Project, where possible.
  - The evaluation adopted a mixed methods approach, combining qualitative and quantitative data and methods to inform its evidence-based findings, conclusions, and recommendations. Specific methods included document review, quantitative and qualitative data analysis, stakeholder consultation (KIIs/consultations and meetings), and lessons learned. The MTE consisted of the following steps:

**Step 1, Attending the MTE Inception meeting:** The MTE received an overview of the Programme and critical decision-making over implementation, discussed some support points, exchanged ideas, and met the UNDP Country Office team in PNG.

**Step 2, Document Review:** The MTE reviewed major Project documents provided by UNDP, such as the Project Document, annual reports, deliverables, monitoring reports, progress reports, meeting reports, steering committee minutes, and other documents.

**Step 3, Stakeholder interviews and discussions:** The MTE conducted interviews and site visits with relevant stakeholders, mainly from institutional/organizational/process perspectives rather than individualist points of view. The interviews were anonymous to encourage open and free discussion. Based on the document review, the MTE also interviewed some representatives from key stakeholder institutions and local project beneficiaries on the ground. The interviews were flexible and adapted to the preferences and information provided by the respondents, deviating from the original guiding questions script when necessary.

**Step 4, Detailed output reviews, analysis, and synthesis:** The MTE analysed and synthesized the project documents and interviews, using line-by-line coding for

themes, grouping themes by relevance, and constructing an outline based on the themes identified.

The MTE triangulated the evidence obtained to evaluate the results from various sources, such as verifiable data on the achievement of indicators, existing reports, evaluations, technical documents, interviews with stakeholders, and focus groups.

**Step 5, Writing:** The MTE team wrote the analysis as a draft and revised it based on the feedback from UNDP, resulting in this final report. The MTE also derived recommendations from this process of analysis.

## Data collection

- The MTE started conducting a comprehensive **desk study** of relevant documents provided by the Project. The project document was examined to obtain information on the project design. Likewise, the project proposals and work plans were assessed to measure the achievement or performance of planned activities. The financial documents and spreadsheets were scrutinized to study the spending for each component against the allocated budget. The annual reports were used to analyse the information on the completion of activities and the monitoring and feedback mechanisms. The review of various project documents also compared the financing in the ProDoc (and in the agreement documents) and the actual financing available to see if the project received the promised amount.
- **Interviews** were conducted with the stakeholders at national and provincial levels to collect primary information and validate the findings of desk review and field observations. It included direct and indirect Key Informants of the Project. A complete list of interviewees is provided in Annex 2.
- An interview checklist was developed to establish a 360-degree understanding of the project through interviews and to ensure that no spot remained untouched, and no key stakeholders were missed. Also, to ensure that a uniform understanding of the Project is gained, five separate lists of guided questions were developed for:
  1. Governmental stakeholders at the national level.
  2. UNDP staff (including the Project team) at the Country and Project office).
  3. Governmental Stakeholders at the provincial level.
  4. Community members.
  5. Other stakeholders including financial institutions, social associations (CBOs), and international organizations.
- Before starting the interviews, a set of questions against five key themes in an evaluation matrix was developed that guided the TE as follows: 1) Relevance, 2) Effectiveness, 3)

Efficiency, 4) Sustainability, and 5) Cross-cutting and Gender equality. These are shown in Annex 1 - Interview Questions. In practice, these were used to guide interviews, and only some questions were used.

- The interviews were conducted with individuals and (where feasible) as **Focused Group Discussions**. For example, while it was not feasible to conduct an FGD for the Department Directors (mainly due to their occupation with several other commitments), it made more sense to do so with the representatives of the Low-Value Grantees.
- The interviews (both with individual stakeholders and FGDs) followed a semi-structured method. It was the most suitable for a better understanding of the Project as it provided opportunities for the MTE participants to express their perspectives while the MTE team could adhere to a pre-defined set of guided questions.
- The evaluation followed the principles in the "Ethical Guidelines for Evaluations" by the United Nations Evaluation Group (UNEG). The evaluators were independent, fair, and thorough, upholding personal and professional ethics. Before the interviews and FDGs, verbal consent was obtained from the participants, and they were made aware that their feedback would remain anonymous.
- Moreover, to establish an understanding of the socio-economic interventions of the Project, **Direct observations** from the Low-Value Grants were planned. Eventually, due to security concerns (e.g., post-election conflicts), the observation was limited to one LVG, where some of the facilities were visited, and some farmers and rural communities were interviewed.

### Gender considerations

- For the interviews and FDGs the MTE made sure that both male and female are involved and are given equal opportunities to express their points of view. Out of 27 interviewees, 11 were women.
- During Desk Review, the MTE put an emphasis on understanding the contribution of women in the Project. However, as stated by the Project, there was no dedicated report produced in this regard.

### Evaluation's Constraints

- Due to the possible violent tribal conflicts, the MTE was not granted permission to conduct a comprehensive site visit as a majority of the target areas were in the conflict zone. Therefore, the site visit was limited to only one of the Low-Value Grants.

- Also, despite the initial arrangements, the MTE could not interview some Key Informants, most notably the national CEPA office, the Enga provincial Administrator, and the FinnOc consultants headquarters.
- Furthermore, delays in supplying comprehensive and up-to-date data and information (e.g., reports) and lack of some required data resulted in a reduction in establishing a comprehensive understanding of the Project.
- Finally, a lack of internal coordination and arrangement (e.g., organizing meetings before the mission, allocation of adequate time for interviews, unclear roles, and responsibilities) imposed extra risk on the MTE regarding data collection and the quality of the work.



## 5. Evaluation findings

### 5.1 Project formulation

#### 5.1.1 Results framework and project strategy

- The discussions with Project stakeholders suggest that most were aware of the three Outcomes and some main activities. However, as common sense dictates, projects such as SISLaM have an "unwritten responsibility" to introduce result-based management as an effective governance tool to the stakeholders. This is to ensure the sustainability of the Project's results. The MTE didn't find evidence that SISLaM's interventions helped the government to understand and adopt the RBM approach.
- The Theory of Change enjoys a good quality reasoning chain for most of its sections. However, some issues were also identified that resulted in high risk to the Project, as follows:
  - In **Strategic Objective 1 (Improved climate change mitigation and adaptation)**, the drivers and barriers are limited to the lack of integration, organizational capacity, and coordination. Meanwhile, other major contributors were not identified, such as lack of science and data, general awareness, and market mechanisms for coping.
  - In **Strategic Objective 2 (Strengthened food and nutrition security)**, the "unresponsive commodity value chains in Enga province" don't communicate the driver. Meanwhile, the lack of reliable marketing mechanisms as a major challenge was not mentioned. It also tends to disregard the high complexity of market mechanisms (regardless of their size) and branding challenges; therefore, it doesn't offer market and value chain studies as part of its activities. Finally, the ToC doesn't reflect on the complexity of the political economy of small-scale agricultural products and [especially] its relation with the Porgera gold mine.
  - In **Strategic Objective 3 (Improved Biodiversity and land/forest ecosystems conservation, restoration and sustainable use)**, the province's environmental challenges are solely blamed on poor environmental management with disconnected policies, misaligned incentives, and limited derivative legislation on land and forest ecosystem conservation as barriers. The ToC doesn't reflect on the political ecology of environmental degradation in Enga and the impacts of population growth and development on the environment. Meanwhile, the "landscape approach" is not mentioned in the ToC.

The table below demonstrates the progress of the Projects toward the expected results:

Table 3: Progress Towards Results Matrix (Achievement of outcomes against Project Targets)

Component	Indicators	Baseline level	Midterm Target	End of the project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
<b>Objective:</b> To increase sustainable and inclusive economic development of the Enga Province of PNG	Number of best practices on inclusive and integrated landscape approach in Enga province of Papua New Guinea	0	5	10	No data provided.	-	As it is relevant to the establishment of CCAs and their integration with climate-smart livelihood solutions, it is unlikely that the target will be fully met by the end of the Project as the establishment of CCAs is considerably delayed.
	Agricultural, forests and pastoral ecosystems where sustainable management practices have been introduced (ha)	0	10,000 ha	20,000 ha	No data provided.	-	With a realignment of project resources, there is a likelihood that this commitment will be partially achieved.
	Greenhouse Gas (GHG) emissions avoided (tonnes CO <sub>2</sub> eq) with EU support and Carbon sequestered (tonnes CO <sub>2</sub> )	0	50,000 tCO <sub>2</sub> e	200,000 tCO <sub>2</sub> e	0	-	No action was taken to assess the amount of Greenhouse Gas (GHG) emissions in Enga province. Moreover, the carbon sequestration capacity of coffee trees is unknown. Due to the project's delays, no alternative mechanism was presented to achieve the promised amount of CO <sub>2</sub> reduction.
<b>Outcome 1:</b> Improved climate change mitigation and adaptation	Number of jurisdictions to integrate climate change adaptation/DRM and climate change mitigation into development planning, PIP, DSIP application process;	0	1 provincial development plan including DRR/CC strategies and 3 District plans including DRR/CC strategies endorsed by Provincial Executive Council	1 provincial development plan including DRR/CC strategies and 3 District plans including DRR/CC strategies endorsed by Provincial Executive Council are fully operational	1 Provincial 3 District	75%	1 Provincial Green Growth Plan is being developed.  1 Provincial Development Plan is being influenced to include Climate Adaptation solutions. Awaiting formal approval.  3 districts, including Wabag, Kandep, and Wapenamanda District, integrated their plans with DRR/Climate Change.

Component	Indicators	Baseline level	Midterm Target	End of the project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
	Number of capacity building trainings for provincial and district stakeholders on land use planning	0	10	20	No data provided.	-	No data provided.
	Number of policies, regulations and plans on sustainable land use management at the national, provincial and district levels	0	7	10	No data provided.	-	No data provided.
	Number of men and women are informed about climate change impacts and developed options for adaptation and mitigation	0	13,000 (including 4,000 women)	25,000 (including 7,000 women)	47,788 audiences, including 19,836 women.	191%	-
	Number of High Conservation Value (HCV) and High Carbon Stocks (HCS) Risk Maps for Enga province	0	3	10	No data provided.	-	No data provided.
	Number of provincial based climate change adaptation and mitigation initiatives supported	0	3	5	2	40%	1 Provincial Green Growth Plan is being developed. 1 Provincial Development Plan is being influenced to include Climate Adaptation solutions. Awaiting for formal approval.
<b>Outcome 2:</b> Strengthened food and nutrition security	Number of smallholders reached with EU supported interventions aimed to increase their sustainable production, access to markets and/or security of land	0	1,500	3,000	1,000 smallholders	66.6%	-
	Number of people in food insecurity and food	0	10,000 (2,000 female)	25,000 (7,000 female)	6,240 (2,496)	62.4%	Farmers have been trained for Climate-Smart Agriculture farming

Component	Indicators	Baseline level	Midterm Target	End of the project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
	crises reduced				female)		practices and other related topics for marketing and supply chain training.  No indication/measures were provided on how the reduction in food insecurity and crises was measured.
	A multi-stakeholder Coffee Platform in Enga Province to strengthen private sector partnerships	0	1	1	1 in progress	40%	Initial measures to establish the platform have been taken. The platform will likely be established with considerable delay and lesser quality.
	Number of beneficiaries (including women) increased their awareness on the use of sustainability standards for coffee production as well as capacity for traceability of coffee through supply chain	0	10,000 (3,000)	25,000 (7,000)	48,887 (20,168 female)	196%	-
	Number of policy and regulations to support Sustainable Coffee Production at the national and provincial levels	0	1	1	0	-	No progress reported.
Improved Biodiversity and land/forest ecosystems conservation, restoration and	Number of policies, regulations and plans on sustainable land use and biodiversity and ecosystem management at the national, provincial and district levels	0	3	5	0	-	-
	Number of provincial environmental officers	0	30 (10 female)	100 (40 female)	20 (2 female)	66%	-

Component	Indicators	Baseline level	Midterm Target	End of the project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
	(including women) strengthened their technical capacity on environmental monitoring						
	Provincial environment and climate change committees functioning with improved cross sector coordination	0	1	1	0.5	30%	An existing Climate Change Committee in the province requires to be reactivated.  No progress in the establishment of the environment committee.
	Number of hectares of land restored	0	5,000ha – 2,500ha through reforestation, 2,500ha through sustainable agriculture	100,000ha – 5,000ha through reforestation, 5,000ha through sustainable agriculture	49.27 hectares (41 sustainable agriculture / 8.27 reforestation)	1%	-
	A number of beneficiaries (including women) increased their awareness on biodiversity conservation and land/forest management	0	10,000 (3,000 women)	25,000 (7,000 women)	48,012 (19,888 women)	480%	-
	Targeted reforestation and plantation development strategy	0	5	5	4	80%	-

**Colour guide:**

Achieved

On target to be achieved

Not on target to be achieved



### **5.1.2 Indicators of quality and utilization**

- There is a lack of balance between activity-oriented and impact-oriented indicators in the LogFrame (both the original version in the ProDoc and the under-revision version proposed by ROM). While some indicators don't have a baseline, the LogFrame lacks impact-driven indicators. Although the recently conducted ROM provided some recommendations for improving the LogFrame indicators, they didn't convince MTE that they would help the Project improve its LogFrame. Some examples are as follows:
  - "Percentage of beneficiaries/farmers applying climate-smart... techniques" doesn't suggest the impact expected from Outcome 2, as there might be many farmers who apply a few climate-smart techniques but on more minor scales and for fewer crops; therefore, an entire value chain of a crop or a total production of a household doesn't become climate-smart. Instead, a complete transformation of a crop's value chain at a provincial level or the farming activities of a household could have been suggested as an indicator.
  - "Number of people with reduced food insecurity" in Outcome 2 doesn't suggest the progress (success) ratio.
  - "Number of tools and initiatives designed with the intervention support to integrate climate change adaptation and mitigation into development planning" as the indicator of Output 1 does not show whether those tools are beneficial. In terms of governance, the budget allocated, and resources mobilized is a better indicator of the importance and priority of a policy for the government.
  - "Increased awareness" cannot be considered as an indicator. Increasing awareness is a tool/medium to facilitate progress toward a result or impact (e.g., behavior/pattern change, increased production). Therefore, the results or impact should be identified as the indicators.
  - In general, all indicators with the number of people, communities, and smallholders must be updated to indicate the progress of the work as a "ratio" to the general public. For example, the increase in the total production/marketing of climate-smart agricultural products can show the impact of the Project.
- Although the Project title suggests that it is a "Landscape Management" intervention, there is little evidence in the LogFrame about how this vital aspect of the Project is realized and monitored. More importantly, the indicators under the Project Impact don't cover the "ecosystem and biodiversity conservation" aspect of the Project.

### 5.1.3 Assumptions, risks, and lessons from other projects

- In assessing the assumptions and risks identified in the Result Framework, the MTE concluded that the assumptions were well-developed.
- Given that the implementation of the Project faced considerable challenges over the past two years, the Project generally doesn't undertake a strategic and systematic approach to addressing risks and ensuring that its results, interventions, and impacts are handed over to the stakeholders effectively and sustainably. Although the National Project Manager is a strong backbone of the Project and has been -to some extent- successful in addressing those challenges, it cannot compensate for the lack of a strategy, which should have been in place and communicated with UNDP, the Project team, and external stakeholders. The arrival of a new CTA is expected to cover this critical challenge and provide a clear direction to the Project to prioritize its remaining activities and maximize its impact.
- Regarding risk management, the social and environmental risks were well-captured in the Project Document, with appropriate management measures proposed. Also, the UNDP Risk Register (annex 3 of the ProDoc) listed some more risks with mitigation measures proposed. Moreover, the Summary of High Risks and Mitigation Measures for the Project are identified in Table 2 of the ProDoc. Yet, in practice, the MTE couldn't confirm the implementation of all measures. Given that the Project is categorized as High Risk, it must build its implementation around "risk management." Therefore, the risk management component should be the daily practice of the Project Implementation Unit. On the other hand, the list of risks identified in the Project's Result Framework was also comprehensive; however, some externalities and internalities were not included or only generally mentioned, such as:
  - No willingness of stakeholders to apply the proposed measures without identifying the root cause.
  - No mention of the lengthy and complicated gazetting procedure as a significant risk factor for the registration of CCAs.
  - No mention of risks related to the re-operationalizing of the Porgera gold mine.
  - No mention of risks related to the lack of civil society capacity (e.g., the absence of environmental NGOs in Enga province).
  - No mention of operational risks, e.g., a lack of local human resources for the Project.
- As for lessons from other projects, SISLaM enjoyed a wealth of experience and lessons learned from UNDP's team, who brought their experiences from similar interventions during the formulation phase.
- The ProDoc clearly outlined the Social and Environmental Screening (SES), which will be discussed in detail in the related sections. To address the potential upstream and downstream

impacts, the ProDoc offered to conduct a Strategic Environmental and Social Assessment (SESA) and an Environmental and Social Impact Assessment (ESIA) to feed into the overall Environmental and Social Management Plan. As such assessments were not presented to the MTE, providing an in-depth assessment of the measures' results is difficult.

- As a response to the SES Standard 6, the development of an Indigenous Peoples' Plan (IPP) was suggested. Such a document was not produced; therefore, analysing SISLaM's Indigenous intervention in detail is challenging.

The following table summarizes and assesses the significant risks identified in the ProDoc.

Table 4: Summary and assessment of Project risks

ProDoc				MTE	
Source	Risk	UNDP Response	Degree	Assessment	Suggested degree
Table 2	Limited Institutional capacity, mandate, and ownership. If proposed policy reforms are not instituted within the project lifespan, some of the momentum gained could be lost when EU funding ceases.	The project will address relevant capacity limitations by defining the mandates and systematically building capacity from workshops and trainings. Internally within the project Specific committees, action will be taken to ensure clear understanding and ownership of target activities as well as support coordination between agencies.	High	The risk is still valid. Although the Provincial Development Plan and the Green Growth Plan are the backbones of the sustainability of the Project's results, the planning and governance capacity of the government remains limited.	High I: 5 P: 4
	Recurrence of major earthquake or natural hazard affecting either/both provinces leading to humanitarian emergency.	The project will put in place strategies to mainstream environmental and climate risks into the overall project interventions so that mitigation measures are well thought through during the planning process.	Moderate	The response is inadequate and not suitable. The Project developed no strategies.	Moderate I: 4 P: 4
	Lack of coordination leads to deviation from sustainable practices. As this project aims to facilitate sustainable coffee growth, for instance, there is a risk that without adequate and coordinated support, provincial government as well as smallholders working with new private sector entrants may transition to practices that are not compatible with sustainable land management.	Coordination will be improved by increasing resourcing to help the flow of information (for example, by providing computers as well as communications media and information management) and by establishing a strong implementation team that includes a central project management team, staff within the agricultural platforms and representatives at provincial level who will strengthen communication and coordination of actors.	Moderate	The response is irrelevant. The risk can partially be mitigated by introducing sustainable market, financial and management mechanisms.	High I: 5 P: 5
	Women and youth experience backlash (e.g. violence, community exclusion) from men and community at large due to involvement in empowerment activities	Empowerment activities to be implemented in an inclusive, wellpaced manner and sensitive to community acceptance.  Communicate to communities that empowerment is not a zero-sum but positive sum exercise.  Gender Situational Analysis and Stakeholders Engagement Assessment is carried out and recommendations to consider gender in project activities and develop stakeholders' engagement plans have been developed.	Moderate	The MTE didn't observe major concerns or events of violence due to the engagement of women and youth in Project activities.	Low I: 4 P: 1

ProDoc				MTE	
Source	Risk	UNDP Response	Degree	Assessment	Suggested degree
	Changes in key government staff risks knowledge management and sustainability of interventions and reduces skills and knowledge development on both sides.	Capacity building interventions to account for potential staff attrition.	Moderate	Inadequate response. The risk might be mitigated by involving more government staff and by proactive engagement with newly appointed individuals.	Moderate I: 4 P: 4
	Land tenure system may hinder value chain development to meet market demands.	Provision and some level of ownership of land for local enterprises may be a limitation for local enterprises engaging in the project.	Moderate	Irrelevant response. The risk should be mitigated by studying similar cases from PNG and worldwide. Also, where necessary, a landowner engagement plan should be implemented.	Moderate I: 4 P: 3
	Donor Coordination is ineffective.	The project will strengthen coordination at the national and subnational levels.	Moderate	Inadequate response. The risk can be mitigated by developing and implementing a systematic donor engagement plan, including a joint communication plan.	Low I: 4 P: 1
	Downstream activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change	The project will work with provincial authorities and communities to develop integrated landscape approaches that are locally appropriate and allow for a diversity of activities while also helping to ensure landowners see the value of integrated approach to land management.	Moderate	Due to the delays in the Project, the implementation of the mitigation measure can be left incomplete, imposing further risk to the environment.	High I: 3 P: 5
	Impacts of COVID-19 are significant and disruptive to project operation as well as key agricultural supply chains around which elements of project design are based.	Therefore, the project will organise virtual meetings and series of workshops/webinars to address the entire risk.	Moderate	Irrelevant risk. It can be omitted.	No risk I: 5 P: 1

ProDoc				MTE	
Source	Risk	UNDP Response	Degree	Assessment	Suggested degree
Annex 2. Social and Environmental Screening	<p>Risk 1 : Indigenous peoples are present in the Project area and the Project is located on lands and territories claimed by indigenous peoples.</p> <p>There is a risk that an absence of culturally- appropriate consultations will lead to project activities being instigated without securing Free, Prior, Informed Consent (FPIC) of local indigenous communities.</p>	<p>FPIC is a legal requirement in PNG. The ESIA will assess the likely impacts on Indigenous People on a perlandscape basis, as exact project locations are specified. Consultations will be carried out with the objective of achieving initial consent from the specific rights-holders, in line with Standard 6 requirements. Site-specific Indigenous Peoples' Plans will be developed, with full participation of indigenous communities. A comprehensive Stakeholder Engagement Plan has been prepared. Initial FPIC consultations have taken place and will be ongoing throughout project implementation, following the measures summarized in the ESMF and in the Indigenous Peoples' Plans that will be prepared as part of the subsequent ESMP. FPIC will be required for all activities which may affect indigenous people.</p>	High	<p>Relevant and appropriate. ESIA and PIP were not developed, and consultations did not take place.</p>	<p>High</p> <p>I: 4 P: 5</p>
	<p>Risk 2: Economic displacement.</p> <p>Improved enforcement of landscap protections and development of zoning could result in changes to current access to resources, potentially leading to economic displacement.</p>	<p>As the project is High risk with potential downstream and upstream impacts, an ESIA is required for fieldlevel activities and a SESA is required for the upstream activities, such as policy advice, planning support training and capacity-building. An ESMF has been prepared during the PPG, and Indigenous Peoples' Plans will be prepared following project inception, in conjunction with community groups.</p> <p>The ESIA, SESA, and stakeholder consultations will inform the development of the required ESMP. The risk will be managed through the ESMP and stakeholder consultation arrangements, ensuring that livelihoods are not adversely impacted by the project and FPIC is obtained for any activities that may impact indigenous peoples. The impact assessments will identify any economic displacement, and strategies will be included to avoid, minimize or manage any such impacts. Where necessary, a Livelihood Action Plan will be produced to ensure that any such impacts are appropriately managed. This SESP will be revised based on further assessments and on information/details gathered during project implementation. Revisions to the SESP will inform the ESMP and IPPs over the course of the project.</p>	Moderate	<p>Appropriate response.</p>	<p>Moderate</p> <p>I: 3 P: 3</p>



ProDoc				MTE	
Source	Risk	UNDP Response	Degree	Assessment	Suggested degree
	<p>Risk 3: Loss of access to natural resources.</p> <p>Improved enforcement of landscape protections and new approaches to land management could result in changes to current access to resources.</p>	<p>The project emphasizes sustainable intensification, which precludes expansion into HCV/HCS, and will ensure that important traditional activities and resources are protected, in accordance with Standards 4 and 6. The ESMP will ensure that access to natural resources is preserved.</p>	Moderate	<p>Inadequate measure. The Project should clearly outline to what extent the inaccessibility to the resources might occur, whether it is beneficial to the environment, and how it will address the challenges.</p>	<p>Moderate</p> <p>I: 3 P: 3</p>
	<p>Risk 4: "Elite Capture" could result in a failure of vulnerable groups to benefit from the project.</p> <p>The Project could have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups.</p>	<p>The ESIA, which will assess potential downstream impacts in this SESP (and any others identified) will be specifically targeted towards poor and vulnerable groups, conducted through thorough stakeholder consultation. M+E arrangements will be developed using appropriate poverty indicators. FPIC is required for all activities which will impact communities (all of which are indigenous). The project will also consult with local NGOs to further ensure that it takes all relevant viewpoints into account.</p>	High	<p>Relevant risk. Inadequate response. There is a high likelihood of a severe impact on the reputation of the Project, as it will be perceived as favouring a particular class and ignoring "the rest." The MTE didn't witness a systematic approach to address this risk.</p>	<p>High</p> <p>I: 5 P: 4</p>
	<p>Risk 5: Rights-holders do not have the capacity to claim their rights.</p>	<p>The project is based on proactively encouraging and assisting full participation of all sectors of society, in particular poor and vulnerable groups. The ESIA will identify vulnerable groups, and develop specific measures to mitigate this risk.</p>	Moderate	<p>Inadequate response. The EISA is not in place. Moreover, no clear measures were proposed to ensure that the voice of the marginalized and weak is effectively heard.</p>	<p>Moderate</p> <p>I: 4 P: 3</p>
	<p>Risk 6: Low participation rates among smallholders.</p>	<p>The ESIA and associated stakeholder consultation conducted as part of the ESIA, will establish any reservations about taking part, and the reasons for reluctance to do so among all types of commodity farmers, regardless of their tenure arrangements, including the informal sector. FPIC is required throughout. The results of the ESIA will inform further iterative project design, including the development of KPIs specific to vulnerable/marginalized groups.</p>	Moderate	<p>Appropriate response. Although no EISA in place, the MTE didn't observe any lack of interest by the communities in the Project.</p>	<p>Low</p> <p>I: 5 P: 1</p>

ProDoc				MTE	
Source	Risk	UNDP Response	Degree	Assessment	Suggested degree
	<p>Risk 7: Social Tensions.</p> <p>Existing community and inter community conflicts may be exacerbated by project activities. Project activities seen as favouring one community over an adjacent one, might give rise to new conflicts.</p>	<p>Comprehensive stakeholder engagement will be conducted, and FPIC will be secured for all project activities. The project will fully take into account community views which will inform project outputs for each landscape.</p>	Moderate	<p>Inadequate response. The Project should have a mechanism in place (e.g., an on-call mediator or staff training) to help reduce the tensions.</p>	<p>High</p> <p>I: 5 P: 3</p>
	<p>Risk 8: Gender Inequality.</p> <p>Project activities and approaches might not fully incorporate or reflect views of women and girls, or ensure equitable opportunities for their involvement and benefit.</p>	<p>This risk is assessed in the gender analysis and managed through the Gender Action Plan, which will be integrated into overall project management systems. Stakeholder consultation arrangements and required FPIC consultations will specifically and proactively include women, and the project will use the services of a gender specialist, who will work closely with the National Council of Women, and will conduct participatory explorations of how best to improve project benefits for women.</p>	Moderate	<p>Relevant and appropriate response. Gender Action Plan is not in place, and a Gender specialist was not recruited. Also, the Project's approach towards GE is not systematic. Those measures collectively increase the risk of gender inequality.</p>	<p>High</p> <p>I: 5 P: 4</p>
	<p>Risk 9: Labour Standards.</p> <p>Field- and policy-level activities related to the value chains of key commodities could inadvertently support child labour and other violations of international labour standards.</p>	<p>The ESIA will include a review of labour standards in the target districts where interventions related to smallholders will take place, and identify safeguards including monitoring arrangements integrated into the ESMP.</p>	Moderate	<p>Appropriate response. ESIA is not in place.</p>	<p>Moderate</p> <p>I: 3 P: 3</p>

- While the risks mentioned in the ProDoc remain valid, the following new risks can impact the Project. The Project should envisage the mitigation measures.

*Table 5: New proposed risks*

<b>Risk</b>	<b>Impact</b>
Risk of the Project team departure as there is a worrying lack of local human resources.	<b>Moderate</b> <b>Likelihood: M</b> <b>Severity: H</b>
Risk of not delivering Outcome 3	<b>Moderate</b> <b>Likelihood: M</b> <b>Severity: H</b>
Low engagement of the private sector	<b>Moderate</b> <b>Likelihood: H</b> <b>Severity: M</b>
Lack of coordination and communication between national and provincial governments	<b>High</b> <b>Likelihood: H</b> <b>Severity: H</b>
The socio-economic impacts of re-opening the Porgera gold mine	<b>Moderate</b> <b>Likelihood: M</b> <b>Severity: M</b>
Overall risk of the Project's unsuccessfulness if the current implementation method is not improved significantly.	<b>High</b> <b>Likelihood: H</b> <b>Severity: H</b>

#### **5.1.4 Stakeholder participation**

- A significant challenge of the Project mentioned in most interviews was the lack of adequate and in-depth consultation during the formulation phase. Although the in-depth knowledge of the UNDP team and the Enga province Administration's political support helped the Project's quality formulation, it resulted in a lack of ownership and understanding of the interventions.
- On the other hand, the Project enjoyed high and adequate political support from the early stages at the national and provincial levels. The Enga provincial Governor and former Administrator strongly supported the Project as it is aligned with their long-term development visions for the province. It helped the Project to secure the support of various stakeholders relatively effortlessly.

#### **5.1.5 Replication approach**

- The design of the Project provides an excellent opportunity for replication and upscaling in the Highlands region, other provinces in PNG, and through South-South cooperation in other

countries. As this Project is a part of the EU's "Landscapes for Future" global initiative, its lessons learned and results can be taken up by the EU and replicated in other countries, for example. In October 2023, the National Project Manager and a focal point from the Enga province Administration attended the global summit of EU's Landscape for Future initiatives in Kenya.

- On the other hand, as UNDP is involved in preparing a GEF 7 proposal for the Highlands region, the results and lessons learned from this intervention will feed into the project formulation.
- If successful, the Low-Value Grants scheme also has another great potential for replication and introduction to the financing sector. For example, a representative of a micro-finance institution in Enga province showed their interest in collaborating with SISLaM and enhancing their Corporate Social Responsibility provision.
- However, a successful and effective replication requires establishing a knowledge management system for the Project, where the field experiences are turned into knowledge products. Such a system is currently unavailable and should be initiated.

#### ***5.1.6 UNDP comparative advantage***

- In general, given the volatile context of PNG, UNDP's delivery-oriented approach is considered a high advantage in ensuring that the expectations of donors and development leaders are satisfactorily met, and even the troublesome regions such as Enga receive good support from the international development community to overcome their socio-economic challenges. This can promote UNDP as a reliable partner for the government, donors, and community members nationwide. Something that UNDP should manoeuvre around to expand its subnational operation.
- The UNDP team (including the Project staff) demonstrated commitment to operating in one of PNG's most challenging environments. It reached the point that the Project could be suspended due to the severe adverse effects of the COVID-19 pandemic, followed by post-election social conflicts that could be enough reasons to suspend SISLaM.

#### ***5.1.7 Linkages between project and other interventions within the sector***

- At the formulation stage of the Project, there were 11 regional and national initiatives similar to or in synergy with SISLaM. It suggests the Project enjoys knowledge, capacity, network, and potential partnership with its peer interventions.

- At the Enga provincial level, the Project has established strong ties with the provincial office of the Global Green Growth Institute, which supports the Administration in developing a "Green Growth Strategy."
- There is a tremendous but untapped potential to partner with the UN-Women's Enga initiative to increase the impact of the Project on gender equality and social inclusion. Both parties demonstrated a willingness to explore possible partnerships.
- SISLaM is supporting the coffee-producing communities in Enga province to establish a Coffee platform. If studied and established well, this platform can be a gate for small-scale coffee farmers and processors to the national and international markets.

### **5.1.8 Management arrangements**

- The Project is being implemented under UNDP's Direct Implementing Modality (DIM) framework, which sets UNDP as the primary implementation entity, with different governmental entities providing support as Implementing Partners.
- This arrangement was decided to reduce project implementation risks in a volatile environment and provide maximum maneuverability and control of UNDP on the Project and its resources. Although this modality reduces the risks around implementing SISLaM, it cannot be considered an optimum option as it has some shortcomings.
- The Project is supervised by a management team comprised of a National Project Manager and a permanent Chief Technical Advisor who work under the supervision of the Head of the Environment Portfolio of UNDP. However, due to the absence of the Head of Portfolio, the NPM directly reports to the Deputy Resident Representative – Programme. Although the DRR has oversight and support for the Project, the absence of a Head of Portfolio resulted in a lack of quality assurance, strategic direction, and political support at the national level. The situation was exacerbated by the absence of a CTA for a considerable period due to the prolonged recruitment process. All of those imposed a substantial workload on the NPM, which eventually affected the quality of project implementation and put the intervention at high risk.
- At the national level, SISLaM is executed by the direct and indirect involvement of UNDP's DRR, Programme Support Unit (for oversight, Monitoring and Evaluation), Communication unit (to compensate for the absence of the National Communication Officer), Security unit, Operation unit (HR and procurement), and a Port Moresby-based CTA. Although all UNDP team interviewed showed strong support for the Project, it still faces various administrative challenges because of 3 primary reasons: the absence of a Head of Portfolio, the distribution of the UNDP team's commitment among various other interventions, and complicated and time-consuming internal policies and procedures of UNDP.

- At the provincial level, the Project team comprises the National Project Manager, 3 Outcome leaders, 2 Administrative support staff, and a vacant position for a National Communication Officer, which has remained vacant for a considerable period due to a lack of interested candidates and long recruitment processes. The MTE observed that the overall capacity and commitment of the Outcome leaders is medium to low, with a lack of proactive approach, low knowledge about the activities, challenging organizational and planning capabilities, and lack of interest in establishing communication with external stakeholders and conducting fieldwork. However, the MTE suggests the issue be seen in a broader context: without providing adequate capacity and training, exposure and shadowing opportunities, conducting systematic team-building activities, involving the team in planning and strategic positioning, setting up clear expectations, and conducting coaching and monitoring it is unlikely that a considerable improvement is observed in the team. With the arrival of a new CTA, the NPM must be released from some extra responsibilities to perform his role as a team leader. The MTE strongly recommends that investing in the existing structure is more effective than risking staff departure.
- While there is a general challenge about the lack of domestic expertise in the development sector, UNDP's lengthy recruitment procedure was repeatedly mentioned as one of the project's significant challenges in delivering its activities. UNDP should take the opportunity of SISLaM to improve its project staffing modalities systematically; otherwise, it will remain a significant risk for other UNDP projects.
- The Project also utilized some professional services in the form of consultancies. Two observations in this field are related to the lack of a systematic approach in identifying the required services and the changes in the initial rough plans due to the lack/absence of in-country capacity/interest in undertaking the consultancy services.
  - The latter has imposed significant challenges for the Project. According to UNDP and SISLaM, the lack of interest in the national entities to apply for three major consultancy contracts for the "feasibility studies on climate change, food and nutrition security, conservation, and land use" led to the contracts being granted to one overseas entity. Such a modality proved ineffective as the contractor had to lead the work remotely due to the COVID-19 pandemic, and the utilization of a small field-based office for such major activities reduced the quality of the deliverables, with some components remaining undone while the contracts were already concluded.
  - The second example is related to the utilization of international expertise for communication. However, the international consultants offered quality contributions to the project; due to the absence of a National Communication Officer, their high-cost services were often used for activities that could be done locally. UNDP's



Communication unit could have mostly covered the absence of a national officer; however, such an arrangement was not in place.

- The MTE observed an unclear functionality of the Project executive unit based in Enga province. There was no clear vision regarding the labor division between contract management, direct execution, and grant management of the team. Moreover, the 3 Outcome leaders were not assigned exclusively to their respective Outcomes and were engaged in different activities cross-cuttingly. For example, the Low-Value Grants are divided between three Outcome leaders to oversee. This reduces the effectiveness of resource allocation, generates disparities in dealing with the grantees, and consumes the project staff's time to follow up on their respective outcomes.

## 5.2 Project Implementation

### 5.2.1 Adaptive management

- The Project has introduced some adaptive management measures to cope with two external solid phenomena, including the outbreak of COVID-19 and the post-election tribal conflicts. However, "doing development in a conflict context" remains the Project's biggest challenge, which consumes a significant portion of its resources and imposes considerable risks to its implementation and results.
- In early 2023, the EU assessed the Project under the Result-Oriented Monitoring (ROM) framework. ROM provided the Project with a list of recommendations, the most notable being revising its logical framework. Along with the other recommendations, the Project plans and implements this activity.
- The MTE investigated whether the DIM modality is the best approach to implement the Project versus the National Implementation Modality (NIM). When it comes to NIM, it provides a better manoeuvring ability to the government as well as the project team in terms of decision-making, adaptation to the local situation, facilitated contractual processes, more control over the financial resources, and, more importantly, ease of recruiting staff and deploying them to the field. It was evident that a major reason behind the delays, shortcomings, and gaps of the Project is related to not being able to benefit from the advantages of NIM as DIM imposes stricter measures for the implementation of projects; therefore, it reduced the agility of SISLaM. However, the Project was rated a high-risk intervention from various perspectives, e.g., the social conditions, political stability, governance capacity, and compatibility with UNDP's policies and procedures. Therefore, to ensure that it is implemented best by better managing the "risk factor," DIM was a more suitable modality overall.
- The Project is a suitable learning opportunity for both UNDP and Go-PNG as this is the first UNDP intervention of this kind at a sub-national level, and the lessons learned from both operational and technical aspects will help the partners in more effective programming for future interventions.
- The functional mapping of the Project was not clear to the leadership. There should be a clear understanding of "who does what type of work" in the Project. Specifically, it was unclear whether the Project team is expected only to oversee contracts and grants (contract management modality), implement activities in the field (direct implementation modality), or a mixture of them. In addition, while the Project recruited some companies and individuals as consultants (most importantly CTA), it was unclear whether the "planning and thinker functionality" was only expected from the consultants or whether the Project team was involved in this functionality. A lack of clear understanding of functional responsibilities imposes

further pressure on the project and results in confusion, overlaps, and reductions in the effectiveness and efficiency of the interventions.

- Lack of coordination and lack of proactiveness are evident in the daily operation of the Project team as well as between the Project Management Unit and UNDP. Various factors contribute to this challenge, such as lack of quality control insight, volatile and unpredictable working environment, lack of capacity-building opportunities, lack of real-world touch experience of the UNDP CO team about the tense situation in the field, work overload of staff, and personnel issues.
- One of the worrisome components of the Project with the most minor delivery and effectiveness is "communication" work. Despite the endeavours for the recruitment of a National Communication Officer (NCO) to work under the advice of an International Communication consultant, the recruited NCO left the team, and the position could not have been filled as there were no candidates (from national or provincial levels) interested in the position. As a mitigation measure, the PMU decided to divide the responsibilities of the NOC between the International consultant and UNDP's Communication unit. Although this solution could help the Project to produce and deliver some communication materials, those materials were mainly about the progress of the work and general promotional content about the Project. The Project was unsuccessful in producing effective community outreach materials that could be used for behavioural change and influencing the stakeholders.

### ***5.2.2 Financial planning and co-financing***

- The European Union finances the Project with a 5,733,980 USD contribution under its global "Landscapes for Future" initiative.
- As a DIM Project, the intervention is fully managed by UNDP and follows UNDP's financial policies and procedures. Therefore, the MTE observed no discrepancies or irregularities in financial management. The Project's financial management role (including procurement and accounting) mainly remains with the UNDP CO.
- Regarding co-financing, the Project is solely financed by the European Union, with no co-financing provision in the Project Document, except for the Enga Provincial Government to provide the Project Management Unit's running costs, including office, material, transportation, and vehicle-related expenses. As these development projects encourage a deeper level of engagement by the government to ensure their ownership over the implementation and results, the Project -in collaboration with the Administration of Enga province- should calculate the government's financial contribution (in-kind) and mention it in its reporting.

- According to the Budget of the ProDoc, the Project Management Unit (PMU) staff, based in the Enga Provincial Administration, receives a budget of USD 651,098, while the UNDP Country Office Core Staff Support receives a budget of USD 132,523. In addition, a budget of USD 368,920 is allocated to Project Office Costs related to PMU. The above Project Office Costs and Personnel total budget of USD 1,152,541, together with a total of USD 4,206,319 for the three Outcomes, is the total budget of the Project.
- Overall, the MTE confirms that the allocated financial resources are adequate for the proposed interventions; however, further contribution from the government would have increased the prospects of sustainability and a sense of ownership of the results.

### ***5.2.3 Monitoring and Evaluation design and implementation***

- SISLaM's Monitoring and Evaluation component aligns with UNDP's policies and procedures. The PMU meets the requirements of M&E by submitting progress reports. However, the MTE observed significant mismanagement of the Project's reports. As a result, the MTE was not provided with all the reports required for a comprehensive project review. For example, the 2023 progress, APR 2022, the project progress presented to the PSC meetings, and the annual CDR 2022 were not submitted.
- Despite the ToR, the members of the Project Steering Committee don't get involved in monitoring the Project. The MTE believes that the PMU should be held responsible for educating and demanding that the PSC members fulfill their roles.
- One noticeable challenge is that the UNDP CO team members do not visit the Project. Since its initiation, no other UNDP staff have visited the project site except the current Deputy Resident Representative, the Security team, and the UNDP PNG Desk Officer at the Regional Bureau. Two significant reasons were raised, including the CO staff's overload and the security concerns in Enga province. This not only sends negative signals to the province-based stakeholders and PMU but also doesn't help the CO team improve their real-world understanding of the realities of the project. Eventually, the M&E function will solely rely on the reports provided by stakeholders and PMU, which is a high risk for the quality of the project's delivery.
- One of the shortcomings of the Project is the absence of a repository and a knowledge management system. For example, despite several attempts, the MTE did not receive a comprehensive package of the Project's documentation. There is no systematic approach to collecting and storing documents.

#### **5.2.4 Partnerships and execution and implementation modalities**

- The Project seeks to expand and sustain its impacts by providing partnerships. It has teamed up with the provincial office of GGGI to ensure that the province's development plans are climate-inclusive.
- Given the fact that the Project is high risk due to the delays in delivering its commitments, its implementation modality requires a revision; otherwise, it can negatively impact the Project:
  - The roles of the PMU's members should be made clear. At present, the significant functionality of the leaders of each component is grant management, and they are not considerably involved in the direct implementation of activities. This imposes a high risk on the Project and needs to be revised.
  - The type and length of required technical support (under consultancy services) should be identified for better management and risk avoidance.

#### **5.2.5 Management by the UNDP Country Office**

- UNDP's oversight of this DIM intervention was assessed as relatively strong. Given that the Project faced two significant external challenges, including the COVID-19 outbreak and the post-election tribal conflicts, UNDP's stronghold could save the Project from cancellation.
- UNDP's different units demonstrated support for the Project; however, it doesn't always translate into success. Each relevant unit of UNDP was engaged with different depths of understanding about the Project. For example, the Communication unit was only involved in drafting news and media content without being made aware of (or engaged in) the planning and strategic direction of the communication component. The absence of the Head of the Environment Cluster, who could ensure the quality of engagement of UNDP units, is the root cause of the challenge.
- Also, as a lesson learned, there is a conflict between the bureaucratic policies and procedures of UNDP and the realities of implementation in a volatile and ever-changing context such as Enga province, which requires considerable flexibility and agility. The current practice will keep negatively impacting the operations and delivery of the Project.
- The lack of skilled human resources at the provincial level negatively impacts the Project's operation. The Project doesn't benefit from a pool of experts in Enga province or interested national-level experts. Moreover, recruiting staff is very lengthy and exhaustive, so much so that it would make the intervention unnecessary and ineffective. This imposed a high risk on the Project and halted some of its major components, for example, the Communication work.

- Moreover, the staff's lack of technical capacity reduced the quality of its implementation and results. It was evident during the interviews and interaction with the Project team that they require technical and management capacity for quality implementation. The Project didn't convince the MTE that there is a systematic approach to increasing the capacity of the PMU staff.

### ***5.2.6 Coordination and operational issues***

- MTE's observation regarding the quality of coordination is divided between the internal and external interventions:
  - Internally, serious challenges were observed -daily- regarding the coordination of work. Although the PMU team planned their activities every week in consultation with the Project Manager, the lack of self-initiation, responsible attitude, and organized operation was evident. Such a situation imposes costs and risks on the Project.
  - The major challenge is a lack of coordination and communication between government bodies' national and provincial offices. It was clear that most provincial offices operate semi-independently from their national headquarters. Such a modality would have negative impacts on the results of the Project and would reduce the sustainability of the results. The Project tried to cover this gap and made more-than-usual efforts to keep national and provincial levels informed and engaged. However, this isn't a long-term solution as it consumes SISLaM's resources.



## 5.3 Project Interim Results

### 5.3.1 Project objective and overall results

- Given that the Project has spent more than half of its financial and time resources, there were indications that it won't be able to meet some of its objectives. Based on the realities on the ground, along with the rating of the current status of each component, the MTE provides an anticipation of whether the Project components will be achieved:

Table 6: An assessment and prediction of the Project's results

Measure	Component	MTE rating	Anticipated end-of-project delivery status	Current status
Project Strategy	N/A	S	N/A	<ul style="list-style-type: none"> <li>Partnerships established.</li> <li>Climate mitigation and adaptation are being advocated.</li> <li>Food security is being supported through LVGs.</li> <li>A study of biodiversity is conducted.</li> </ul>
Progress Towards Results	Objective Achievement	MU	MU	<ul style="list-style-type: none"> <li>Mechanisms for increasing sustainable and inclusive economic development are being introduced.</li> </ul>
	Outcome 1	MS	ML	<ul style="list-style-type: none"> <li>Climate-oriented development policies were introduced.</li> <li>Capacity and understanding of government increased.</li> </ul>
	Outcome 2	MS	L	<ul style="list-style-type: none"> <li>Increased interest in climate-compatible coffee production.</li> <li>Increased involvement of communities in climate-smart agriculture.</li> </ul>
	Outcome 3	MU	MU	<ul style="list-style-type: none"> <li>Feasibility studies are conducted.</li> <li>Potential target areas are listed and studied.</li> </ul>
	Landscape Management Approach	U	MU	<ul style="list-style-type: none"> <li>Studies for the establishment of CCA have been done.</li> </ul>
Project Implementation & Adaptive Management		MU	MU	<ul style="list-style-type: none"> <li>Recruitment of CTA.</li> <li>UNDP's continuous support.</li> <li>Engaged and supportive government.</li> </ul>
Sustainability		MU	MU	<ul style="list-style-type: none"> <li>Initiation of LVGs.</li> <li>More engaged communities in the Project.</li> <li>Climate policies are being developed.</li> <li>A GEF 7 Highlands project is being formulated.</li> </ul>

**MTE rating:** **HS:** Highly Satisfactory; **S:** Satisfactory; **MS:** Moderately Satisfactory; **MU:** Moderately Unsatisfactory; **U:** Unsatisfactory

**Anticipation rating:** **L:** Likely; **ML:** Moderately Likely; **MU:** Moderately Unlikely; **UL:** Unlikely.

### 5.3.2 Relevance

- Climatic events remain a significant challenge to the stability and prosperity of Enga province. This Project is by far the most relevant intervention in the province that addresses the expectations of policymakers and Engan communities. This clear message from the stakeholders guarantees their support of the Project.
- The Project is "the right intervention at the right time" for Enga province. While the target province is affected by the negative impacts of climate change, its significant challenge is social tensions. On the other hand, its administration is preparing an ambitious plan for the province's long-term development. The Project's results can help policymakers safeguard Enga's development path against the negative impacts of climate change. Meanwhile, it is hoped that the social innovations of the Project can indirectly offer some reduction in social tensions.
- The temporary closure of the Porgera gold mine made this Project more relevant from two aspects:
  - It encouraged the government and communities to diversify the province's economy through agricultural practices, where SISLaM offers strong support.
  - The closure of the mine resulted in the loss of an immediate market for the agricultural products. However, this small shock helped Enga province seek more external (national or international) markets. This is the best opportunity for SISLaM to help brand Enga as PNG's organic and climate-smart food production centre.
- **Relevance to SDGs:**
  - Goal 1: End poverty in all its forms everywhere.
    - Target 1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services, including microfinance
  - Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
    - Target 2.4: By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, help maintain ecosystems, strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters, and progressively improve land and soil quality

- Goal 13: Take urgent action to combat climate change and its impacts.
  - Target 13.2: Integrate climate change measures into national policies, strategies, and planning
- Goal 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.
  - Target 14.5: By 2020, conserve at least 10 percent of coastal and marine areas, consistent with national and international law and based on the best available scientific information
- Goal 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss.
  - Target 15.1: By 2020, ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains, and drylands, in line with obligations under international agreements.
- **Relevance to CPD:**
  - Output 2.4.1: Gender-responsive legal and regulatory frameworks, policies, and institutions strengthened, and solutions adopted to address conservation, sustainable use, and equitable benefit sharing of natural resources in line with international conventions and national legislation.
  - Output Indicators from the UNDP Strategic Plan Integrated Results and Resources Framework<sup>30</sup>:
    - Natural resources that are managed under a sustainable use, conservation, access, and benefit sharing regime: (a) area of land and marine habitat under protection (ha); (b) area of existing protected area under improved management (ha); (c) area under sustainable forest management (ha); (e) Biodiversity
    - The number of countries with gender-responsive measures for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity, and ecosystems: a) Policy frameworks; b) legal and regulatory frameworks; c) institutional frameworks; d) financing frameworks.
- **Relevance to UNSDCF/UNDAF:**

- Sub-Outcome 3.3: By 2022, people, particularly marginalized and vulnerable, will be empowered to manage climatic risks, develop community resilience, and generate development opportunities from the protection of land, forests, and marine resources.
- **Relevance to the EU Action for Sustainable Landscape Management:**
  - The Intervention is carried out under the indirect management modality with UNDP, following the related Action Document (AD) "EU Action for Sustainable Landscape Management," financed under the Global Public Goods and Challenges thematic programme (GPGC), Multi-annual Indicative Programme (MIP) 2018-2020. It has strong aspects of providing high-quality capacity building in the sustainable landscape management sector in PG, enhancing the knowledge and skills of local beneficiaries, and achieving sectoral alignment with the relevant EU and international practices and standards.
- **Relevance to PNG MTDP**
  - Key Result Area 1 – Increased Revenue and Wealth Creation
  - Key Result Area 3 – Sustainable Social Development
  - Key Result Area 7 – Responsible Sustainable Development.

### **5.3.3 Achievements of Outcome 1**

#### **Output 1.1. Climate change and Disaster Risk Reductions effectively integrated into the development planning process as part of the landscape approach to jurisdictional planning.**

- Feasibility studies on climate change and DRR were conducted.
- The tools to integrate climate change adaptation/DRM and climate change mitigation into development planning, PIP, and DSIP application process were developed by the FinnOc consultancy.
- In collaboration with GGGI, a climate-compatible development plan for the province, including key investment projects, climate change adaptation, and mitigation strategy, is being developed.

#### **Output 1.2. Climate change mainstreamed into development and sustainable land use planning with Enga Province.**

- Community-based climate change mitigation and adaptation initiatives were supported, and awareness-raising materials on climate change impacts and options for adaptation and mitigation were developed.

### **5.3.4 Achievements of Outcome 2**

The Low-Value Grants, by far, are the Project's most successful and popular component. Along with providing financial and technical support to the communities and influencing the agricultural value chains and policies, this scheme helped UNDP build trust and gain its stakeholders' support at national and provincial levels.

#### **Output 2.1. Community-based agricultural extension and research system established and sustained.**

- Baseline information on subsistence agriculture was collected through FinnOc consultancy.
- Training materials appropriate to Enga's diverse altitudinal range were developed and distributed.
- The capacity of lead farmers to develop climate-compatible techniques was enhanced during the capacity-building events under the LVGs.
- Monitoring and feedback process for lead farmers was established, and farmers produce regular reports.
- Two hundred ten females are reported to have food insecurity and food crises reduced.
- Diversified and climate-resistant agricultural production systems are being established and practiced in the province for 120 farmers.

#### **Output 2.2. Coffee production climate-proofed.**

- Climate-smart coffee production is developed by distributing 50,000 free seedlings among communities.
- The coffee producers received various financial management and business management training courses.
- SISLaM initiated the establishment of the Enga coffee platform within the structure of existing committees.
- SISLaM conducted awareness-raising events among 48,887 community members regarding using sustainability standards for coffee production and the capacity for traceability of coffee through the supply chain.

### **5.3.5 Achievements of Outcome 3**

There is considerable concern about the potential of delivering the commitments under Outcome 3. This outcome requires substantial work with the community and customary landowners (e.g., trust-building, training, demarcation, conflict resolution, Human Rights concerns) and an extensive amount of time -in normal conditions- to be delivered. However, due to the impacts of COVID-19, the tribal

conflicts, and the contractual delays of FinnOc, this component is facing significant delays. So far, the MTE assesses this outcome as the "most in need of attention" to allocate more resources.

**Output 3.1. Baseline studies on the land/forest ecosystem conservation carried out in Enga Province.**

- Baseline studies were carried out by FinnOc.

**Output 3.2. Provincial capacity for environmental management strengthened.**

- Twenty provincial environmental officers received capacity and training courses to assess environmental degradation and participate in developing, designing, and assessing environment and climate change-related projects.

**Output 3.3. Community Conservation Areas (CCAs) established operational and sustainably financed.**

- Two Potential CCAs were identified by FinnOc consultants, and a feasibility study was conducted.

**Output 3.4. Reforestation and plantation development.**

- 49.27 ha of land were restored, including 41 sustainable agriculture and 8.27 reforestation areas.
- 49,012 community members received awareness raising and information provision on opportunities for forest rehabilitation and plantation development.
- SISLaM facilitated 4 targeted reforestation and plantation development strategies.

Through the interviews, the MTE confirmed that no field activity was conducted to establish CCAs. Also, the brief geospatial analysis suggested that the project has no impact on the improvement or sustainability of the forest cover in Enga province.

**5.3.6 Efficiency and cost-effectiveness**

- In the volatile and high-risk context of Enga province, efficiency and cost-effectiveness are largely subjective. The MTE's findings suggest that if the Project was executed in a normal situation, some of the current practices could be assessed as no/low value for money and ineffective. However, the judgment about the effectiveness of the activities should take into account that:
  - It has proved challenging to supply quality human resources for the Project.
  - Two significant external risks hit the project in the early initiation stage.

- The absence of a Head of Environment cluster and a long gap between recruiting a new CTA increased the workload of the National Project Manager and lowered the quality of oversight.
- The lack of technical capacity or interest in national institutions to undertake technical contracts led the Project to approach less effective yet available overseas professional services.
- Meanwhile, the MTE believes that some additional measures could minimize the risks. Examples include segmentation of the required professional services to smaller and fit-to-the-capacity portions of consultancies or full engagement of the UNDP's Communication team in the planning and implementing of the Communication strategy.
- According to the Project, for ease of implementation, it was decided to sub-contract (outsource) the implementation of 3 components. Three calls for bidding were advertised; however, due to the lack of interest in the national institutions, the three contracts were granted internationally. However, as the FinnOc consultancy firm submitted proposals for three components separately and proposed the lowest price, all three contracts were granted to this firm. In another interpretation, the majority of SISLaM was outsourced to FinnOc to deliver. This decision was not only a high risk (from delivery quality, reputation, transparency, and effectiveness perspectives), but it also didn't leave room for alternative solutions in case of FinnOc's failure. A risk that was realized in practice:
  - As per the Project, FinnOc is an overseas-based firm. To implement the contracts, the firm established a local office and sent their international experts to PNG a few times to manage the contracts (due to the COVID-19 pandemic, it was the only viable way). This approach, however, was not successful in covering all components of the work. In addition, the MTE believes that remotely controlled management is the least appropriate solution for community-based environmental initiatives, which impacts the quality of interventions.
  - As some of the components of contracts were not delivered (despite the closure of the contracts), the completion of outstanding tasks/activities requires a reallocation of an additional of about \$100 thousand to be conducted by the Project team.
- Another significant issue is the division of labor between the Project team. While there are major concerns about the extent to which the 1<sup>st</sup> and 3<sup>rd</sup> outcomes could be delivered, the MTE was not convinced that the assignment of all three outcome leaders to manage grants under outcome 2 is the best use of resources.



- As projected in the following table, the average delivery rate of the Project for the years 2021 and 2022 (the CDR for 2023 was not provided to MTE) is 98.4%, which indicates that the allocated budgets were fully spent. It happened in a situation where the Project is considerably behind its targeted commitments, as projected in *Table 3: Progress Towards Results Matrix (Achievement of outcomes against Project Targets)*. Among 11 indicators of the Matrix, only 5 (= 25%) are on target, while 11 (= 55%) are not on target to be achieved, and the remaining 4 (= 20%) would hardly be assessed as "on target to be achieved."

Table 7: Project annual financial delivery

Year	Component	Budget (USD)	Delivery rate (%) per component
2021	Outcome 1 planned	409,491	196.4
	Outcome 1 spent	208,447.22	
	Outcome 2 planned	230,558	207.3
	Outcome 2 spent	111,218.69	
	Outcome 3 planned	306,339.5	228.8
	Outcome 3 spent	133,910.40	
	Management planned	266,723.3	180.3
	Management Spent	147,894.23	
	<b>Total planned</b>	<b>1,213,111.8</b>	201.7
	<b>Total spent</b>	<b>601,470.54</b>	
2022	Outcome 1 planned	672,298	52.8
	Outcome 1 spent	1,274,056.18	
	Outcome 2 planned	694,098	109.7
	Outcome 2 spent	632,616.97	
	Outcome 3 planned	672,698	65.8
	Outcome 3 spent	1,022,261.23	
	Management planned	601,340	155.8
	Management Spent	385,954.79	
	<b>Total planned</b>	<b>2,640,434</b>	79.65
	<b>Total spent</b>	<b>3,314,889.17</b>	
2023	Outcome 1 planned	261,299	?
	Outcome 1 spent	No data	
	Outcome 2 planned	282,699	?
	Outcome 2 spent	No data	
	Outcome 3 planned	261,299	?
	Outcome 3 spent	No data	
	Management planned	310,719	?
	Management Spent	No data	
	<b>Total planned</b>	<b>1,116,016</b>	?
	<b>Total spent</b>	<b>No data</b>	
<b>Total to date</b>	<b>Planned (2021+2022)</b>	<b>3,853,545.8</b>	98.4
	<b>Spent (2021+2022)</b>	<b>3,916,359.71</b>	

### **5.3.7 Sustainability of project results**

- The project model and its outcomes were more sustainable because of the participatory methods used in the target areas. These methods proved that when local communities and stakeholders are actively involved, they feel more ownership and accountability and help the project achieve its goals. The project also empowered local men and women through training and workshops that taught them skills to start, plan, and complete the LVG activities that improved their livelihoods and reduced the damage to natural resources.
- As for the government and policy-making perspectives, there are two different observations about sustainability: A) Embedding the results and products of the Project into the policies seems to be straightforward. There is strong support and willingness by the government to help this happen. B) The "know-how" of implementing climate-related policies and establishing landscape-based governance is unlikely to happen satisfactorily. Although there are significant externalities for this (e.g., lack of funding, lack of technical capacity, conflicts, unstable political presence), what concerns the Project is that it didn't have time and resources to walk the government through implementing the proposed policies. In other words, SISLaM should have been planned in a way that allocated resources for a practical landscape approach and climate-driven policy implementation.
- UNDP's long-term vision derived from its decision to initiate an operation in Enga province was unclear. Although funding can be a significant determining factor, without a portfolio approach, the effectiveness and impact of SISLaM cannot be guaranteed.

#### *5.3.7.1 Sustainability: Provincial-level impacts*

- A very risky way of thinking about the results of the Project is, "we will hand it over to the government, and they should somehow be able to manage it." The Project team should avoid this mentality and ensure that genuine and effective sustainability is a part of their daily and long-term planning.
- As for the provincial Administration, the MTE was not convinced that the current practices of SISLaM would help them feel responsible or able to apply landscape management approaches or comprehend that their province is part of a global network of landscapes. Meanwhile, observing a result-based, strategic, and analytical way of thinking about the province's challenges was rare, raising the question of whether the capacity of provincial policymakers is strengthened enough to take the torch.

#### *5.3.7.2 Sustainability: National level impacts*

- Although the national government showed a good understanding of the Project and its activities -thanks to the active advocacy of the PMU- the MTE was not convinced that the government takes a systematic approach to use the results of SISLaM. Some of the PSC members didn't attend any of the meetings and didn't participate in the MTE.
- The same observation was made regarding using data and evidence generated by the Project. In a context similar to PNG, where data generation is always challenging, a cost-effective way of data generation is to use interventions such as SISLaM that are implemented under the government; therefore, their data can be considered official. Such a mechanism was not observed during the MTE.

#### 5.3.7.3 Sustainability: Private sector and NGOs

- A strong and promising aspect of the Project is its primary endeavour to support the economic advancement of the agricultural sector through the provision of LVGs. There is a strong likelihood that this component will stimulate sustainable economic growth in the province. However, a second phase of this Project focusing on the entire value chain seems very helpful.
- As for NGOs, because no local environmental NGOs are established in Enga, relying on social mobilization for any environment-related activity is not easy. Therefore, a potential sustainable impact of the Project can be to facilitate and advocate for establishing such NGOs. However, the Project didn't seem to have a proactive approach.

#### 5.3.7.4 Sustainability: Environmental and Social

- If successful, the environmental and social benefits of the Project are evident. The MTE didn't observe any potential environmental or social negativities due to the implementation of SISLaM.
- However, the Project should not take its potential positive social and environmental impacts as a given. Instead, it should proactively and systematically plan for sustainability. For example, building the capacity of local advocates and pioneers, engaging youth, active planning, and advocacy with the government and private sector are some of the strategic approaches to be considered.

#### 5.3.7.5 Sustainability: Financial

- Given the economic condition of PNG, it is unlikely that the results of the Project receive adequate financial support from the government in the future. Also, no mechanism exists to benefit from Public-Private Partnership modalities. Meanwhile, a social, environmental, and economic intervention such as SISLaM requires more than a project lifespan to demonstrate

sustainable impacts. Therefore, a realistic solution for SISLaM to the question of financial sustainability would be to upscale to a program/portfolio and seek further aid sources.

### **5.3.8 Country ownership and mainstreaming into government systems**

- The national ownership of the project through assuring the provincial government's leadership in designing, managing, and leading the project activities is evident to some extent. The MTE observed that the provincial government demonstrates strong support for the project. This must be upscaled into a complete sense of ownership through a systematic advocacy and engagement plan.
- On the other hand, despite the strong support, there is no clear mechanism proposed by the Project to ensure that the government has adequate technical capacity to maintain and carry out the results of SISLaM. It is a major concern as the MTE observed a lack of technical governance capacity within the provincial government.
- The Project successfully influenced the provincial policies by partnering with GGGI to develop the "Green Growth Development Plan" for Enga province. However, it is not clear how the financing and implementation of the plan is envisaged.
- The approach for ensuring that the results of the Project are owned by the government is the development of an effective Exit Strategy for the Project, where the government is involved in the activities through consultations, implementation and

### **5.3.9 Institutional Capacity Development**

- While training and capacity building are integral parts of SISLaM, and many of the project outcomes and outputs are equipped with a training component, the MTE could not identify a clear and systematic path towards the institutional capacity building of the government counterparts. Also, there was a lack of evidence about the effectiveness of capacity building. For example, it was expected that because of the capacity-building opportunities offered by the project, the decision-making level at the provincial Administration would demonstrate strategic and analytical thinking regarding SISLaM's intervention. Such capacities are still lacking in some of the most relevant government units to the Project.
- While capacity-building activities are part of the Project's mandate, the Project also has the potential (and bears the responsibility) to internalize the "science of development" by publishing scientific papers about its results and lessons learned and involvement of the PNG's academic community. This relatively important side-activity can play a significant role in

sustaining the impacts of the Project and ensuring that the future development initiatives of UNDP and other international organizations receive more quality support from PNG's experts.

### **5.3.10 Catalytic effect and impacts**

- The success of SISLaM in supporting small-scale agricultural production through Low-Value Grants is the primary impact catalyst potential of the Project. Some of the LVG scheme's potentials include:
  - Although not explored, SISLaM can potentially attract and facilitate responsible investment in climate-smart agricultural production in the province. Given the limitations, this can be done by developing guidelines and informative content for the government and investors and facilitating relevant sessions.
  - The potential opportunity for the Project is to explore using the experience of LVGs in improving the loan policies of microfinance and credit institutions in the province to be climate-sensitive, which can later be replicated in other parts of the country.

### **5.3.11 Gender equality and cross-cutting issues**

- As the Project Document suggests a high risk regarding the instigation of project activities due to lack of consultation with the Indigenous People, it developed a systematic approach for mainstreaming Human Rights by developing a Stakeholder Engagement Plan and Indigenous Peoples' Plans. However, the MTE didn't find adequate evidence that the proposed plans were developed or implemented. In particular, the status of the implementation of approaches proposed under Question 1 of the Social and Environmental Screening (annex 2 of the ProDoc) is as follows:

Table 8: Situation of mainstreaming Human Rights

Proposed approaches (in ProDoc) to mainstream Human Rights	Current status	Risk of not delivering by the end of the Project.
<b>Supporting meaningful stakeholder participation and inclusion</b>		
Strengthening engagement and empowering indigenous/land-owning communities to engage with government systems for land use planning to enhance the recognition of their rights and wishes within formal planning systems.	Partially attended. In progress as the establishment of CCA is delayed.	Low
The development of a National Sustainable Land use planning framework and systems, ensuring that identified use of land is not changed without free, prior and informed consent of indigenous groups.	No progress was observed, and no plan was presented.	High
Land use zoning, based on a bottom-up process in all land-owning communities, which are responsible for identifying areas for specific activities to take place.	Delayed activity, which requires planning for 2024 and 2025. However, even in planning, the full implementation is under question.	Moderate
Consultations occur at both national and subnational level through regular meetings consisting of the relevant sector agencies (government institutions), private sector, and civil society, as well as local level, district and provincial governments and customary landowners and local communities.	The Project does not utilize consultation meetings effectively and adequately to ensure stakeholders' high and effective engagement.	Moderate
Development of small-scale woodlots ensures that local communities are taken into consideration and involved in the process of forest rehabilitation and promoting sustainable forest management and livelihoods.	No major activity was conducted. There is a potential for communities to be engaged in this activity even without having a CCA scheme in place.	Low
The Agricultural Commodities Platform establishes a multi-stakeholder forum which involves all key stakeholders including local communities/landowners.	Ongoing activity. The coffee platform is expected to be established and functional in 2024. However, discontinuity is risky due to a lack of financial mechanisms. Similar provisions might be required for other commodities.	Low
Full and effective stakeholder engagement is promoted through development of public/private community partnerships for plantation development such as via tailored farmer support programmes.	No progress was reported, and no activity is planned.	High
All activities such as strengthening financial literacy trainings are supported through capacity building/training directly to LOs and local communities to ensure development is sustainable.	In progress. Plans are in place for future training events.	No further risk
Awareness-raising activities and training are provided in the local language or Tok Pisin.	Tok Pisin and the local language are used for all communication with communities.	No further risk
Sustainable Livelihood options for local communities within CCA's is ensured through capacity-building of small enterprises.	Requires the initiative of CCA registration, which is due. Meanwhile, establishing sustainable livelihood options requires a considerable amount of time, which will exceed the timeframe of the Project.	High
Communities are fully engaged and empowered to effectively manage their land through CCA following full consultation and engagement on their design and designation.	Requires the initiative of CCA registration, which is due. Meanwhile, gaining adequate capacity to manage CCAs requires a considerable amount of time, which will exceed the timeframe of the Project.	High

Proposed approaches (in ProDoc) to mainstream Human Rights	Current status	Risk of not delivering by the end of the Project.
<b>Recognition and respect for customary land tenure</b>		
Communities are empowered to choose to designate customary land areas for conservation under community conservation areas through an FPIC process.	Delayed due to the delays in CCA initiation. Plans to be conducted in 2024.	Low
Customary landowners and local communities are engaged and will be central decision-makers in the development of spatial plans at the ward, district, and provincial levels, and integrated into broader district, provincial and national land use development plans.		
Support is provided in the development of any benefit sharing agreements with communities within CCA management to ensure the local communities and LO's are not disadvantaged in the process of implementing this project.		
<b>Promotes accountability and the rule of law</b>		
The project is built upon the principle of community governance and promotes social oversight of land use. Stakeholder consultation is required throughout, and a transparent project-level grievance redress process is freely available.	Community governance is perceived as a component of the Project rather than the foundation. Communities are fully engaged through the provision of LVGs. The grievance redress mechanism is in place.	Low
Supporting the strengthening of the land use and development planning framework and its monitoring and enforcement (Outcome 1).	It is progressing through the influence of the Provincial Development Plan and the development of Enga province's Green Development Strategy.	Low
Empowerment of communities to effectively manage land within CCA (Outcome 3).	Requires the initiation of CCA registration, which is due. Meanwhile, gaining adequate capacity to manage CCAs requires a considerable amount of time, which will exceed the timeframe of the Project.	High
Empowerment of provincial and district government officials to better engage in land use decision making and monitoring and enforcement of environmental regulations (Outcome 3).	Partially attended. In progress but requires further investment by the Project.	Moderate
Increasing awareness of communities to effectively participate in agricultural development processes including understandings of their rights and legal requirements for development activities (Outcome 2).	In progress through the provision of training courses to the LVGs.	No further risk
Enhanced coordination across private sector, government and civil society on agricultural development activities to better guide legislative development and enhance enforcement	While more efforts were put into engaging the local communities, fewer efforts were made to engage the government, private sector, and civil societies in a row.	Moderate



- In terms of improving gender equality, considering the magnitude of social challenges women face in the target province and given that SISLaM is a GEN 2 initiative for all of its three components, the ProDoc does not offer a systematic approach to its gender interventions. Instead, only a number of activities were suggested under the Gender Equality and Women's Empowerment section, as well as the Social and Environmental Screening. Meanwhile, under the Social and Environmental Risks section (part B of annex 2 of the ProDoc), it was mentioned that a Gender Action Plan manages the risk of gender inequality, and a gender specialist will be recruited to work closely with the National Council of Women, however no evidence was provided for those activities. Moreover, gender equality is provisioned to be mainstreamed by gender-disaggregation of the outcomes and outputs instead of defining specific and gender-focused activities.
- At the practice level, the Project demonstrated a solid commitment to ensuring the participation and benefit of women and disadvantaged groups. Women participate in capacity-building events and take a lead position in community development and women empowerment programmes in Enga Province. However, it doesn't necessarily mean that the equal participation of men and women in Project activities (due to social limits); instead, it suggests that in the violent context of Enga province, where the risk of social pressure on women and disadvantaged groups is very high, the minimum participation of women opens doors for more future opportunities to them.
- Although MTE didn't have a chance to interview UNDP's gender specialist, it was unclear how SISLaM received systematic support from this expert. Meanwhile, as the UN-Women has initiated an operation in Enga, this is the best opportunity for SISLaM to improve its gender intervention based on the available on-site capacities, which can be more effective.
- Despite a strong presence of Enga women in social activities through a number of women's associations, the project didn't utilize this capacity to an adequate level to increase its influence on gender equality. Such a capacity is a priority for the Project to exploit.
- Overall, the gender mainstreaming functionality of the Project offers some short and mid-term improvements in the social status of women in Enga province, but no mechanism was in place to ensure the long-term and systematic impactfulness of those interventions.
- Finally, for the provision of the inclusion of other marginalized groups and disabled persons, no systematic approach was proposed in the ProDoc nor in workplans. The only corresponding activity is allocating a Low-Value Grant to a disabled group. Although a systematic and long-term inclusion of disabled people in the Project would require hiring technical expertise and

support from -missing- governmental and non-governmental disability institutions, it is still possible to provide more opportunities for marginalized people to receive LVGs.

## 6. Conclusions

- SISLaM is one of the most relevant interventions that could have been implemented in Enga province. Its objective and expected outcomes perfectly fit the real-world needs of the government and communities of the province.
- However, the most highlighted attribution of the Project is being a "high-risk" intervention due to various internal and external factors. UNDP did an incredible job saving the Project from failure; however, it didn't come without a cost. The project has a different and uneven rate of progress in each of its outcomes and components. Although more progress was witnessed in terms of the economic and prosperity aspects (Outcome 2), the climate policy (Outcome 1) and conservation (Outcome 3) are -to different extents- behind schedule. In total, out of 20 indicators, 55% (11 indicator) are not on target to be achieved, 20% (4 indicators) are on target and only 25% (5 indicators) are achieved:
  - 100% of the 3 Objective-level indicators are **Not on target to be achieved.**
  - Only 2 of 6 indicators of Outcome 1 are **Achieved** and the remaining 4 indicators are **Not on target to be achieved.**
  - Out of 5 indicators under Outcome 2, only 1 is **Achieved** while 2 are **On target to be achieved** and 2 are **Not on target to be achieved.**
  - Out of 6 indicators under Outcome 3, there are 2 **Achieved** while 2 are **On target to be achieved** and 2 are **Not on target to be achieved.**
- Being a high-risk intervention, a wise decision to generate maximum benefits from the Project would be a "sinking boat" approach: If not all components will be delivered, the resources must be concentrated on those with higher change of effectiveness, impact, and sustainability. However, this recommendation should not be taken as a reason to drop the landscape management aspect of the Project, especially regarding the establishment of CCAs. As GGGI is already engaged in climate advocacy, it is safe for the Project to remain a supporter of the intervention while focusing more on Outcomes 2 and 3.
- MTE doesn't see a necessity or benefit in requesting any extensions from the donor, except for less than 6 months and only for closing the remaining business. An overall observation of the Project's and UNDP's capacity and the government's support suggests that SISLaM may satisfactorily achieve its major expected outcomes by applying some shifts in its management arrangements. Some cannot be fully achieved in the lifespan of the Project because they are time-consuming:

- For example, gazettement Protected Areas usually requires about 10+ years. For this activity/component, the Project should outline a clear long-term roadmap and an action plan and seek the donor's approval. It is encouraged that the Project explores partnership opportunities with national and international conservation NGOs for the establishment and management of the Protected Areas.
  - Similarly, ensuring that an entire and self-running climate-smart coffee value chain is in place requires an extra amount of time and support, which will fall beyond the timeframe of the Project. It suggests that the Project involves existing market mechanisms (e.g., national, or EU-based enterprises) to ensure the sustainability of the intervention.
- The Gender Equality intervention of the Project remains one of the considerable concerns despite the Project team's efforts. It can be mainly attributed to the cultural barriers in the target province; however, the lack of a systematic approach from the Project is evident. For example, the progress in the involvement of women in the majority of the Project's activities remains below 10% of the target.
  - The delivery of some of the Project components was impacted by the interruptions caused by the COVID-19 pandemic, the post-election tribal conflicts, or the lack of attention by the Project. As a priority, the Project conducts a rapid re-evaluation of those components to develop a realistic assessment of whether (and to what extent and by what means) those components can be delivered. The re-evaluation must be discussed with the donor for their information and approval.
  - The Project still has a long way to go to ensure the government's ownership of the and results. The shortcoming is partially because of external issues such as the government's focus on addressing tribal conflicts, partially because of the lack of systematic approach by the Project, and partially due to the time-consuming nature of attracting the effective engagement of government.

## 7. Recommendations

Table 9: List of recommendations for the Project

No	MTE Recommendation	Responsible Entity	Priority
<b>1</b>	<b>Revise the design and improve the programming, the budget plan, and the financing mechanism</b>		
1.1	Revise the Logical Framework (ROM draft) and improve the indicators to be SMART and impact-oriented in consultation with the project stakeholders at the provincial level based on the guide provided in section 5.1.1.	SISLaM	High
1.2	Involve the provincial government, other major stakeholders, UNDP (e.g., Communication unit), and the Project team in annual work planning and reporting processes.	SISLaM	High
1.3	Revise the project budget plan, prioritizing the essential components.	SISLaM	High
1.4	Record and report the government's in-kind contribution (e.g., office space).	SISLaM	Low
<b>2</b>	<b>Improve internal coordination, implementation, and communication</b>		
2.1	With support from UNDP's DRR and PSU, improve the quality control mechanism at the Project level. It may include: <ul style="list-style-type: none"> <li>Ensuring quality control at the project and corporate level is strengthened with clear procedures and outlined responsibilities.</li> <li>Revising the procedure by which the work is planned, assigned, implemented, and monitored.</li> <li>Providing learning and exposure opportunities to the Project team to upscale their working standards.</li> </ul>	SISLaM	Medium
2.2	As a top priority to address the "Communication gap," the Project should strive to: <ul style="list-style-type: none"> <li>Establishing a common understanding among the Project team that donor/project visibility and stakeholder learning, awareness, and engagement are different yet integral components of successful Communication work for the Project.</li> <li>Recruiting a National Communication Office as stated in the ProDoc or, if not possible, engaging UNDP's Comms team (through a joint Comms plan and assignment of a focal point), recruiting Enga-based volunteers or interns, and organizing PR events and community and student festivals.</li> </ul>	UNDP SISLaM	High
<b>3</b>	<b>Ensure that the Project increases its cross-cutting interventions</b>		
3.1	Ensure that a systematic approach is taken to establish synergy and cooperation with the existing external capacities in Enga province, such as UN Women and Enga's women's associations.	SISLaM	Medium
<b>4</b>	<b>Ensure that the results expected from the Project Outcomes are high quality.</b>		
4.1	Increase support and help to CCDA and GGGI for developing climate plans for the province through the Provincial Climate Change Committee.	UNDP SISLaM	Medium
4.2	Systematically, advocate the provincial authorities to take a more strategic approach to prioritizing Enga's development needs for more effective and efficient use of resources (e.g., through developing an economic model with an agricultural vision). This can be achieved by organizing consultation events and publishing policy briefs and analytics).	UNDP SISLaM	High

No	MTE Recommendation	Responsible Entity	Priority
4.3	Advocate for the need of the Enga province for supplementary policies and frameworks for a climate-smart economy such as circular economy, clean energy vision, water security plan, etc. This advocacy can result in future collaboration opportunities between UNDP and the Enga province administration.	SISLaM	High
4.4	With support from the EU, design and advocate for a mechanism that shifts the current and future collaborations between the stakeholders and UNDP from aid-based to green investment-based.	SISLaM	Medium
4.4	<p>Low-Value Grants</p> <ul style="list-style-type: none"> <li>▪ The provincial DAL and PNG Forest Authority and Natural Resources Division of EPA must be engaged in the entire process of LVGs.</li> <li>▪ The current over-complicated application modality must be simplified to ensure that the least educated farmers can understand and apply for the grants.</li> <li>▪ In collaboration with the DAL, a background check mechanism should be in place to ensure the grants are provided to the "righteous" applicants.</li> <li>▪ The current LVG modality should be revised: The target number of grantees should be reduced to a maximum of 30, the grants should be managed by a facilitator institution under the direct supervision of the Coordinator for Outcome 2, the Project should conduct frequent quarterly visits, and a risk management plan (failure guarantee) is put in place.</li> <li>▪ Post-project "business continuation" models should be developed in consultation with the Enga Administration and grantees.</li> <li>▪ Lessons learned from the LVG initiative must be documented and effectively communicated with the government, financial institutions, and other development organizations at the national and provincial levels through academic and technical papers, dissemination workshops.</li> </ul>	SISLaM	High
4.5	<p>Improving the feasibility and profitability of the market interventions for coffee and other crops supported by the Project by recruiting a national consultant or national socio-economic expert and/or a market analyst for:</p> <ul style="list-style-type: none"> <li>▪ Analyse and improve the entire value chain for the agricultural commodities supported by the Project.</li> <li>▪ Build the capacity of the grantees for marketing and branding.</li> <li>▪ Facilitate investment in climate-smart commodities through EU-PNG's channels.</li> </ul>	SISLaM	Medium
4.6	Ensure all required feasibility studies, maps, agreements with the landowners, and policies and regulations are finalized by mid-2024 to establish Protected Areas in Enga province.	SISLaM	High
4.7	[If it is inevitable that there will be considerable delays in the establishment of CCAs] Explore options for initiating the engagement of private landowners in the potential target areas informally, for example, by helping the community conduct surveys, surveillance, and awareness-raising missions regarding environment conservation.	SISLaM	Medium
4.8	Ensure that the "conservation" aspect of the "landscape management" approach is clearly, systematically, and regularly highlighted to the Provincial Administration as an integral part of the governance literature.	SISLaM	Medium

No	MTE Recommendation	Responsible Entity	Priority
4.9	Explore partnerships with inter/national conservation organizations in establishing and managing the Protected Areas in Enga province.	SISLaM	Medium
<b>5</b>	<b>Safeguard the impact and sustainability of the results and create additional values</b>		
5.1	Develop and implement a participatory "Exit Strategy" in Q 1 of 2024 that identifies the quick wins and milestones, expected realistic achievements and their owners post-SISLaM, handover schedule, recourses required, risk management, and sustaining mechanism.	SISLaM	High
5.2	Develop and disseminate a Knowledge package of the Project to the academic and development communities, including: <ul style="list-style-type: none"> <li>▪ Document the Project's intervention model.</li> <li>▪ Share the generated data with authorities (e.g., the Statistics department).</li> <li>▪ Organizing dissemination events at national and provincial levels to discuss the lessons learned.</li> </ul>	SISLaM	Medium
5.3	Explore the options for involving financial institutions and benefiting from their Corporate Social Responsibility framework in supporting climate-smart agriculture in Enga province.	SISLaM	Medium
5.4	Explore and implement options for building the capacity of the Engan youth in management and facilitation of development initiatives through engaging them as volunteers and interns in the Project and organizing social exposure events.	SISLaM	Medium



## 8. Lessons Learned

The main lessons that can be drawn out are elaborated in the table below:

*Table 10: Project's Lessons Learned*

Lessons learned	Explanation or description
<p>Rushed Project Formulation resulted in a gap between stakeholders' interest and actual participation in the Project</p>	<p>Although UNDP enjoys a good foundation of in-house knowledge about the development, environmental, and climate change issues in PNG, the organization should ensure appropriate, in-depth, and inclusive consultation.</p> <p>To avoid the risk of rushed project formulation, UNDP may establish a "regular brief consultation" mechanism with government and other major stakeholders at national and sub-national levels to feed into its pipeline project ideas.</p>
<p>Executing "development projects" where the human capital is abundant but not specialized</p>	<p>The challenges faced by the SISLaM revealed a major and determining factor in the success of a development project: lack of skilled national experts (facilitators, consultants, project executers) and institutions (NGOs, academia, etc.), especially at the sub-national level in PNG's mega-linguistical environment to carry out development initiatives.</p> <p>Moreover, the existing project team requires a series of capacity building and exposure experiences to increase their quality of work up to acceptable UNDP standards.</p> <ol style="list-style-type: none"> <li>1. Before implementing such projects, UNDP must investigate available and possible human capital options and alternatives in the target area.</li> <li>2. As a side agenda, UNDP's projects and Country Office team should strategically increase the exposure opportunity of PNG's talents to the "development work" through various schemes such as internships, volunteerism, visits by university students, young ambassadors, events, and competitions, call for grants, etc.</li> <li>3. Where possible and legally allowable, involvement of government employees in the project/s (e.g., through secondment) can be a feasible option.</li> <li>4. Develop and deliver a compulsory capacity-building plan for the project staff.</li> </ol>
<p>More than "Stakeholder Participation"</p>	<p>Often, in development projects, the willingness of stakeholders (specifically the government) to participate in and support the project activities is considered enough to tick the "participation box."</p> <p>However, the participation can be assessed as impactful when a shift in the "literature of the government" and their "way of thinking" is observed.</p> <ul style="list-style-type: none"> <li>▪ The Project team should ensure that the policymakers are exposed to strategic, long-term term, and complicated questions and debates in the scope of the Project in a systematic manner.</li> <li>▪ The government and other major stakeholders should be involved meaningfully in the annual planning and reporting of the Project.</li> </ul>

Lessons learned	Explanation or description
The implementation setup should be context-tailored	<p>Each project has two major functions: planning (thinking) and execution. The two major functions of the executive team are grant/contract management and/or direct implementation.</p> <ul style="list-style-type: none"> <li>▪ There should be an in-depth internal discussion about the best implementation modality during the project formulation.</li> <li>▪ As the MTE was not convinced that the current modality of the executive team as sole grant managers is effective and efficient, it suggests that the modality be revised to involve the project team in direct implementation.</li> </ul>
Quality control is crucial for the success of the Project	<p>The MTE observed a great degree of lack of quality control in the activities and outputs of the Project, which suggests that the Project lacks a systematic approach to quality control. As the UNDP projects are expected to be "role models" in efficient, effective, and high-standard planning and implementation, the lack of quality control will negatively affect this perception, ultimately resulting in a lack of participation and impact. Some of the possible reasons include:</p> <ul style="list-style-type: none"> <li>▪ The absence of the Head of Environment Cluster at the UNDP Country Office and Chief Technical Advisor.</li> <li>▪ Lack of oversight capacity, awareness, and adherence to high-standard work results in the Project's executive team, which can be addressed by offering training courses and exposure opportunities to the Project team.</li> </ul>
Site visits by UNDP's senior management and CO team guarantee higher-level support and more vigorous commitment of the stakeholders.	<p>Experience shows that the regular visits and follow-ups of senior and CO-based team members encourage the sub-national level to support the development projects, demonstrating UNDP's high-level commitment and sense of ownership.</p> <ul style="list-style-type: none"> <li>▪ Ensure that a mandatory field visit plan for the CO-based team is in place and implemented.</li> </ul>
The "proxy-implementer" model should be well-investigated and well-planned before execution.	<p>The experience of contracting an overseas firm to deliver considerable work wasn't effective and efficient. Although this happened due to a lack of interest by qualified national institutions to enter the 3 major biddings, the MTE considers this modality as a rushed decision. Instead, smaller portions of work could have been packaged and subcontracted.</p> <p>Meanwhile, such contracting modality imposed a significant risk to the Project: While the contracts are finished, a considerable amount of work remains undone without further financial, time, and human resources to complete.</p> <ul style="list-style-type: none"> <li>▪ The Project's priority should be realigning its resources to cover and offset the work.</li> <li>▪ If required, the issue should be communicated with the donor.</li> </ul> <p>The same applies to contracting international consultants to carry out the communication component. While it is acceptable for an international communication expert to lead this</p>

Lessons learned	Explanation or description
	<p>component by developing and overseeing the communication strategy, using their capacity to design websites and communication content was not the best use of money. An international expert should not have compensated for the absence of an Enga-based communication expert.</p> <ul style="list-style-type: none"><li>▪ Using UNDP's in-house communication expertise strategically could have partially helped the Project mitigate the situation.</li><li>▪ The Project should explore other local options, such as volunteers and interns.</li></ul>

## Annexes

### Annex 1: Interview Matrix

Specific sub-questions	Data Sources	Data Collection Methods/Tools	Methods for Data Analysis
<b>Relevance and appropriateness</b>			
<ul style="list-style-type: none"> <li>▪ To what extent were lessons learned from other relevant projects considered in the design?</li> <li>▪ To what extent were perspectives of men and women who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during project design processes?</li> <li>▪ To what extent were perspectives of men and women who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during project design processes?</li> <li>▪ To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Key informant interviews (KIIs)</li> <li>▪ Data on the quality, relevance, and appropriateness of the project design</li> <li>▪ National statistical data sets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Desk review</li> <li>▪ Interviews and discussions</li> <li>▪ Mapping of results chains of alignment with UNDP PNG and government programmes and institutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quantitative and qualitative measures</li> <li>▪ Data triangulation across different data sources: type of data (quantitative/qualitative)</li> <li>▪ Critique of ToC underlying design of results chain</li> </ul>
<b>Effectiveness</b>			
<ul style="list-style-type: none"> <li>▪ To what extent did the project contribute to the country's programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?</li> <li>▪ What factors have contributed to achieving, or not, intended country programme outputs and outcomes?</li> <li>▪ In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?</li> <li>▪ In which areas does the project have the fewest achievements? What have been the constraining factors and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Document, annual reports, and review reports</li> <li>▪ Financial statements</li> <li>▪ Project structure and function</li> <li>▪ Experience of project staff and other stakeholders</li> <li>▪ Change in the ground situation observed</li> <li>▪ Policy/strategy or programme formulated or implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analysis of project circumstances in project document (past and present)</li> <li>▪ Interaction with relevant stakeholders</li> <li>▪ Report with information on effective implementation of activities and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Triangulation of data across respective types, categories, and data sources</li> <li>▪ Calculating Quantitative efficiency metrics (input vs. output and relative cost)</li> <li>▪ Comparative inquisitive analysis guided by cost-effectiveness concerns</li> </ul>

<p>why? How can or could they be overcome?</p> <ul style="list-style-type: none"> <li>To what extent have different stakeholders been involved in project implementation? <b>efficiency</b></li> </ul>	<p>which include women and their issues incorporated</p> <ul style="list-style-type: none"> <li>Institutions strengthened</li> </ul>	<p>strategies</p> <ul style="list-style-type: none"> <li>Field verification of activities</li> </ul>	<ul style="list-style-type: none"> <li>Cross-country/regional comparison of costs for similar activities (per unit of output and according to scope/scale)</li> </ul>
<b>Efficiency</b>			
<ul style="list-style-type: none"> <li>To what extent was the project management structure as outlined in the project document efficient in generating the expected results?</li> <li>To what extent has the UNDP project implementation strategy and execution been efficient and cost-effective?</li> <li>To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?</li> <li>To what extent do the M&amp;E systems utilized by UNDP ensure effective and efficient project management?</li> </ul>	<ul style="list-style-type: none"> <li>Project Document, annual reports, and review reports</li> <li>Financial statements</li> <li>Project structure and function</li> <li>Experience of project staff and other relevant stakeholders</li> <li>Change in the ground situation observed</li> <li>Policy/strategy or programme formulation activities included women and their issues incorporated</li> <li>Policies/strategies/ programmes effectively implemented</li> <li>Institutions strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of project circumstances in project document (past and present)</li> <li>Interaction with relevant stakeholders</li> <li>Report with information on effective implementation of activities and strategies</li> <li>Field verification of activities</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation of data across respective types, categories, and data sources</li> <li>Calculating Quantitative efficiency metrics (input vs. output and relative cost)</li> <li>Comparative inquisitive analysis guided by cost-effectiveness concerns</li> <li>Cross-country/regional comparison of costs for similar activities (per unit of output and according to scope/scale)</li> </ul>
<b>Impact:</b> To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

<ul style="list-style-type: none"> <li>▪ the extent to which the project and the project is likely to achieve its expected long-term impact. outcomes are durable</li> <li>▪ Long-term benefits of the project outputs from project interventions to target beneficiaries and vulnerable population groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Document, progress reports, and risk log</li> <li>▪ Interview notes</li> <li>▪ Field observations</li> <li>▪ Project exit strategy</li> <li>▪ National and provincial policies adapted and implemented because of the project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Desk review of risk log and project documents</li> <li>▪ Interviews and discussions with stakeholders</li> <li>▪ Field observation</li> <li>▪ Gender and social inclusion analysis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quantitative and qualitative measures</li> <li>▪ Systematically sifting through the body of literature to extract concrete evidence/human interest stories</li> <li>▪ Analysis of narrative/qualitative data collected through key informant interviews</li> <li>▪ Where applicable, triangulation of qualitative with quantitative data</li> </ul>
<p><b>Sustainability:</b> To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</p>			
<ul style="list-style-type: none"> <li>▪ Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men, and vulnerable groups?</li> <li>▪ To what extent will the targeted men, women, and vulnerable people benefit from the project interventions in the long term?</li> <li>▪ To what extent will financial and economic resources be available to sustain the benefits achieved by the project?</li> <li>▪ Are there any social or political risks that may jeopardize the sustainability of project outputs and the project contributions to country programme outputs and outcomes?</li> <li>▪ To what extent do stakeholders (men, women, vulnerable groups) support the project's long-term objectives?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Document, progress reports, and risk log</li> <li>▪ Interview notes</li> <li>▪ Field observations</li> <li>▪ Project exit strategy</li> <li>▪ National and provincial policies adapted and implemented because of the project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Desk review of risk log and project documents</li> <li>▪ Interviews and discussions with stakeholders</li> <li>▪ Field observation</li> <li>▪ Gender and social inclusion analysis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quantitative and qualitative measures</li> <li>▪ Systematically sifting through the body of literature to extract concrete evidence/human interest stories</li> <li>▪ Analysis of narrative/qualitative data collected through key informant interviews</li> <li>▪ Where applicable, triangulation of qualitative with quantitative data</li> </ul>

Cross-cutting issues (Human Rights, Gender Equality, COVID-19, Women's empowerment, disability, and others).

<ul style="list-style-type: none"> <li>▪ To what extent have poor, indigenous, and physically challenged, women, men, and other disadvantaged and marginalized groups benefited from the work of UNDP in the country/province?</li> <li>▪ Has the project mainstreamed gender into all elements by giving equal opportunity to women empowerment, participation and decision-making?</li> <li>▪ Is the gender marker assigned to this project representative of reality?</li> <li>▪ In what ways do the women directly benefit from the project?</li> <li>▪ To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men, or vulnerable groups?</li> <li>▪ Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?</li> <li>▪ What proportion of the beneficiaries of a programme were persons with disabilities?</li> <li>▪ What barriers did persons with disabilities face?</li> <li>▪ To what extent have the project results been affected by COVID-19 and what remedial measures/tools/processes were introduced to address this?</li> <li>▪ In what way the project management/implementation/monitoring approaches could be adapted based on Covid-19 and similar crises, in future similar projects?</li> <li>▪ To what extent have gender equality, the economic empowerment of women, social inclusion, and youth been addressed in the Project design, implementation, and reporting? What are the key achievements?</li> <li>▪ In what way could gender equality be enhanced in future</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Document, progress reports, and risk log</li> <li>▪ Interview notes</li> <li>▪ Field observations</li> <li>▪ Project tracking tools</li> <li>▪ Information provided by the media and reports of States, civil society organizations and national human rights institutions and UN human rights monitoring mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Desk review of risk log and project documents</li> <li>▪ Interviews and discussions with stakeholders and beneficiaries</li> <li>▪ Field observation</li> <li>▪ Gender and social inclusion analysis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Human Rights-Based Approach to Data (HRBAD)</li> <li>▪ UN Women Rapid Assessment Tool</li> </ul>
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similar projects?			
<b>Project Strategy:</b> To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
<ul style="list-style-type: none"> <li>▪ To what extent did the design of the project help in achieving its own goals?</li> <li>▪ Was the context, problem, needs, and priorities well analysed while designing the project?</li> <li>▪ To what extent the project was designed based on experiment?</li> <li>▪ Were there clear objectives and strategies?</li> <li>▪ Were there clear baseline indicators and/or benchmarks for performance?</li> <li>▪ Was the process of project design sufficiently participatory? Was there any impact on the process?</li> <li>▪ Was there coherence and complementarity by the project to the country's efforts in rural development, climate change adaptation, and sustainable management of natural resources?</li> <li>▪ Were lessons from other relevant projects properly incorporated into the project design?</li> <li>▪ Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project document</li> <li>▪ Key informant interviews (KIIs)</li> <li>▪ Data/reports on the project management</li> <li>▪ External data (e.g., official statistics, research studies, media reports, and benchmarking data).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Desk review of project reports against results log frame and project monitoring and evaluation documents</li> <li>▪ Interviews and discussions with donor, National, and Provincial stakeholders</li> <li>▪ Field observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quantitative and qualitative measures</li> <li>▪ SWOT analysis</li> </ul>
<b>Project Management, Project Implementation, and Adaptive Management:</b> Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
<p><b><u>Management Arrangements:</u></b></p> <ul style="list-style-type: none"> <li>▪ Are the project management arrangements appropriate at the team level and project board level?</li> <li>▪ Have changes been made and are they effective? Are responsibilities and reporting lines clear?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents and workplans</li> <li>▪ Key informant interviews (KIIs)</li> <li>▪ Data/reports on the project management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Desk review</li> <li>▪ Interviews</li> <li>▪ Physical observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quantitative and qualitative measures</li> <li>▪ Management effectiveness analysis tools</li> </ul>

<ul style="list-style-type: none"> <li>▪ Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.</li> <li>▪ How is the quality of execution of the Executing Agency/Implementing Partner(s)?</li> <li>▪ How is the quality of support provided by the Partner Agency (UNDP)?</li> </ul> <p><b><u>Work Planning:</u></b></p> <ul style="list-style-type: none"> <li>▪ Were there any delays in project start-up and implementation? What were the causes, and have they been resolved?</li> <li>▪ Are work-planning processes results-based?</li> <li>▪ Is the project's results framework/logframe used as a management tool? Have any changes been made to it since the project started?</li> </ul> <p><b><u>Finance and co-finance:</u></b></p> <ul style="list-style-type: none"> <li>▪ How is the financial management of the project? How is cost-effectiveness respected?</li> <li>▪ Were there changes to fund allocations as a result of budget revisions? Was it appropriate and relevant?</li> <li>▪ Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for a timely flow of funds?</li> <li>▪ Is there a co-financing mechanism in place? Is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly to align financing priorities and annual work plans? What are the recommendations for possible required improvements on this modality?</li> </ul> <p><b><u>Project-level Monitoring and Evaluation Systems:</u></b></p> <ul style="list-style-type: none"> <li>▪ What monitoring tools are currently being used? Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national</li> </ul>	<ul style="list-style-type: none"> <li>▪ Data on Project financial status</li> <li>▪ Project tracking tools</li> <li>▪ Communication materials</li> <li>▪ Project's knowledge management system</li> <li>▪ Project's guidelines and procedures for stakeholder engagement and reporting</li> <li>▪ Project's relevant assessments (e.g., public awareness and participation)</li> </ul>		<ul style="list-style-type: none"> <li>▪ Financial effectiveness assessment tools</li> </ul>
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<p>systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?</p> <ul style="list-style-type: none"> <li>▪ How is the financial management of the project monitoring and evaluation budget? Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?</li> </ul> <p><b><u>Stakeholder Engagement:</u></b></p> <ul style="list-style-type: none"> <li>▪ Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?</li> <li>▪ Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?</li> <li>▪ To what extent has stakeholder involvement and public awareness contributed to the progress towards the achievement of project objectives?</li> </ul> <p><b><u>Reporting:</u></b></p> <ul style="list-style-type: none"> <li>▪ How adaptive management changes have been reported by the project management and shared with the Project Board?</li> <li>▪ How well do the Project Team and partners undertake and fulfil UNDP reporting requirements (i.e., how have they addressed poorly-rated PIRs)?</li> <li>▪ How lessons derived from the adaptive management process have been documented, shared with key partners, and internalized by partners?</li> </ul> <p><b><u>Communications:</u></b></p> <ul style="list-style-type: none"> <li>▪ Is there appropriate visibility and acknowledgment of the project and donors?</li> <li>▪ Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this</li> </ul>			
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<p>communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?</p> <ul style="list-style-type: none"><li>▪ Are proper means of communication established or being established to express the project progress and intended impact to the public (<i>is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?</i>)</li></ul>			
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**Annex 2: List of stakeholders**

#	Contact person	Position	Agency/Organization	Interview conducted?
1.	Dr Hans Lambrecht	Head of Cooperation, European Union Delegation to Papua New Guinea	European Union Delegation to Papua New Guinea	No
2.	Manau Renagi	Programme Manager, Forestry, Climate Change, Biodiversity Nexus	European Union Delegation to Papua New Guinea	Yes
3.	Edward Vrkic	Deputy Resident Representative	United Nations Development Programme	Yes
4.	William Lakain	Acting Managing Director	Climate Change and Development Authority	No
5.	Dany Nekitel	Expert	Climate Change and Development Authority	Yes
6.	Gwendolyn Sissiou	General Manager, REDD+ & Mitigation SISLaM Project Director	Climate Change and Development Authority	Yes
7.	Kumaras Kay Kalim	Director, Environment Sustainable Wing	Conservation and Environment Protection Authority	No
8.	Gibson Pitz	Deputy Chief Physical Planner Policy, Office of the Chief Physical Planner	Department of Lands and Physical Planning	Yes
9.	Margaret Tongo	Acting Director Policy & Planning	National Forest Authority	Yes
10.	Daisy Lepon	Principal Policy Advisor, Economic Research, Policy & Planning Branch	Department of Agriculture and Livestock	Yes
11.	Nicole Masta	Acting Assistant Secretary, UN, and Aid Coordination Branch	Department of National Planning and Monitoring	No
12.	Finnish Overseas Consultants, Finland	International consultants and company executives	Finnish Overseas Consultants, Finland	No
13.	Finnish Overseas Consultants, Wabag	Local consultants	C/UNDP Wabag	Yes
14.	Sam Moko	Project Manager	SISLaM Project, Wabag	Yes
15.	Project team	Provincial Coordinators, PAFA, Driver	SISLaM Project, Wabag	Yes
16.	Sandis Tsaka	Provincial Administrator	Enga Provincial Administration	No
17.	Raphael Tamean	Deputy Provincial Administrator, Cooperate Services	Enga Provincial Administration	No
18.	Timothy Lawton	Environment and Climate Change Officer, Natural Resource Branch	Enga Provincial Administration	Yes
19.	Ronnie Tirone	Director, Agriculture and Livestock	Enga Provincial Administration	Yes

#	Contact person	Position	Agency/Organization	Interview conducted?
		Division		
20.	Ben Sarett	Director, Policy and Planning Division	Enga Provincial Administration	Yes
21.	Dorothy Kukum	Director, Community Development Division	Enga Provincial Administration	Yes
22.	Melepa Yakili	Director, Lands and Survey	Enga Provincial Administration	Yes
23.	Kenzeles Propis	Field staff	PNG Forest Authority field office, Wabag	No
24.	Tonny Sulupin	Chairman	Laigap Poverty Relivers Association, Laiagam, Enga Province	No
25.	Arnold Lem	Chairman	Kinapulom Farmers' Cooperative Society	No
26.	Emmanuel Kilanda	Chairman	Yakam Eco Resort Cooperative Society	No
27.	2022 LVG grantees	Chairpersons of 6 groups: 1. Kim Arut; President Country Women's Association (CWA) 2. Kandes Sia; Chairman of Wabag Coffee Growers Association 3. Evelyn Sap; President for the Voice for Enga Women's Association 4. Mek Richard Lane; Rural Integrated Volunteer Initiatives 5. Arnold Jeff Nema; Chairman of Kinpom Corporative group	2022 Low Value Grant Awardees	Yes
28.	Dick Vep	Deputy Director, Commerce, Arts and Tourism	Enga Provincial Administration	Yes
29.	Jason S Pundu	Project Coordinator,	Global Green Growth Institute (GGGI)	Yes
30.	John Tomba	Branch Manager, Wabag	BSP Financial Group Limited – Papua New Guinea	Yes
31.	Patrick Komba	Manager	Wapenamanda Coffee Factory	No
32.	Elizabeth ?	Enga Office Manager	UN WOMEN	Yes
33.	Clive Hawigen	Communication Officer	UNDP CO	Yes
34.	Dhiraj Singh		UNDP CO	Yes
35.	Amos Peters	Senior Economist	UNDP CO	Yes
36.	Michael Sembenombo		UNDP CO	Yes
37.	Raphael Tongon	Head of Security	UNDP CO	Yes

#	Contact person	Position	Agency/Organization	Interview conducted?
38.	Tshering Penjor	Chief Technical Advisor	SISLaM Project	Yes
39.	Margaret Potane	President	Enga Women Association	Yes



## **Annex 3: Interview Guide**

### **Project Formulation**

1. Did you observe any problems or gaps in the project design or approach that affected project implementation?
2. Was there adequate participation of stakeholders and beneficiaries in the project formulation? (How were you involved?)
3. Has the project strategy – technical support/empowerment and participatory natural resources management, been effective? How could it have been improved?

### **Implementation**

1. How effective and efficient was the Project Structure in facilitating project coordination, communications, and implementation at national, provincial, and local levels? Would you have changed anything in hindsight?
2. Has annual work planning and budgeting been effective? Have actual disbursements been in line with annual budgets, work plans, and schedules (discuss Financial Tables)? Were there any delays in administrative processes?
3. Have the project management bodies and partners been sufficiently active in guiding and responding to issues (Examples)?
4. Have the project monitoring Indicators been effective and feasible for reporting on progress? Have they provided reliable measures of change?
5. What have been the major challenges or issues in implementing the project? Are there lessons for the design of future projects?

### **Results**

1. What aspects of the project have been most successful, and which are least successful? Are there specific measures that have affected the potential for replication?
2. Can you identify the Key Factors that have affected the project results – either positive or negative?
3. What has been the most apparent change in empowerment and participatory natural resources management that you have seen from the project? What gaps remain in capacity development?
4. What is the most important learning or skill, if any, that you have acquired from the project training or demonstrations? Any post-training data?
5. How have empowerment and participatory natural resources management decision support tools been used in decision-making? Is there a long-term vision for these tools?
6. Are there any expected results that have not been completely achieved or are not fully satisfactory?

### **Sustainability**

1. Do you think that the use of empowerment and participatory natural resources management processes will be continued after the project closes? Why? Why not?
2. Are there any exit strategies for the project? What actions could be considered to enhance sustainability? How will lessons be shared within PNG and with other countries?

### **Impact**

1. Should any further changes in government policy or regulations be considered to assist in mainstreaming empowerment and participatory natural resources management into the development strategy of PNG?
2. Are there any specific examples of alternative livelihoods empowerment and participatory natural resources management that have succeeded in conjunction with conservation that could provide models for replication?
3. Is there any empirical evidence of project impact on government empowerment and participatory natural resources management budget allocations?