September 2008

Rapid Advisory Services Project


Government of United Nations Development Program Papua New Guinea

Final Draft
EVALUATION OF THE RAPID ADVISORY SERVICES

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Accounting and Terms
(ii) Executive Summary

Development Assistance to developing countries by United Nations Development Program (UNDP) is provided under a Development Cooperation Framework agreed to by both UNDP and the recipient country. Development Assistance provided to Papua New Guinea's guided by a Development Cooperation Framework which evolves around a five year cycle or medium term. The medium term takes into account Papua New Guinea's development priorities articulated by government.

The development challenges for developing nations including Papua New Guinea remains to be insufficient resources, lack of co-ordination and weak policies, slowing down development progress including lack of institutional capacity within the civil service to respond to global challenges.

Responding to these challenge's and urgent request from the Government of Papua New Guinea (GoPNG). UNDP and GoPNG agreed to launch this partnership as a rapid response mechanism to support GoPNG to take advantage of global development opportunities which avails itself.

The partnership formed as the Rapid Advisory Services (RAS) provides assistance in developing and strengthening public policies and building the capacity of Papua New Guinea to more widely reap the benefits of emerging global business opportunities.

Papua New Guinea received just over US$2.8 million in total for the project. The project has achieved its desired objectives to assist GoPNG with developing policies and capacity building. Specific outputs include over ten policy supports to a number of government agencies as well as a number of outstanding contributions to the capacity development programs and strengthening cooperation between UNDP and GoPNG. There is a strong desire by GoPNG to retain the project.
In accordance with the requirements of the Government of the United Nations Development Programme (UNDP), the evaluations reported in this document are based on the performance of the UNDP and the UNDP's funding agencies in implementing the project. The evaluations are conducted by independent evaluators and are intended to provide feedback to the UNDP and the funding agencies on the project's outcomes and impact.

A. Introduction

This evaluation report was written as a result of an independent review of the Rapid Advisory Services Project (RAS) in 2007. The report is based on data collected during site visits to the project sites. The report provides a detailed analysis of the project's achievements and challenges, as well as recommendations for future actions.

B. Country Operation Framework

The country operation framework outlines the objectives, strategies, and expected outcomes of the project. It provides a basis for assessing the project's performance and impact.

The project's performance is assessed based on the following criteria:

1. The achievement of the project's objectives.
2. The efficiency and effectiveness of the project's implementation.
3. The sustainability of the project's impacts.
4. The extent to which the project has contributed to poverty reduction.

The report provides a comprehensive analysis of the project's performance and impacts, as well as recommendations for future actions.

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competent UNDP organizations, and subject to the availability of the necessary funds of the UNDP.

Assistance which may be made available by the UNDP to the Government under this agreement may consist of amongst others:

- The services of advisory experts and consultants, including firms or organizations, selected in consultation with the Government by and responsible to, the UNDP or the Executing Agency concerned;
- The services of operational experts selected by the Executing Agency, in consultation with the Government to perform functions of an operational, executive or administrative character as civil servants of the Government may designate under Article I,
- Scholarships and fellowships, or similar arrangements, under which candidate nominated by the Government and approved by the Executing Agency concerned may study or receive training, and
- Any other form of assistance which may be agreed upon by the Government and the UNDP.


The CCF – 1 outlined the areas of support where UNDP will concentrate its activities, based on its comparative advantage. The four thematic areas and UNDP focused on it:

- **Governance**: There are four strategic entry points for the promotion of good governance in PNG: (i) public awareness and public dialogue on sustainable human development; (ii) strengthening culture of good governance including support for reform initiatives and promotion consensus building and tolerance between different political and social parties; (iii) strengthening of planning and financial management at provincial level; and (iv) through promotion of broad community participation in development planning and other decision making processes.

- **Sustainable Rural Livelihoods**: To address unemployment through agriculture development. Particularly smallholder development and to increase small enterprise and income generation opportunities. The two specific areas of assistance are; (i) increasing small enterprise opportunities through capacity building and expansion of market-driven informal sector; and (ii) strengthening and expanding community – based micro – credit scheme for women.

- **Environmental & Natural Resources Management**: Contribute to the protection and regeneration of the environment, particularly through participatory processes where communities become the major players in decision-making on utilization and management of their natural resources. This also includes the development, promotion and exchange of sustainable practices and technologies.

The UNDAF during this period was:

- The OMD goal of UN assistance in Pampanga, New Caledonia, and New Caledonia. The UN National Development Assistance Framework is based on the Common Country

Challenges by UNDAF during this period were:

- The shared vision of development efforts and strategies for achieving economic and social development

new or revised policy positions

In addition to the above, there was a focus on economic and social development initiatives for sustainable development.

- Increase in the use of UN resources for Pampanga, New Caledonia, and New Caledonia.

In addition, the UNDAF included a focus on human rights and HIV/AIDS.

- Rehabilitation and reconstruction of Pampanga. To focus on restoration of

- Improved access to health and education services and improved public health and education services in Pampanga.

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Rapid Advisory Services Project
Evaluation Report

- Improve regional and global integration: Greater integration and cooperation with regional and global development processes and systems.

The UNDAF sets down range cooperation strategies to meet these objectives. These cover both ways to strengthen coordination between the UN agencies, including those without resident offices in Papua New Guinea as well as with the major development partners supporting the Government development program. The coordination strategies will be defined in terms of (i) advocacy; (ii) strategic partnerships and policy dialogue; (iii) knowledge networking and information sharing; and (iv) capacity building and international development.

Country Co-operation Framework (CCF 2) 2003-2007

The second regular session of UNDP Executive Board of 2002 approved the country co-operation framework (CCF 2) for 2003-2007 in the context of development objectives of Papua New Guinea Country framework (1997-2002) review and lessons learnt. CCF 2 set its focus on (i) support on building capacity and human development, and (ii) strengthening sustainable development. This focus was set against three objectives of UNDAF (2003-2007), (i) enhanced leadership and participation, (ii) improved access quality and basic services, (iii) improved internal, regional and global integration. Through implementation of activities that evolves around promotion of good governance and poverty reduction, this focus was to have been achieved.

Capacity building and Human resource development

Capacity building and human resource development will strengthen accountability mechanisms and institutions, with specific attention given to constitutional compliance bodies, Parliament to promote the equitable allocation of resources from national government to provinces and districts in accordance with the Organic Law. Specific attention will be given to the development of gender sensitivity tools for poverty reduction planning and in addressing law and order issues. Attention will be given to an expanded advocacy role for political and community leaders and constitutional bodies in the areas of human rights, gender mainstreaming and the socioeconomic impact of HIV / AIDS as well as key lessons learned from crisis prevention and management of support provided to Bougainville under CCF I. Support for the preparation of nationally led Millennium Development Goals monitoring and reporting and a second Human Development Report for Papua New Guinea will be key advocacy tools.

Sustainable Development

Sustainable development will be encouraged through the pilot conservation project in Milne Bay and the continuation of support to the development programme in Bougainville that will include opportunities for strengthening agro-based industries and identifying opportunities for introducing successful Bougainville activities elsewhere in Papua New Guinea. A review of the legislative constraints to informal sector activity will be an important element of the promotion of sustainable development.
Acquaintance of the Project and its relevance as seen from Client’s perspective

Committee

Project Implementation and monitoring tools and role of Project Management

1. Identify concerns and challenges faced with rapid testing

2. Variety of activities

3. Number of activities supported

4. Results and impact of activities

1. Review results achieved by individual activities under the RAS focussing on

Scope of Evaluation

The evaluation was to assess whether the project achieved its stated objectives and targets.

Development framework agreed to by both COPING and UNDP.

The project faced significant challenges due to the political and administrative hurdles in implementing the project in the field. The project was extended twice from 2002-2004.

The project involved an estimated 111.8 million KMF ($2.3 million) and was concluded in 2004.

Evaluation of RAS Project

RAS Project funds some of activities programme under the above four thematic areas and

access to care and treatment in CCF, HIV/AIDS, human rights and HIV/AIDS induced in CCF.

The overall goal of RAS was to expand the availability of high-quality care to

The overall goal of RAS was to expand the availability of high-quality care to

C. Project Background

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RAPID ADVISORY SERVICES PROJECT
(iii) future direction(s) for RAS

3. Identify project’s areas of strength and competitive those that need improvement

4. Assessment of the project management. The assessment should be based on RAS’s management intention to establish a streamlined and flexible system.

5. Identifying Project’s area of expanded and improved involvement of local and external partners.

(II) PNG’s DEVELOPMENT CONTEXT IN THE AREA OF CAPACITY DEVELOPMENT WITHIN CIVIL SERVICE

A. Capacity Building in PNG

Public Service management has deteriorated as a result of poor governance over the last decade. As a result institutions of government are weak and not able to attract and retain highly educated and skilled workforce.

Since year 2000, GoPNG is experiencing a mass exodus of experienced and skilled professional’s leaving for the private sector or overseas jobs.

The gaps it is creating is of serious concern to Government, however until and unless the Government provides attractive conditions of employment and job security the trend will be more rapid.

The impact of weakening public service capacity living standards of Papua New Guinea remains stagnant, while human development index have seem no improvement against other similar developing countries, no improvement in the percentage of people living below poverty lines.

B. Development Challenges

Develop challenges the Government faces is further compounded by the HIV/AIDS, an unreported pandemic situation will have a severe impact on the civil service and its remaining workforce as well as the youth who will be joining the civil service.

Climate changes issue is also fast emerging as the issue every nation and its population must deal with. Given there is no capacity in the public service and that capacity will take a longer period to build the government faces a daunting task of addressing a global dilemma.

(III) Project Concept and Design Summary

The Department of National Planning & Monitoring the implementation agency was considered to be the co-ordination agency for Government to facilitate for the strengthening of policy commitment and an important conduit for developing assistance for capacity building of the public sector.
The project enhances the cooperation between the Government of Papua New Guinea and UNDP, through strengthening the institutional capacity of the Government to improve service delivery to the government.

UNDP's Development Policy Framework (DPF) forms the basis for the government's approach to development, the efficiency and effectiveness of its development policies, programs, and projects.

The key stakeholders recognized for PNG to achieve the Millennium Development Goals (MDGs) and to cope with the development challenges are those to whom the World Bank, other donors, and the government are accountable.

Design: A results-based project framework has been developed to achieve a rapid response to the gaps in government capacity.

- The capability and human and financial economic challenges within which the government is unable to operate a rapid response to policy advice and consulting services.
- The provision of policy advice and consulting services.
- The coordination and cooperation between UNDP and the government of Papua New Guinea.
- Support to policy project interventions.
- Short-term technical assistance by UNDP to assist GONOC meet socio-economic needs.
- The rapid advisory services project has four main service lines through which functions.
RAPID ADVISORY SERVICES PROJECT
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This also includes attracting and retaining of best national and international professionals. Within this strengthened framework, pilot projects will be implemented that have the potential in becoming full – scale interventions attracting additional bi- and multi- lateral donor resources.

The intervention is of cross- cutting and strategic nature directly contributing to the achievement of the 3 main objectives of the United Nations Development Assistance Framework (UNDAF) 2003-2007 in Papua New Guinea: Enhance leadership and participation, Improve access, quality and delivery of basic services, and Improve regional and global integration. These objectives are being pursued under the overarching development goal to achieve sustainable human development and poverty reduction. Specific emphasis is placed on measures, which enable the main streaming of gender issues into projects and programs.

(IV) Project Results

A. Results and Impact of Activities

The project achieved this objective by providing over ten deliverables to several government agencies including departments of National Planning & Monitoring, Health, Community Development and Environment and Conservation.

Amongst other beneficiaries who received high level of policy advice support included Department’s of Environment & Conservation and Ombudsman Commission. The support included Interlink-ages report on Environmental Governance in Papua New Guinea, and Foreign Aid Coordination Review.

Other policy and consultancy involved support to UNDP and GoPNG for Bougainville project evaluation and phase II formulation, Autonomous Bougainville Government, Support to Government in absorbing the MDGs and their integration into national development policies (Participation in MDG conference in Fiji), Support to GoPNG (DEC) in attending UNEP boards meeting and conferences, GoPNG participation in ICT workshop in Kuala Lumpur, UNV assignment in support of UNDP CO Program support unit.

Other objectives of RAS project included capacity building, pilot interventions and partnership and cooperation between UNDP and GoPNG. These results were satisfactorily achieved whereby Government and Civil society have had received substantial benefits.

The project funded a variety and diverse programs consistent with the development priorities of GoPNG and illustrates the constructive and strengthening relationship between GoPNG and UNDP.

B. Constraints and Challenges

FINAL DRAFT
SEPTEMBER, 2008
TABLE I. Variety of Activities

C. Variety of Activities

The nature of detailed mechanisms for supporting COPING development initiatives above for the activity.

The name of detailed mechanism for supporting COPING development initiatives above for the activity.

To submit a report on the funded activity.

There are two main considerations that were identified in the letter (d) of the rapid advisory service project.
RAPID ADVISORY SERVICES PROJECT
EVALUATION REPORT

<table>
<thead>
<tr>
<th>No.</th>
<th>Pilot Projects and Interventions in Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Meeting on the idea to support Breakthrough Initiatives needing resources.</td>
</tr>
<tr>
<td>2.</td>
<td>Civil Society Workshop on Urbanisation.</td>
</tr>
<tr>
<td>3.</td>
<td>Support to TIPNG for production of anti-corruption t-shirts.</td>
</tr>
<tr>
<td>4.</td>
<td>World Bank, PNG Development Market place competition.</td>
</tr>
<tr>
<td>5.</td>
<td>Small scale studies in relation to basic health and empowerment of settlement and rural families.</td>
</tr>
<tr>
<td>6.</td>
<td>Feasibility studies Eco-Tourism Project, Trobriand Islands</td>
</tr>
</tbody>
</table>

The core areas of the project were adequately covered indicating the success of the project and illustrate the benefits to Papua New Guinea.

D. Project Expenditure

Table 1: Project Expenditure by Activity
(Figures in US Dollars US $ conversion was done at 0.25)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Core UNDP</th>
<th>Cost-sharing</th>
<th>Core UNDP</th>
<th>Cost-sharing</th>
<th>Core UNDP</th>
<th>Cost-sharing</th>
<th>Core UNDP</th>
<th>Cost-sharing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Policy Advice</td>
<td>48</td>
<td>288</td>
<td>4</td>
<td>34</td>
<td>1</td>
<td>9</td>
<td>334</td>
<td>12</td>
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<tr>
<td>2. Capacity Building</td>
<td>203</td>
<td>640</td>
<td>30</td>
<td>402</td>
<td>15</td>
<td>165</td>
<td>1455 *</td>
<td>52</td>
</tr>
<tr>
<td>3. Partnership &amp; Cooperation</td>
<td>11</td>
<td>61</td>
<td>40</td>
<td>39</td>
<td>42</td>
<td>193</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>4. Pilot Interventions</td>
<td>44</td>
<td>32</td>
<td>294</td>
<td>131</td>
<td></td>
<td>411</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>5. Administration</td>
<td>150</td>
<td>7</td>
<td>47</td>
<td>37</td>
<td>177</td>
<td>-</td>
<td>418</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>456</td>
<td>1</td>
<td>978</td>
<td>81</td>
<td>717</td>
<td>232</td>
<td>347</td>
<td>2811</td>
</tr>
</tbody>
</table>

community initiatives and donor consultation.

A total of seven activities were funded. These funds were spent locally to fund

- Activity 1: Access to free permanent contraception services.
- Activity 2: Reduced costs for project operations.
- Activity 3: Improved health indicators.
- Activity 4: Enhanced community engagement.
- Activity 5: Increased adherence to treatment.
- Activity 6: Support for active participation in decision-making.
- Activity 7: Enhanced community resilience.

The grant of $1 million will contribute to the overall public health outcomes.

Table 2: Summary of funding for each activity.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Total RAS Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1</td>
<td>72%</td>
</tr>
<tr>
<td>Activity 2</td>
<td>14%</td>
</tr>
<tr>
<td>Activity 3</td>
<td>12%</td>
</tr>
<tr>
<td>Activity 4</td>
<td>15%</td>
</tr>
<tr>
<td>Activity 5</td>
<td>20%</td>
</tr>
<tr>
<td>Activity 6</td>
<td>25%</td>
</tr>
<tr>
<td>Activity 7</td>
<td>30%</td>
</tr>
</tbody>
</table>

Table 2: Distribution of Project Funding 2004 - 2007
E. FINDINGS

- A majority of Government and civil society beneficiaries interviewed believes RAS is an effective mechanism for aid delivery in so far as the targeted activities of policy advice and capacity building, as such the pool of funding should be widened with either bilateral, multilateral and Government as partners contribute to RAS project, whilst allow UNDP to manage these funds under strengthened existing arrangements.

- The benefits to the GoPNG has been substantial and have complimented well GoPNG's development efforts, by not only developing capacity of government through benefits received from conference and short term training, but increasing competency (s).

- The various forums/meeting attended both domestically and internationally has allowed for developing networks, particularly UN systems network and has greatly allowed for information gathering and dissemination which has greatly enhanced individual and national benefits.

- For example amongst others funding of Ruth Pune, of CELCO to the Caribbean Youth Environmental Network Conference. The conference enabled CELCO network with UN Youth Environmental Network. This network called and enabled PNG to assist Smaller Pacific Islands such as Samoa, Niue, Tonga and others on (i) assist with exchanging global environmental information's and( ii) allow for experiences to Smaller Pacific Nation's critical environmental concerns. The Network also allowed Papua New Guinean to mount project initiatives among UN environmental systems on behalf of smaller Pacific Nations.

- Developed leading thinker's in policy advice and consultancy through interaction between resource personnel and mentorship providing exposure, allowing widening of thinking. For example Patrick Niembo, a non lawyer benefited immensely from a human rights course. The outcome of the training enabled the participant to appreciate wider issues of human rights as well as widen global perspective on international conventions on human rights. This created the much needed awareness for Ombudsman Commission and enhances its role.

- UNDP and DNPM have made less effort to effectively collaborate to continue monitor and evaluate the project in order to measure its annual outcomes. This includes both measuring the objectives and reporting conditions. It is evident from project documentation and interviews that there were no tripartite meetings for the years, 2003, 2004, and 2007.

- The reporting system has become less effective, there were over eighty percent of the beneficiaries did not provide a report to UNDP after the completion of their respective activity.
Some Specific Lessons in the Implementation of NRS Project Include:

- Lessons learned during the period of the project were of great importance because not only, but also building and maintaining support for government in policy dialogue and other capacity building and development cooperation initiatives. The NRS project was to support government and UNDP to secure the best and most deliverable mechanism to support government and UNDP actions to deliver.
- Despite the denied implementation of the project, the project was proven to be effective in a wide number of countries and has been of effective means of aid if it is employed in a new capacity and has been of effective means of aid if it is employed in a new capacity to the UN System.

(1) Good Practices and Lessons Learned

- Implementation of the activity within a report format
- PIC Plan by the recipient of the activity and a detailed report must be submitted to the PIC.
- Upon receipt, the PIC may help the recipient of the activity identify and provide support as part of the PIC process.
- The PIC may issue a PIC Plan, which includes a PIC Meeting, PIC/CPF, and CPF.
- PIC Plan for CPF assessment
- A New Country Brief on the CPF/CXO Secretary (UNDP) will
  - PIC Plan developed in consultation with CPF/CXO Secretary (UNDP) and
  - The DPM UNR in consultation with CPF/CXO Secretary (UNDP) and
  - CPF/CXO Secretary (UNDP) will
  - New Country Brief on CPF

The General Process to Request for Funding from DFAD involves the following:

(A) Project Management

- Development Cooperation Framework
- PIC Plan by the recipient of the activity and a detailed report must be submitted to the PIC.
- PIC Plan by the recipient of the activity and a detailed report must be submitted to the PIC.

Despite the denied implementation of the project, the project was proven to be effective in a wide number of countries and has been of effective means of aid if it is employed in a new capacity and has been of effective means of aid if it is employed in a new capacity to the UN System.
Comparative Advantage

The process of funding RAS project activity was very efficient resulting in various or each activity been successfully undertaken and accomplished.

Harmonization of UN system own programs enabled Government agencies such as, Department’s of Community Development, Health and National Aids Council access to RAS project as a result of collaborative work with UNDP sister organization, UNICEF, UNFPA.

Mode of Delivery

A good proposition of the funding has been for overseas –conference and short term overseas training. Is this effective way of expanding RAS funds?

Capacity for Participation

Almost all beneficiaries interviewed did not know about RAS as a project. As such while it was not the responsibility of the interview to explain, the project was explained in the interview, the facility, its objectives, components of the project and desired outcomes.

Capacity was required to competently assess the level of applications, it was observed that a fair number of applications passing the screening stages were not relevant and did not appropriately fit in any activity.

Department of Foreign Affairs and Trade had not been an active participant since early 2005, due to change in staff. The Department is the focal for receiving a lot of technical assistance requests and proposals which are screened and sent to appropriate government and civil society, who then identifies individuals and funding for participants. Is this process still relevant?

Program Approach

In the last two years,( 2005-2007), there has been increased funding of civil society or NGO’s -as a result of UNDP being -active in trying to get good proposal’s.

In the last three years, it is evident that lesser effort was made by both parties to efficiently collaborate and ensure that the project is still relevant and that appropriate reviews were made to measure its annual outcomes. This includes both measuring the objectives and reporting conditions. For example on the basis of project documentations and interviews there were no tripartite meetings for the years, 2003, 2004, and 2007.

It was often not very clear of the indicators used to measure outputs.
More group based activities should be planned rather than individually rounded.

The increase participation by Civil Society makes it necessary to extend PCF to the project

Beneficiaries / Institutions with no direct benefit to the project

Monitoring, feedback for capacity building directly related to the project

Increase capacity to assess applications to ensure its accuracy and appropriateness to the project

The project must operate and remain in operational level to be effective and efficient, i.e., with coordination and maximization of the Department of Planning & Monitoring.

The project should develop a mechanism which would attract women and reduce the number of people affected. The fund should not exceed 20% of the total project. The fund should not exceed 20% of the total project.

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The project must continue but should be reviewed consistently with MTD.
between the Government and UNDP as well as international organisations and partners in activities that strengthen the cooperation and partnership. Working closely through the alignment of outcomes, strategies, capacities building, and support to achieve a quick response to emerging development challenges. This support is provided provided policy and capacity building services to the Government of Papua.

Introduction and Context

TERMS OF REFERENCE
Rapid Advisory Services Project Evaluation
○ Funding assistance to 8th Pacific Conference on Nature Conservation and Protected Areas: Conservation Serving Communities in a Rapidly Changing World.
○ Funded participation of high-level government officials to a number of international workshops and conferences
○ Various capacity building activities within Government
○ Support to UNDP in-house capacity building and strengthening with regard to financial and resource management

The project has received positive feedback from partners regarding the RAS development and achieved results. Following over three years of implementation, UNDP and DNPM wish to conduct an external project evaluation and take stock of the achievements and constraints thus far; of what has been learned during this time, and to set out an agenda for the future.

Scoping of the evaluation

The evaluation process will consist of the following key tasks:

1. Review results achieved by individual activities under the RAS, focusing on:
   i. results and impact of activities;
   ii. number of activities supported;
   iii. variety of activities supported;

2. Identify constraints and challenges faced with regard to:
   i. project implementation and monitoring tools and role of the PMC
   ii. results achieved by RAS recipients;
   iii. acceptance of the Project and its relevance as seen from clients' perspective;
   iv. future direction(s) for the RAS

3. Identify Project's areas of strength and competitive advantage and those that need improvement:

4. Assessment of the project management. The assessment should be based on RAS's management intention to establish a streamlined and flexible system.

5. Identifying potential future areas of expanded and improved involvement of local and external partners.

In order to fulfil the above tasks the expert's will undertake the following:

○ Review the RAS Project document, and all substantive reports produced until the evaluation period;
○ Review RAS applications, completion reports and other documents that would contribute to gaining insight into the operation and success of the RAS;
○ Interview key RAS stakeholders, including Steering Committee members, Project partners, government counterparts, donor organisation representatives, as well as project
<table>
<thead>
<tr>
<th>Competencies</th>
<th>Deadline Standards</th>
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<tbody>
<tr>
<td>Previous work experience in PNG and knowledge of the country will be an asset</td>
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<tr>
<td>Leadership and management</td>
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<td>Previous implementation of projects</td>
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<td>Demonstrated understanding of gender analyses and applications to</td>
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<td>Excellent facilitation skills in group discussions</td>
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<td>Strategic planning skills and experience in programme formulation</td>
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<tr>
<td>An ability to assess institutional capacity and incentives, and formulate proposals</td>
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<tr>
<td>Government and community</td>
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<td>Policy and decision making, to administration and management, local</td>
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<td>Demonstrate ability to assess complex situations in order to successfully and</td>
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<td>Effective, impartially and maturely, and judgment necessary to deal with</td>
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<tr>
<td>Excellent writing, communication and interpersonal skills and ability to operate in</td>
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</tbody>
</table>
Annex I. Outline of the Evaluation report
(Suggested draft but subject to discussion and agreement with UNDP and DNPM)

1. Acronyms and Terms;
2. Executive Summary;
3. Introduction;
4. PNG's development context in the area of capacity development within civil service;
5. Project Concept and Design Summary;
6. Project Results;
7. Project Management;
8. Good Practices and Lessons learned;

Annexes:

TORs
Documents consulted
List of people interviewed in the course of the evaluation
Key indicators
Overview of Strategic Results Framework
List of Documents Collected:

- Development Programme (2004-2007)
- VECR (2004-2007)
- RAS Advices
- RAS Reports
- Final Evaluation Report
- Annual Program/Project Report
- Sectoral Bulletins of Departments Interested
## List of People Consulted:

<table>
<thead>
<tr>
<th>PEOPLE CONSULTED</th>
<th>POSITION</th>
<th>DEPARTMENT</th>
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<tbody>
<tr>
<td>John Hebe</td>
<td>Commissioner</td>
<td>National Youth Commission</td>
</tr>
<tr>
<td>Heather Rai</td>
<td>Advisor Human Rights Division</td>
<td>Ombudsman Commission</td>
</tr>
<tr>
<td>Patrick Niebo</td>
<td>Head of Human Rights</td>
<td>Ombudsman Commission</td>
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<tr>
<td>Kingsley Lore</td>
<td>Assistant Secretary Multilateral</td>
<td>DNPM</td>
</tr>
<tr>
<td>Karl Sapol</td>
<td>Assistant Secretary Bilateral</td>
<td>DNPM</td>
</tr>
<tr>
<td>Willie Kewa</td>
<td>Senior Program Officer-UNDP</td>
<td>DNPM</td>
</tr>
<tr>
<td>Richert Tanda</td>
<td>UNDP Project</td>
<td>DNPM</td>
</tr>
<tr>
<td>Timothy Pyakalya</td>
<td>Deputy Secretary</td>
<td>Department of Health</td>
</tr>
<tr>
<td>Max Kep</td>
<td>Chairman</td>
<td>Office of Urbanisation</td>
</tr>
<tr>
<td>Joe Blow</td>
<td>Project Officer</td>
<td>Office of Urbanisation</td>
</tr>
<tr>
<td>Joseph Klapat</td>
<td>Secretary</td>
<td>Department of Community Development</td>
</tr>
<tr>
<td>Elias Wohengu</td>
<td>Director Development Cooperation</td>
<td>Department of Foreign Affairs &amp; Trade</td>
</tr>
<tr>
<td>Romanus Pakums</td>
<td>A/director</td>
<td>AIDS council</td>
</tr>
<tr>
<td>Emily Taule</td>
<td>Executive Director</td>
<td>Transparency International</td>
</tr>
<tr>
<td>Guim Kagi</td>
<td>Program Manager</td>
<td>United Nations Democratic Fund</td>
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<tr>
<td>Daniel George</td>
<td>Trainee Assistant</td>
<td>Transparency International</td>
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<tr>
<td>Damien Asa</td>
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<td>CELCOR</td>
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<tr>
<td>Ruth Pune</td>
<td>Legal Officer</td>
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<tr>
<td>Jan-Jilles van der Hoeven</td>
<td>Deputy Resident Representative</td>
<td>UNDP</td>
</tr>
<tr>
<td>Michelle Rooen</td>
<td>Assistance Resident Representative</td>
<td>UNDP</td>
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<tr>
<td>Andrew Lepani</td>
<td>Program Officer</td>
<td>UNDP</td>
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