

UNDP Management Response

Name of the Evaluation: **Evaluation of UNDP's Millennium Development Goal Programme 2008-2013**

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Prepared by: Jorg Schimmel	Position: Assistant Resident Representative (Programme)	Unit/Bureau: RBAP/PNG/Governance
Cleared by: Sukhrob Khoshmukhamedov	Position: Deputy Resident Representative	Unit/Bureau: RBAP/PNG/
Input into and update in ERC: Jorg Schimmel	Position: Assistant Resident Representative (Programme)	Unit/Bureau: RBAP/PNG/Governance

Overall comments: UNDP agrees with most of the recommendations made by the independent evaluations, and considers them very timely to feed into the design of the next stage of UNDP's support to the Department of National Planning and Monitoring (DNPM) in this area. UNDP is discussing a 5-year programme with DNPM, which would provide support on results-based management for development, i.e. support in results-based planning, budgeting, implementation, monitoring, evaluating and reporting. This also involves data gathering and analysis as the factual backbone of the assessing results. This newly designed programme will address most of the recommendations.

At the same time, the Community-Led MDG Achievement Project is ongoing. It has been and will continue to be informed and if necessary adjusted by lessons learned from bottom-up development planning, budgeting and implementation experiences, not only the Kairuku MAF, but other UNDP-supported projects, too. Simultaneously, UNDP will ensure that through programme-wide approaches, and area-based development approaches, the issue of MDGs and human development are more explicitly integrated and addressed.

The UN Task team on MDG, Population and Aid Effectiveness (MPA), with its 4-year Strategy (2012-2015) and respective Joint Annual Work Plans, represents an ideal forum to continue UNDP support to DNPM. Close collaboration with UNICEF and UNFPA on a more comprehensive approach to data gathering and analysis, amongst other issues, will be important. In addition, it serves as the direct counterpart for DNPM's MPA core group that brings together officers from all relevant units within DNPM to ensure a better coordinated and more integrated approach to these challenges.

Operationally, since 2013, UNDP has been making changes to streamline its business processes in the context of the Business Model Review, and will continue to do so in order to ensure that the office is fit for purpose to ensure quality and effective support to GoPNG in this thematic area.

Evaluation Recommendation or Issue 1: Disparities of human development exist between provinces and districts. GoPNG needs to identify these disparities and address them at provincial and districts levels. The disparities are based on gender, age and geographical locations. Interventions should Target provinces and districts whose development indicators are much lower than the national average. UNICEF's book "Narrowing the gaps to meet the millennium development goals. Advocating an equity based agenda for children in PNG" can be used as a guide.

Management Response: With UNDP technical support, in 2013 DNPM developed a list of high priority provinces. However, data is of limited availability and quality to better target an equitable development approach. As such, starting 2014, the focus of UNDP support to DNPM will be on a results-based management approach that tackles evidence-based planning, budgeting, implementation, monitoring and evaluation. A multi-year programme will be designed by quarter #2 of 2014. This will be based upon data to be made available through PNGInfo, Development Assistance Database and the 2010 Census data.

Key Action(s): Formulation and implementation of strategic RBM support to DNPM	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1.1 List of priority provinces developed by DNPM to guide development programming	2013	UNDP/DNPM	Fully accomplished	N/A
1.2 Support to upgrade and update of Development	2 nd Quarter 2014	UNDP /	Ongoing	Contracting of Synergy International in

Assistance Database for an improved evidence base		DNPM		process
1.3 Development of multi-year RBM support programme that includes strengthening the data and evidence-base for programming within DNPM	2 nd Qtr of 2014	UNDP/DNPM	Ongoing	Discussions to be held with DNPM about programme design and APRC on stand-by for UNDP support
Evaluation Recommendation or Issue 2: Institutionalizing MDGs at Higher learning institutions. MDG courses are now being taught at UPNG and UNITECH. This ensures sustainability of programme and increased knowledge and understanding of MDGs and human development issues. It is suggested that That the institutionalizing of MDG courses at Universities be continued to other higher learning institutions.				
Management Response: The courses are established at University of PNG and UNITECH and continue to be rolled out. Before introducing this course to additional universities, however, UNDP will as a matter of priority focus on introducing an RBM-based approach within DNPM. A stronger RBM focus would also require the amendment of the academic courses.				
Key Action(s): Amend course content following the RBM programme with DNPM	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
2.1. Following development and implementation of multi-year programme, revision of academic course rolled out at universities	2015-2016	UNDP/DNPM	Planned	N/A
2.2. Identify partnerships to expand coverage of these course	2015-2016	UNDP/DNPM	Planned	N/A
Evaluation Recommendation or Issue 3: (1) That the MDG acceleration framework is used to accelerate the achievement of MDGs and that the objectives and principles of bottom up approach and the lessons learnt are retained but that factors that have been identified as bottlenecks be addressed to facilitate the success of such projects. (2) That MDG development initiatives be community driven and a bottom up approach or social mobilization approach should be used.				
Management Response: The lessons learned identified through a project review in 2012, informed to date the implementation of the Community-led MDG Acceleration project (CLMAP), currently being carried out in 4 provinces of the country. Bottom-up and locally tailored approaches are best placed in a country with difficult access to the rural communities. UNDP will therefore ensure that the CLMAP is implemented effectively and that opportunities for scaling up and replication are identified and pursued.				
Key Action(s): Use MAF lessons for CLMAP	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
3.1 Apply the lessons learned in the implementation of the MDG acceleration Framework in Kairuku to the CLMAP	2014 - 2015	UNDP/DNPM	In progress	The lessons (project M&E reports) were discussed in depth during the initial stages of the CLMAP, and with DNPM in general. This will happen once more, as soon as the new project manager of the CLMAP is on board.
3.2. Ensure effective implementation of the CLMAP and identify opportunities for scaling up.	2014-2015	UNDP/DNPM	In progress	New project manager scheduled to start in March 2014.
Evaluation Recommendation or Issue 4: The UNDP procurement system needs to be reviewed and some processes in the system to be streamlined. The UNDP procurement system needs to be understood by project managers and officers at DNPM. In-service on how the UNDP system works should be provided for relevant staff of DNPM and any project manager. However, the procurement systems need to be reviewed and some processes in the system need to be streamlined.				
Management Response: While the CO is not in a position to review the corporate procurement system, it streamlined operational procedures in the context of the				

Business Model Review – including by outsourcing of operational functions and the introduction of Standard Operating Procedures – that have proved successful in speedier delivery. Additional training for project managers will ensure that operational procedures, rules and regulations are communicated with Government counterparts.				
Key Action(s): Revision of business processes and relevant training provided	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
4.1. Revision and streamlining of operational processes to ensure more effective delivery	2013-2015	UNDP	Ongoing/On Track	The CO streamlined operational procedures in the context of the Business Model Review – including by outsourcing of operational functions and the introduction of Standard Operating Procedures – that have proved successful in speedier delivery. Improvement of efficiencies continue to be reviewed on an ongoing basis.
4.2. Regular training for project managers will ensure that operational procedures, rules and regulations are communicated with Government counterparts.	2014-2015	UNDP	Ongoing/on track	Operations trainings for project and programme managers are organized at least once a month.
Evaluation Recommendation or Issue 5: The lack of relevant data for the MDG indicators was a possible area that UNDP or other UN agencies could assist by building capacity of GoPNG departments, especially DNPM, to systematically collect and analyze and interpret relevant data and write reports. That UNDP or other UN agencies assist in building capacity of GoPNG departments to systematically collect, analyze, interpret data (relating to MDG indicators) and write annual progress reports.				
Management Response: This is addressed in the 2014 work plan and will be included in the programme proposal for RBM-based development programming cycle within DNPM. As per the 2014 AWP, one immediate step in 2014 is the update and upgrade of the Development Assistance Database and PNG Info.				
Key Action(s): pursue a more joint UN approach to data gathering and analysis	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
5.1. Include data gathering and analysis into the RBM programme proposal	2014	UNDP/DNPM	Planned	Discussion ongoing to have a technical support mission from APRC to design the multi-year programme
5.2. Initiate discussions on a joint UN approach on data in the context of the 2014 JAWP	2014	UNDP/DNPM	Ongoing	UN task team discussions have already begun on this issue
Evaluation Recommendation or Issue 6: DNPM is a Coordination Department. It is not an implementing Department and should not be involved in implementing programmes or projects. That DNPM retains its role as a coordinating department and not be involved in directly implementing MDG project at the local or sectoral level.				
Management Response: The programme being designed on RBM-based development programming addresses this recommendation, by strengthening the Department's capacities in overall development planning, budgeting and monitoring, with line Departments implementing development programmes/projects.				
Key Action(s): Design RBM programme in support of DNPM (refer to 1.)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
3.1 refer to actions under 1.	2 nd Qtr of 2014	UNDP/DNPM	Ongoing	Discussions to be held with DNPM about programme design and APRC on stand-by for UNDP support

Evaluation Recommendation or Issue 7: (1) The MDG advocacy and awareness made an impact on GoPNG policy at the national level but not as much at the sub-national level. That MDG Awareness and advocacy should target GoPNG at sub-national level (province and districts). (2) Advocacy and awareness has not reached the general population, especially those in the rural areas. That awareness and advocacy should target the general population and those in the rural areas on health, education and income generating activities.				
Management Response: UNDP agrees with the importance of targeting sub-national levels with regards to advocacy and awareness around MDGs. This is partially addressed through the Community-led MDG Achievement Project. However, the difficulty in accessing sub-national levels (access, cost etc.) will require UNDP to focus. As such, the above project, and other existing projects at the sub-national level, will remain the main vehicle of intervention. Focus will stay on the DNPM's capacity to guide planning, budgeting, implementation and monitoring at the sub-national level, rather than UNDP expanding its work at 'sub-national' levels.				
Key Action(s): Effective implementation of CLMAP and ensure MDG matters are addressed through other projects at the sub-national level	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
7.1. Effective implementation of CLMAP	2014-2015	UNDP/DNPM	Delayed	New project manager scheduled to start in March 2014
7.2. Ensure that sub-national projects include matters of awareness raising on MDG and human development	2014-2015	UNDP/DNPM	On track	Through its two programmatic pillars, the CO is moving away from project-focused interventions towards a more coherent programmatic approach. Discussions about mainstreaming thematic issues is ongoing
Evaluation Recommendation or Issue 8: The translation of policies and plans into practice for achieving MDG targets by 2015 has not been as effective. An equity-based approach is needed where interventions target the disadvantaged areas and populations. For example, interventions should target rural areas, provinces and districts where the MDG indicators are the lowest in the country. That an equity-based approach is used where interventions target the disadvantaged areas and populations such as rural areas, provinces and districts where the MDG indicators are the lowest in the country.				
Management Response: With UNDP technical support, in 2013 DNPM developed a list of high priority provinces. However, data is of limited availability and quality to better target an equitable development approach. As such, starting 2014, the focus of UNDP support to DNPM will be on a results-based management approach that tackles evidence-based planning, budgeting, implementation, monitoring and evaluation. A multi-year programme will be designed by quarter #2 of 2014. This will be based upon data to be made available through PNGInfo, Development Assistance Database and the 2010 Census data.				
Key Action(s): Prioritization of provinces informs RBM support to DNPM	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
8.1. DNPM to prioritize provinces based on human development data	2013	DNPM	Completed	List of 'hot spot' provinces developed
8.2. Ensure prioritized list informs the RBM programme to be developed	2014	UNDP/DNPM	Planned	Discussions to be held with DNPM about programme design and APRC on stand-by for UNDP support
Evaluation Recommendation or Issue 9: The lack of data results in poor planning at the national and sub-national levels, inaccurate measures of target indicators, delays in policy documents such as the population policy. The development data, PNGInfo database needs updated information from key government departments such as education department, NSO and the Health department. That UNDP should assist GoPNG to take strong measures to address the issue of gaps in data, especially the analysis of census data. That GoPNG should establish a system which requires key government departments to provide updated information				

to PNGInfo annually or biannually.				
Management Response: This is addressed in the 2014 work plan and will be included in the programme proposal for RBM-based development programming cycle within DNPM. As per the 2014 AWP, one immediate step in 2014 is the update and upgrade of the Development Assistance Database and PNG Info. These are living databases and require constant (quarterly) updates. The relevant training for Government officials will be provided in the context of activities envisaged for 2014.				
Key Action(s): refer to 1. Improve data systems through DAD and PNG Info and include them in the RBM programme	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
9.1. Refer to 1.2: Support to upgrade and update of Development Assistance Database for an improved evidence base	2 nd Quarter 2014	UNDP / DNPM	Ongoing	Contract of Synergy International in process. PNGInfo will be included in the ToR and discussions taken up with UNICEF in the context of the 201 JAWP.
9.2. Development of multi-year RBM support programme that includes strengthening the data and evidence-base for programming within DNPM	2 nd Qtr of 2014	UNDP/DNPM	Ongoing	Discussions to be held with DNPM about programme design and APRC on stand-by for UNDP support
Evaluation Recommendation or Issue 10: Dialogue, awareness, advocacy, lobbying (if not in AWP), listening to advice and perceptions that are formed about programmes or projects can be termed as “soft activities”. Soft activities have the potential to facilitate or hinder programmes. That UNDP should be sensitized to the role “soft activities” play in hindering or facilitating.				
Management Response: UNDP is fully aware of the importance of soft activities. In fact, constant advocacy, lobbying and advice in official and unofficial meetings with Government officials have been and remain a major vehicle to induce changes in mindsets and behaviour at the level of both senior politicians as well as mid-level technocrats.				
Key Action(s): Strengthen lobbying and advocacy at senior level	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
10.1. Strengthened lobbying and advocacy at senior level through official and unofficial channels.	2014-2015	UNDP	Ongoing	This is an integral – but soft – part if the UNDP’s work with GoPNG.
Evaluation Recommendation or Issue 11: The current working relationship between UNDP and DNPM is weak and needs to be strengthened, including lines of communication at the middle management level. The appointment of a UNDP adviser/ officer to be based at the DNPM would result in greater interaction and restore good working relations between the UNDP and DNPM. Alternatively, a national officer should be appointed to be based at UNDP who will be the liaison person between UNDP and DNPM. That an UNDP adviser /officer to be based at DNPM/ UNDP be appointed for effective communication and liaison between UNDP and DNPM.				
Management Response: The Community-led MDG Achievement Project is in the final stages of recruiting its new project manager. This person will interact closely and daily with DNPM. In addition, the recruitment of an NO-C (ARR) and an NO-B for the Governance portfolio will provide additional human resource capacity to engage more regularly with DNPM. The programme proposal being developed will seek to address this recommendation and ensure technical support is based within DNPM.				
Key Action(s): Finalize recruitment for CLMAP and Governance pillar positions	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
11.1. Fast-track recruitment of CLMAP project manager and NO-C and NO-B Governance positions	Q1 2014	UNDP	Ongoing	CRP endorsed NO-C and NO-B, offer made for CLMAP project manager

* The implementation status is tracked in the ERC.