# Terminal Evaluation of "Capacity Building for Sustainable Land Management in Papua New Guinea" Project

## UNDP PIMS: 3402
## Atlas Project Number: 00046141

**GEF Agency: United Nations Development Programme**
**Executing Agency: Greenhouse Office Ministry of Environment and Conservation (DEC)**
**GEF Focal Area: Land Degradation, Operational Program 15, Strategic Priority SP1 (capacity building)**



Picture Source: Project Document

## Report of the Terminal Evaluation Mission

**February 2014**

Dr. Arun Rijal (Independent International Consultant/Evaluation Team Leader)

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**Project Period 2010-2012**

**Cover Picture Source: Project Document**

**Evaluation Team**
**Arun Rijal, Ph.D. (International Consultant/Team Leader)**

**Terminal Evaluation Report**
**February, 2014**

# Acknowledgement

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30th March 2014

## TABLE OF CONTENTS

# ACRONYMS AND TERMS

AWC — Available water-holding capacity
CACC — Central Agencies Co-ordinating Committee
CCAP — Climate Change Action Plan
CI — Conservation International
CILM — Commission of Inquiry into Land Matters
CSIRO — Commonwealth Scientific and Industrial Research Organisation
DAL — Department of Agriculture and Livestock
DEC — Department of Environment and Conservation
DLPP — Department of Lands and Physical Planning
DOM — Department of Mining
DPP — Development Planning Process
EEZ — Exclusive Economic Zone
EIA — Environment Impact Assessment
EU — European Union
FBOs — Faith-based Organizations
FIMS — Forest Information Management System
GCU — Global Coordination Unit
GEF — Global Environment Facility
GIS — Geographical Information Systems
GPS — Global Positioning Systems
HDI — Human Development Index
IFAD — International Fund for Agricultural Development
ITCZ — Inter-tropical Convergence Zone
INCD — Intergovernmental Negotiating Committee on Desertification
ILG — Incorporated Land Group
IKM — Integrated Knowledge Management
KM — Knowledge Management
LIS — Land Information System
LMIS — Land Management Information System
M&E — Monitoring and Evaluation
MDG — Millennium Development Goals
MPA — Marine Protected Areas
MEAs — Multilateral Environment Agreements
MTDS — Medium Term Development Strategy
MTR — Mid-term Review
NADP — National Agriculture Development Plan
NAP — National Action Plan/Programme
NAPs — National Action Plans/Programmes
NARI — National Agriculture Research Institute
NCSA — National Capacity Self-Assessment
NDC — National Disaster Centre
NDS — National Development Strategy
NEC — National Executive Council
NEX — National Execution (UNDP)
NFA — National Fisheries Authority
NFAP — National Forest Action Plan
NLDTF — National Land Development Task Force
PMU — Project Management Unit

PNGFA  Papua New Guinea Forest Authority
SLM     Sustainable Land Management
TE      Terminal Evaluation
TEC     Terminal Evaluation Consultant
UNDP    United Nations Development Program
UNCBD   United Nations Convention on Biological Diversity
UNCCD   United Nations Convention to Combat Desertification
UNFCCC  United Nations Framework Convention on Climate Change

Currency of Papua New Guinea is the Papua New Guinea Kina (PNK).  At the time of the final evaluation, US$ 1 = PGK2.74.

**Executive Summary**

This Terminal Evaluation (TE) has been conducted as part of the Monitoring and Evaluation plan of the UNDP/GEF Project: "Capacity Building for Sustainable Land Management in Papua New Guinea", and will be referred to as the "Project" in the scope of this report. The TE mission to Papua New Guinea (PNG) was conducted from 22$^{nd}$December to 4$^{th}$ January 2014. Extensive consultations with the project partners were also conducted prior and following the mission to ensure a good understanding of the project's results; leading to the submission of the TE report on the date of this report.

**Project Summary Table**

As per GEF's requirements for TE, the Project Summary Table is provided below:

| Project Summary Table | | | | |
|---|---|---|---|---|
| **Project Title:** | Capacity Building for Sustainable Land Management in Papua New Guinea Project | | | |
| **GEF Project ID:** | **00046141** | | **at endorsement (US$)** | **at completion (US$)** |
| UNDP Project ID: | PIMS 3402 | GEF financing: | 618,000 | 349, 621.26 |
| Country: | Papua New Guinea | GoPNG in Kind: | 1, 460,000 | 385,375 |
| Region: | Oceania | UNDP in Kind: | - | 375,000 |
| Focal Area: | Land Degradation | | | |
| Operational Programme: | OP2 | Total co-financing: | 1, 460,000 | 760,375 |
| Executing Agency: | Policy Coordination Wing, Department of Environment and Conservation | **Total Project Cost:** | **2,078,000** | **1, 109,996.26** |
| Other Partners involved: | DLPP, NFA, Universities, Commodities Industries, NARI etc. | ProDoc Signature (date project began): | | 31 August 2007 |
| | | (Operational) Closing Date: | Proposed: 25 June 2011 | Actual: 31 December 2013 |

**BRIEF DESCRIPTION OF PROJECT**

PNG is recognized as one of the four mega-diversity areas of the world and is one of the world's few remaining wonders of biodiversity. Forest in Papua New Guinea is the largest renewable resource. About 36 million hectares (75% of total land area) is forested, of which 15 million hectares is classified as productive forest containing high quality tropical hardwoods. Of these 15 million hectares, 32 per cent of it is designated for forest production. The nation comprise 0.5 percent beaches and ridges, 11 per cent swamps, 15 per cent lowlands, 43 per cent foothills and mountains up to 1000m above sea level, 25 per cent mountains 1000-3000m and 4 per cent above 3000m. It is estimated that about 5-7 per cent of world's total terrestrial biodiversity exist in PNG. PNG's forest ecosystems and its genetic biodiversity is said to be one of the richest in the world. It has over 9,000 species of higher plants, including as many as 1,500 species of forest trees. It is home to over 700 species of birds, the world's largest butterfly, and two hundred species of mammals. Moreover, there are about 15,000 to 20,000 species of vascular plants. There is still a long way for PNG to develop database for other species such as viruses, bacteria, algae, and fungi that still remain undiscovered. Generally, the biodiversity status in PNG is unique in that there are some flagship species of socio-cultural, economic and spiritual significance to the country. The primary threats to

terrestrial biodiversity in PNG are deforestation and degradation (from logging and subsistence agriculture), mining (including pollution and waste runoff) and agricultural conversion (e.g. for oil palm, biofuels, etc.). Due to these threats and unsustainable development practices, most of the country's unique flora and fauna species are under threat of becoming depleted with some next to extinct.

The project's goal is to build capacity to implement SLM into each level of decision-making in government at national, provincial and local level to promote and institute effective SLM practices for economic, social and environmental benefits, including conserving and restoring ecosystem integrity, functions and services. The aim is to provide a systems approach to maintain and improve ecosystem stability, integrity, functions and services – bearing in mind the need for sustainable livelihoods in rural communities. The expected outcomes are (1) systemic capacity building and mainstreaming of SLM into policies, plans and regulatory frameworks; (2) an increased knowledge and awareness of the state of land degradation and the importance of sustainable land management for land based resource development activities; (3) enhanced technical, individual and institutional capacities for SLM; and (4) Design PNG's National Action Plan.

The Project Objective is to integrate conservation objectives into gathering, processing and marketing of globally significant medicinal and aromatic plants (MAP); the project has set to achieve the following outcomes:

i. Appropriate collection methods ensure a viable long-term supply of MAP raw materials of globally significant MAP species.
ii. Value-added processing and product improvement result in increased value of globally significant MAPs harvested in biodiversity-friendly manner.
iii. Supply chain framework strengthened for sustainable harvest of globally significant MAP species and awareness promoted for conservation-friendly MAP products.
iv. Learning, evaluation, and adaptive management.


The Project Document was signed in 31August 2007 for the duration of three years. The Project was implemented by the UNDP Country Office (UNDP CO) and it was executed by the Policy Coordination Wing of Department of Environment and Conservation (DEC). UNDP as implementing agency was responsible for the completion of all activities including procurement, recruitment, monitoring, and financial disbursement. The Project has been executed in accordance with the standard rules and procedures of the UNDP NEX Modality. The Project budget was US$ 2,078,000 of which US$618,000 was the GEF Grant and US$1, 460,000 (in kind co-financing) was committed by Government of PNG. At project development stage, there was no co-financing commitment from the Implementing Agency (UNDP CO).


**Rating Table**

As per UNDP and GEF's requirements for TE, the Terminal Evaluation Rating Table is provided below:

| Evaluation Ratings: | | | |
|---|---|---|---|
| 1. Monitoring and Evaluation | rating | 2. IA& EA Execution | Rating |
| M&E design at entry | Satisfactory | Quality of UNDP Implementation | Moderately Satisfactory |
| M&E Plan Implementation | Moderately Unsatisfactory | quality of Execution - Executing Agency | Moderately Satisfactory |

| Overall quality of M&E | Moderately Satisfactory | Overall quality of Implementation / Execution | **Moderately Satisfactory** |
|---|---|---|---|
| **3. Assessment of Outcomes** | **rating** | **4. Sustainability** | **Rating** |
| Relevance | Relevant | Financial resources: | Unlikely |
| Effectiveness | Moderately Unsatisfactory | Socio-political: | Unlikely |
| Efficiency | Moderately Unsatisfactory | Institutional frame-work and governance: | Unlikely |
| **Overall Project Outcome Rating** | **Moderately Unsatisfactory** | environmental : | Unlikely |
| | | Overall likelihood of sustainability: | **Unlikely** |

**Note:** Justification of rating is given in Annex XI.

### KEY SUCCESSES

The major success of the project is that it was able to bring all agencies related to land use in one place to analyse and discuss gaps in policies and legislation. This helped to identify gaps in policies and legislation that were affecting SLM in each sector. The information was used to draft instruments on SLM and also SLM National Action Plan (NAP) and SLM Investment Plan. Project also conducted capacity assessment to develop capacity enhancement training package. Capacity enhancement by the project helped to incorporate SLM in Medium-term development plan, PNG development Strategy and PNG vision 2050 through the DEC. Similarly, project was also able to develop few SLM tools to make land management practices sustainable. It developed Oil Palm Code of Practice for use practice by palm oil industries.

Similarly, project conducted Sustainable farming training for extension officers, farmers, local government officials and NGOs on three commodity sector (Coffee, Cocoa and Palm Oil). These were very effective and found practiced by the farmer in the field and were benefited.

Project also developed draft Cocoa manual and Coffee manual but could not finalise it and published for use due to time constrain for implementation. Similarly, technical revision of SLM NAP and investment plan was not conducted which was necessary before forwarding for endorsement by National Executive Council (NEC). UNDP and DEC belief that networking with key stakeholders and outreach program as one of the success of the project.

### KEY PROBLEM AREAS

The primary threats to terrestrial biodiversity in PNG are deforestation and degradation (from logging and subsistence agriculture), mining (including pollution and waste runoff) and agricultural conversion (e.g. for oil palm, biofuels etc.). Due to these threats and unsustainable development practices, most of the country's unique flora and fauna species are under threat of becoming depleted with some next to extinct.

### Key Issues
- Gaps in policies and legislation related to SLM

- Lack of Integrated Knowledge management system and lack of informed management practise.
- No provision of updating SLM information.
- Lack of coordination between sectors related to land use.
- Weak capacity of the institution dealing with sustainable land management.
- Lack of SLM tools incorporated in key agencies' regulatory framework.
- Lack of standard guideline and protocol in SLM.
- Lack of SLM National Action Plan.

**Main conclusions, recommendations and lessons learned**

**Conclusion**

Capacity Building for Sustainable Land Management in Papua New Guinea project was well designed but implementation had problem. The project was designed to address issues at the macro (national) and micro (field) level. At the macro level it aimed to address policy gaps and implementation gaps while at the micro level it aimed to implement the sustainable land management actions by training farmers and extension officers on sustainable land use in the agricultural practices of three main commodities (Coffee, Cocoa and Oil Palm). Project had difficulties in the beginning of the project but latter it was able to initiate implementation and able to conduct trainings for farmers, local government authority and NGOs on sustainable agricultural practices. The impact of the training was found very effective as farmers were found practicing sustainable methods taught to them in the training.

It is also able to bring all different Departments of the Government in one place to discuss land use issues and scientific knowledge and considerations of environment in the sectorial policy documents and planning guidelines. As a result of this program, a draft National Action Plan and investment plan was developed and also approved through the stakeholders consultations. The stakeholder consultation also suggested conducting technical review to address technical difficulties related to sustainable land management issues before sending it to Parliament for endorsement. However, the technical review could not take place that resulted in the NAP remained in draft version. But the information generated by the project provided vital data that helped DEC to incorporate SLM in PNG's Medium-term Development Plan (2011-2015), Development Strategy Plan (2010-2030) and PNG Vision2050.

Similarly, the project had target of developing integrated knowledge management system (central database) in the DEC with all information related to land management but this was not accomplished as DLPP and Industries didn't provide their database information. Project was also unable to conduct training on land information system (LIS), GIS and remote sensing.

Due to delay in the initiation of the project, no substantive implementation of activities was done by the time Mid-term Review (MTR) was scheduled thus MTR was not conducted. In addition, project closure date was approaching hence the focus was more on implementation of remaining activities. Due to this project didn't get feedback for improving weaknesses on time. Moreover, project was seriously suffered from the political disturbances in 2012 due to the national general elections that diverted focus of key partners for collaboration to implement of activities. Similarly, slight changes to the priorities of the government through the DEC also affected project implementation.

**Recommendation**
- Project should be implemented by the relevant institution of the government. But in instable political situation, it will be safe if UNDP CO itself implements the project in close coordination with the relevant government Department.

- Government officers of important position will have a lot of responsibilities and will be very busy. Due to their workload they may not provide much time for the project so giving PM's responsibility to them will affect project activities. It was said that the reason for appointing senior officer from DEC was because of the request to institutionalise projects for sustainability and to build national capacity. But when project was being implemented by the government and supervised by the steering committee then having expert from outside to manage the day to day management for project implementation will not affect the intension of institutionalising for sustainability. Similarly, training programs help to build national capacity. Hence it would have been better if expert from outside was hired for PM position.

- Training provided by the project was very useful but not sufficient and still farmers were not aware on environmental issues. UNDP and Government of PNG should consider expanding these trainings in other provinces of the country through their future projects and farmers should also be made aware on climate change and other environmental issues. Such training should incorporate issues that farmers are facing. Conducting post training interview of trainees or asking them to fill in forms to learn their experience on training may not be sufficient to judge the impact of the training. Survey or monitoring at the field level is needed to learn performance of extension officers after training and use of knowledge gained from the training by the farmers in their field. The delay in the beginning to initiate activities left limited time for project for implementing activities so towards the end of the project they didn't get time for conducting field survey to assess impacts of training was at the ground level.

- Project had invested a lot of its effort to gather stakeholders for interaction to identify policy gaps and issues and these help to develop NAP and Investment Plan. This is very important for SLM mainstreaming in PNG and will be a big achievement of the project. Hence, it should support second review of the draft SLM NAP and Investment Plan so that it could be moved forward for the process of endorsement by the National Executive Council. Similarly, some tools are in draft form so if further revision of those is supported and published then those could be used for the SLM practices.

- KM system was not accomplished as DLPP and Industries didn't provide their database information. Project was also unable to conduct training on land information system (LIS), GIS and remote sensing. Integrated knowledge management system is very important in planning to make land management sustainable. Effort should be made to access funding for to initiate this activities to facilitate planning with integrated knowledge base.

**Lessons Learned**
- Problem based programs will be accepted by the local communities. The farmers training included various issues related to Coffee, Cocoa and Oil Palm farming. This helped them to address their problems so farmers were adopted what they were taught. One example of problem that farmers were facing was Cocoa pod boarder disease which infested Cocoa plants with huge loss to farmers and knowledge provided by the project helped them to address the problem. Hence activities should always be developed to address the problem.

- Implementing project by irrelevant government department affect project activities but working through directly related institution will help effective implementation. Since, this project is related to management of land it would have been appropriate if it was implemented by the Sustainable Land Management Unit of MLPP. Working directly through institution that is directly related to the project activities is important for effective implementation. But in this project implementing agency was Department of Environment and Conservation (DEC). DEC has no authority to make decision of land issues as it is either under Department of Agriculture and Livestock) or under Department of Land and Physical Planning (DLPP). In political transition, it will be practical to implement project directly by UNDP CO in close coordination with the government agencies.

- Designing a project linking various institutions from grassroots level institutions, government agencies, local authorities and private sector generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects. In this project also involvement of local government, NARI, I/NGOs and commodity industries was very helpful to implement activities at the grassroots level effectively.

More Recommendations and Lessons Learned are listed on pages 38-39.

# 1. INTRODUCTION

## 1.1 Purpose of the evaluation

As per UNDP's guidance for initiating and implementing terminal project evaluations of UNDP supported projects that have received grant financing from the Global Environmental Facility (GEF)[1], this Terminal Evaluations (TE) has the following complementary purposes:

➢ To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
➢ To synthesize lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities.
➢ To provide feedback on issues that are recurrent across the UNDP portfolio and need attention and on improvements regarding previously identified issues.
➢ To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefit.
➢ To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.

The guidance is designed to enhance compliance with both UNDP and GEF evaluation policies and procedural requirements, which are consistent and mutually reinforcing, and use common standards[2].The guidance also responds to GEF requirements to ensure that Terminal Evaluations of GEF-financed projects should include ratings of project's relevance, effectiveness, efficiency, monitoring and evaluation implementation as well as sustainability of results (outputs and outcomes).

By adopting "UNDP's guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects", this Terminal Evaluation responds to both UNDP and GEF requirements for Terminal Evaluations.

## 1.2 Methodology & Scope

1.      This Terminal Evaluation (TE), carried out by an independent consultant, was initiated by UNDP PNG as the GEF Implementation Agency for the "Capacity Building for Sustainable Land Management in Papua New Guinea" Project to measure the effectiveness and efficiency of Project activities in relation to the stated objectives, and to collate lessons learned.

2.      The TE was conducted over a period of 25 days between 19th December 2013 and 30th February 2014 by an international independent consultant. Submission of first draft was delayed due to delay from UNDP CO in providing financial and other information acquired by the international consultant. The approach was determined by the terms of reference (Annex I) which were closely followed, via the itinerary detailed in Annex II. Full details of the objectives of the TE can be found in the TOR, but the evaluation has concentrated on assessing the concept and design of the Project; its implementation in terms of quality and timeliness of inputs, financial planning, and monitoring and evaluation; the efficiency and effectiveness of activities carried out and the objectives and outcomes achieved, as well as the likely sustainability of its results, and the involvement of

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[1] Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects. Evaluation Office, UNDP. 2012

[2]The United Nations Evaluation Group (UNEG) norms and standards. http://www.uneval.org

stakeholders. The draft report was revised after receipt of comments and finalised on 15 May 2014. The text has been revised to correct factual inaccuracies in the draft or to include additional information, while other comments have been reproduced in full and unedited as footnotes to the appropriate text to ensure a fair hearing to all parties. The Terminal Evaluation consultant (TEC) has made responses to the comments from UNDP and other stakeholders (Annexes XIV).

3.	The evaluation was conducted through the following participatory approach to provide it with sufficient evidence upon which to base conclusions:

- extensive face-to-face and Skype/telephone interviews with the project management and technical support staff. Throughout the evaluation, particular attention was paid to explaining carefully the importance of listening to stakeholders' views and in reassuring staff and stakeholders that the purpose of the evaluation was not to judge performance in order to apportion credit or blame but to measure the relative success of implementation and to determine lessons learned for the wider GEF context. Wherever possible, information collected was cross-checked between various sources to ascertain its veracity, but in some cases time limited this. A full list of people interviewed is given in Annex III.

- face-to-face interviews with local stakeholders, particularly the DEC, UNDP CO, PMU staff and farmers, Oil industry Cooperation, DAL, DPE, NFA, Coffee Industry Cooperation, Cocoa Board of PNG, ;

- face-to-face interviews with Deputy Secretary of DEC, Officials of others stakeholders involved in the project;

- a thorough review of project documents and other relevant texts, including the Project Document, revised log-frame, and monitoring reports, such as progress and financial reports prepared for UNDP and annual Project Implementation Reviews (PIR) for GEF, minutes of Project Board meetings, technical reports and other activity reports, relevant correspondence, and other project-related material produced by the project staff or partners; and

4.	 Wherever possible the TE Consultant has tried to evaluate issues according to the criteria listed in the *UNDP-GEF Monitoring and Evaluation Policy*, namely:

- Relevance – the extent to which the activity is suited to local and national development priorities and organisational policies, including changes over time, as well as the extent to which the project is in line with the GEF Operational Programmes or the strategic priorities under which the project was funded.

- Effectiveness – the extent to which an objective has been achieved or how likely it is to be achieved.

- Efficiency – the extent to which results have been delivered with the least costly resources possible.

- Results – the positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention.  In GEF terms, results include direct project outputs, short-to medium term outcomes, and longer-term impact including global environmental benefits, replication effects and other, local effects.
- Sustainability – the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion.  Projects need to be environmentally as well as financially and socially sustainable.

5.	The original logframe in the Project Document was revised significantly during the inception period. This new logframe, comprising four Components and four Outputs, and 11 indicators, has been used throughout as the basis for this evaluation (see Annex VI), and the TE has evaluated the Project's performance against these according to the current evaluation criteria provided to it by the GEF. This is reproduced in Table 1 for clarity.

6.     In addition, other scales have been used to cover sustainability (Table 2), monitoring and evaluation, and to assess impacts. The Review of Outcomes to Impacts (ROtI) method also requires ratings to be made for outcomes achieved by the project and the progress made towards the 'intermediate states' at the time of the evaluation. The rating scale is given in Table 3 while Table 4 shows how the two letter rating for "achievement of outcomes" and "progress towards intermediate states" translates into ratings for the "overall likelihood of impact achievement" on a six-point scale. A rating is given a '+' notation if there is evidence of impacts accruing within the life of the project which moves the double letter rating up one space in the six-point scale.

7.     The results of the evaluation were conveyed UNDP and other stakeholders (Annex IV). **Lessons learned** have been placed in boxes and further explained in page 38-39.


TABLE 1: CRITERIA USED TO EVALUATE THE PROJECT BY THE FINAL EVALUATION TEAM

| **Highly Satisfactory (HS)** | Project is expected to achieve or exceed **all** its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice". |
|---|---|
| **Satisfactory (S)** | Project is expected to achieve **most** of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings. |
| **Moderately Satisfactory (MS)** | Project is expected to achieve **most** of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve **some** of its major global environmental objectives or yield some of the expected global environment benefits. |
| **Moderately Unsatisfactory (MU)** | Project is expected to achieve **some** of its major global environmental objectives with major shortcomings or is expected to achieve only **some** of its major global environmental objectives. |
| **Unsatisfactory (U)** | Project is expected **not** to achieve **most** of its major global environment objectives or to yield any satisfactory global environmental benefits. |
| **Highly Unsatisfactory (U)** | The project has failed to achieve, and is **not** expected to achieve, **any** of its major global environment objectives with no worthwhile benefits. |


TABLE 2: SCALE USED TO EVALUATE THE SUSTAINABILITY OF THE PROJECT

| Likely (L) | There are no risks affecting this dimension of sustainability. |
|---|---|
| Moderately Likely (ML) | There are moderate risks that affect this dimension of sustainability. |
| Moderately Unlikely (MU) | There are significant risks that affect this dimension of sustainability. |
| Unlikely (U) | There are severe risks that affect this dimension of sustainability. |

| Outcome Rating | | Rating on progress toward Intermediate States | |
|---|---|---|---|
| **D**: | The project's intended outcomes were not delivered | **D**: | No measures taken to move towards intermediate states. |
| **C**: | The project's intended outcomes were delivered, but were not designed to feed into a continuing process after project funding | **C**: | The measures designed to move towards intermediate states have started, but have not produced results. |
| **B**: | The project's intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding | **B**: | The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long term impact. |
| **A**: | The project's intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding. | **A**: | The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact. |

**NOTE:** If the outcome above scored C or D, there is no need to continue forward to score intermediate stages given that achievement of such is then not possible.

**TABLE 4: RATING SCALE FOR THE "OVERALL LIKELIHOOD OF IMPACT ACHIEVEMENT".**

| Highly Likely | Likely | Moderately Likely | Moderately Unlikely | Unlikely | Highly Unlikely |
|---|---|---|---|---|---|
| AA AB BA BB+ | BB AC+ BC+ | AC BC | AD+ BD+ | AD BD C | D |

## 1.3 CONSTRAINTS

8.      Due to time constraint, the evaluation could not go much detail analysis of financial performance of the project. Similarly, some stakeholders did not show up despite agreeing to meet the consultant. It took too long time to receive financial information and this also delayed report preparation and submission.

## 1.4 Structure of the evaluation report

9.    The TE report is structured in line with UNDP's guidance and covers the following Sections:

- Project description and development context
- Findings
    - Project Design / Formulation
    - Project Implementation
    - Project Results
- Conclusions, Recommendations & Lessons
- Annexes

# 2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

## 2.1 PROJECT START AND DURATION

10.     The UNDP PNG CO and national focal point for UNCCD attended the Sustainable Land Management (SLM) Workshop from 26th -29th June 2006 in Apia, Samoa. This workshop was intended for capacity building of focal points to move quickly with preparing the Medium Size Project document for SLM. Following that UNDP CO in collaboration with the national focal point agency initiated the process of hiring a consultant to assist in preparing the Medium Sized Project for SLM and project document was developed in 2007. At the same time the self-assessment within the Department of Environment and Conservation conducted.  Project Document was signed on 15 June 2008 for the duration of three years. However, project activities could not take place for some time. The project activities were officially launched in August 2009 together with the recruitment of the project manager. The Sustainable Land Management Specialist was hired by the project and started work on 10 January 2010 and at the same time the recruitment process of other project staffs was also initiated. Project Management Unit was established in July 2010 and project activities implementation initiated in November 2010. The project had its Inception Workshop from 15-20 November, 2010 at Kokopo Village Resort at Kokopo in East New Britain Province. The logframe at the output level was revised and inception workshop prepared. Since the project inception workshop in November 2010, implementation of the first activity - PNG's National Action Plan and Investment Plan as required under the UNCCD had begun with the hiring of the consultant.

11.     The project was ending in August 2012 but extended until the end of 2012. Second extension was made up to March 2013 to facilitate the terminal evaluation. Project did not conduct Mid-term Review due to short project implementation period. Final evaluation was conducted from 19 December 2013 to 30 February 2014. Report submission was delayed due to delay in providing financial and other information from UNDP CO.

The key timelines which are planned or expected for project implementation are shown in Table below:

**Key timelines planned or expected for project implementation.**

| Key project's milestones | Date |
|---|---|
| Planned Project duration | January 2008- December 2010 |
| Date of Delegation of Authority Letter | 14May 2008 |
| Project Document Signature Date | 24 July 2008 |
| PMU established | July 2010 |
| Initiation of Project Implementation | November 2010 |
| Inception Workshop | 15-20 November 2010 |
| Original Closing Date | 31 December 2010 |
| Actual Closing Date | 31 December 2013 |

## 2.2     Problems that the project sought to address

12.   This project (SLM) had made attempt to address existing gaps in relation to PNG's land management issues in relevant sectoral agencies. The absence of sustainable land management approaches from institutional arrangements, regulatory mechanisms, policies and human capacities perspectives had been contributing to severe land degradation issues in the country including: i) delay in obtaining vital information for SLM and UNCCD NAP completion; ii) delay in building capacity for SLM; iii) delay in training of relevant officers for use of LIS, PNGRS and FIMS and as a result PNG could not be proactive but always react to situations when they arise

which could have adverse effect. This project had an important opportunity to address these gaps and national capacity issues and is also formulated according to the programmatic objectives of GEF.Without GEF funding for SLM could have delayed in providing complementary activities that will enhance desired impacts.

## 2.3 Immediate and development objectives of the project

13. The overall project goal is to "The agricultural, pasture, mining, forest and other terrestrial land uses of PNG are sustainable, productive systems that maintain ecosystem productivity and ecological functions while contributing directly to the environmental protection, economic growth and social livelihood of the people of the country."

Project objective is stated as follows:
"Capacities for sustainable land management are built in appropriate government and civil society institutions/user groups and mainstreamed into government planning and strategy development."

The project aims to achieve its stated objective through four outcomes.
    Outcome 1: Mainstreaming Sustainable Land Management.
    Outcome 2: Develop and enhance human and institutional capacities for SLM.
    Outcome 4: Complete UNCCD National Action Plan for Papua New Guinea
    Outcome 3: Enhance and develop capacities for SLM Knowledge Management

## 2.4 Baseline Indicators established

14. To measure the achievement of the project baseline indicators were established and are as follows:
Component 1: Mainstreaming Sustainable Land Management.
- Number of relevant government, private sector and commodity industries trained
- Gaps in policies and legislation affecting implementation of SLM in PNG are identified
- # SLM tools have been incorporated into key agencies' regulatory framework for assessment and approval or development projects
- Number of localised MDG7 indicators and SLM practices compiled

Component 2: Develop and enhance human and institutional capacities for SLM.
- DEC, PNGFA, DAL, Commodity Industries and DLPP are using the operational Land Information Systems (LIS) / GIS and remote sensing systems and data for SLM monitoring and management
- Selected staff (minimum of three) from DEC, PNGFA, DAL, Commodity Industries and DLPP trained in the application of LIS / GIS / remote sensing data to the monitoring, interpretation and assessment of land degradation and the efficacy of SLM practices
- Agricultural extension officers trained as trainers of SLM good practice and rehabilitation / reuse of degraded lands
- SLM information is up to date and relevant.

Component 3: Enhance and develop capacities for SLM Knowledge Management
- One integrated SLM KM system functional in DEC
- A standard guideline and protocol available
- SLM Communication Strategy for DEC produced

Component 4: Complete UNCCD National Action Plan for Papua New Guinea
- 5-year SLM National Action Plan and 5-year SLM Investment Plan endorsed by stakeholders and approved by Government.

## 2.5  Main stakeholders

15.     Project was implemented by Policy Coordination Wing (formerly Green House Unit) of Department of Environment Conservation (DEC) and UNDP was the executing agency. Others stakeholders involved in this project were Papua New Guinea Forest Authority, Department of Treasury, Department of Lands & Physical Planning (Survey & Mapping Division), Department of Lands & Physical Planning (Lands Information system), PNG Universities (UPNG, UOT, UoV, UOG, PAU, NARI), Department of Agriculture & Livestock, National Agricultural Research Institute, Coconut & Cocoa Institute, PNG National Disaster Centre, PNG Water Board, PNG National Weather Office, Department of Mining & Petroleum, Department of Transport, National Fisheries Authority, Department of Provincial Affaires & Local Level Government, Department of Community Development, Department of Health and Prime Minister's Department.

## 2.6  EXPECTED RESULTS

16.     The project aimed to achieve its objective through four outcomes which had a total of 11 outputs. These outcome and outputs are as follows:

Outcome 1: Mainstreaming Sustainable Land Management.

> Output 1.1: Enhanced capacities to mainstream SLM into sectorial policies and plans

> Output 1.2: Gaps in policies and legislative framework relating to implementation of SLM in PNG identified.

> Output 1.3: SLM interventions and "tools" (SLM Best Practice and Guidelines) are incorporated into key agencies regulatory framework for assessment, approval and monitoring of development projects.

> Output 1.4: Data related to PNG's localised MDG7 indicators and SLM practices are collated.

Outcome 2: Develop and enhance human and institutional capacities for SLM.

> Output 2.1: LIS/GIS systems within DEC & other agencies (PNGFA, DAL, Commodity Industries, DLPP) are operational. 2.1.2 Staff with DEC & other agencies (PNGFA, DAL, Commodity Industries, DLPP) regularly us and continuously update with SLM Tools.

> Output 2.2: SLM Good Practice techniques and the rehabilitation / reuse of degraded lands are promoted and taught to community agriculture trainers and lead farmers through DAL, Commodity Industries and NARI extension outreach and local training programs.

> Output 2.3: Establish Coordinating Mechanism for SLM information management.

Outcome 3: Enhance and develop capacities for SLM Knowledge Management.

> Output 3.1: SLM Knowledge Management System developed is available and used.

> Output 3.2: SLM Knowledge Management System Application Guidelines and protocols developed.

> Output 3.3: Capacities in relevant sectors and industries for SLM KM strengthened.

Outcome 4: Complete UNCCD National Action Plan for Papua New Guinea.

> Output 4.1: UNCCD National Action Plan (NAP) for PNG.

**TABLE 5: SUMMARY OF EXPECTED GLOBAL ENVIRONMENTAL BENEFITS ARISING FROM THE PROJECT**

| | |
|---|---|
| **Outcome 1:** Mainstreaming Sustainable Land Management. | • Sustainable land management to protect ecologically important land regime of global significance will be established.<br>• Threat to important land regimes of global significance from various development activities of different sectors will be addressed. |
| **Outcome 2:** Develop and enhance human and institutional capacities for SLM. | • This will help to strengthen management of different land uses of global significance.<br>• Different land uses of global significances will be managed based on standard scientific methods. |
| **Outcome 3:** Enhance and develop capacities for SLM Knowledge Management. | • Enhanced knowledge and capacities will strengthen sustainable land management for addressing land degradation and climate change related problem.<br>• Increased knowledge on sustainable land management will support scientific management practices and sectorial planning and monitoring activities for addressing impact of development on land and associated resources.<br>• Dissemination of knowledge will help land management activities in different part of the world. |
| **Outcome** 4: Complete UNCCD National Action Plan and Investment Plan for Papua New Guinea. | • This will assure application of commitment made by the government of PNG to address land degradation and environment protection which are of global concern. |

17.     The global environmental objective of the project is to build capacity for sustainable use of the country's land and associated resources. Under the land degradation focal area, it will contribute SO1 (to develop an enabling environment that will place sustainable land management in the mainstream of development policy and practices at the regional, national and local levels), and also to SO2 (to upscale SLM investments that generate mutual benefits for the global environment and local livelihoods), and specifically to SP2 in supporting sustainable forest management in production Landscape, through its integrated approaches in addressing the issues of management of forests in the wider production landscape and reduction of forest fragmentation (LD SO1/SP2, LD SO2/SP2).

18.     Under the cross-cutting SFM focal area, the project will therefore contribute to both SO1(to protect globally significant forest biodiversity) and SO2 (to promote sustainable management and use of forest resources) and specifically SP1 (sustainable financing of protected area systems at national level ), SP3 (forest conservation as a means to protect carbon stocks and avoid CO2 emission), SP4 (Strengthening financing of protected areas system at national level), SP4 (strengthening the policy and regulatory framework for mainstreaming biodiversity), SP7 (supporting sustainable forest management in productive landscape).

19.     Baseline indicators were fully established and the latter given in the Project Document ahead of the Project's commencement.

## 3. FINDINGS

## 3.1 PROJECT DESIGN

### 3.1.1 Design/formulation

20. This project was developed after a long stakeholder consultation process. Project was designed integrating various activities and to accomplish such diverse activities it made provision of involving different relevant institutions. The project design also assessed capacity of different institutions including capacity of the implementing institution. Objectives and components to achieve the objectives were clear, achievable within the timeframe of the project. The counterpart resources, enabling legislations and management arrangements were clearly described in the project document. But project document was not benefited from the lessons learned from other relevant project.

21. To achieve goal of establishing sustainable and productive system in agricultural, pasture, mining, forest and other terrestrial land uses of PNG that maintain ecosystem productivity and ecological functions, project had objective of building capacities in appropriate institutions and mainstreaming SLM into government planning and strategy development. For achievement of the objective, project was designed to apply following approaches:

*(i)* Mainstreaming Sustainable Land Management by enhancing capacities to mainstream SLM into sectorial policies and plans, identify the fill the gaps in related policies and legislative framework, incorporating interventions and tools into key agencies regulatory framework for assessment, approval and monitoring of development projects and establishing database related to localised MDG7 indicators and SLM practices.

*(ii)* Develop and enhance human and institutional capacities for SLM by operationalizing LIS/GIS system within DEC and other agencies (PNGFA, DAL, commodity industries, DLPP), using and updating SLM tools regularly, promote SLM Good Practices and rehabilitation/reuse of degraded lands and these are taught to community agriculture trainers and lead farmers through DAL, Commodity industries and NARI extension outreach and local training program and establishing coordination mechanism for SLM information management.

*(iii)* Enhance and develop capacities for SLM Knowledge Management by developing and using SLM knowledge Management System, developing SLM knowledge Management system application guidelines and protocols and strengthening capacities in relevant sectors and industries.

*(iv)* Complete UNCCD National Action Plan for Papua New Guinea.

### 3.1.2 Analysis of Logical Framework

22. The project was designed in 2007 and implementation started only in 2010. In these three year time the priority of the Land Management concern of the government had changed and the original Logical Framework became no longer useful to address the government priority. Also within this three year timeframe, the government had introduced new policies such as the Vision 2050 and the MTDP that promote the "whole of government" approach to development. Hence, the Original Logical Framework was revised in October 2010 to address the SLM Outputs and Activities to the current priorities of the Government.

23. In outcome, no change is made in key outcomes but the key achievement impact indicators were revised to incorporate the current political, social and economic context of the PNG. To align with the key achievement indicators, the Means of Verification and the Risks/Assumptions were also changed.

24. The outputs of the original logical framework were also modified and modification was mainly in the activities, indicators, responsibility and the annual targets. Outputs of the revised log-frame were made more

specific and broad to cover all areas of land management. The number of outputs was 16 in the original log-frame while in the revised one there was decrease of five outputs to make the new total of 11. There were only 3 output in Outcome 1 in the original log-frame while in revised log-frame one output (4th "Data related to PNG's localised MDG7 indicators and SLM practices are collated") is added. Similarly, in Outcome 2, two of the outputs (4th & 5th) were dropped while remaining three was revised to make it more accurate to cover wide areas of SLM. There were six outputs in outcome 3 but in revised log-frame number of outcome decreased to three by making specific and accurate outputs related to development and utilisation knowledge management. In the outcome 4, there were two outputs related to NAP development and adoption but in revised log-frame it is merged to one output. The indicators of the log-frame are all SMART and are relevant and precise. All are based on sound scientific monitoring protocols using the most relevant measures for a given criteria.

### 3.1.3   UNDP Comparative advantage

25.      UNDP has been working in the field of sustainable land management, environment protection, biodiversity conservation, disaster risk reduction and sustainable use of natural resources for economic development and poverty alleviation. UNDP has a lot of experience from these areas. This project aimed to encourage national and local authorities and communities in sustainable land use, biodiversity conservation by enhancing their capacities and thereby address conservation issues of SLM. Similarly, project also aimed to improve and maintain sustainable land use for economic development ensuring ecosystem conservation, environment protection and benefits to local communities. Since UNDP has experience from these fields, its experience was expected to help to achieve the objectives of the project but due to political instability project could not implement most of the planned activities.

### 3.1.4   UNDP Programming Context

26.      The sustainable management and rational use of the natural resources has been considered by UNDP to be essential to its strategy to alleviate poverty and biodiversity conservation.  Accordingly, and in line with the government's national priorities, support to good governance in the fields of environmental and natural resource management was also a priority area.  At the time of its design, the SLM Project was deemed to be congruent with these priorities as elaborated in the first *United National Development Assistance Framework* (UNDAF 2001-2005) where sustainable management of natural resources is one of the priority programme areas for PNG, and the second *UNDP Country Co-operation Framework* (CCF 2001-2005).  The project is in line with the pillars of technical and financial assistance.

27.      Specifically, the project is designed to build capacity for sustainable use of the country's land and associated resources. Under the land degradation focal area, it will contribute SO1 (to develop an enabling environment that will place sustainable land management in the mainstream of development policy and practices at the regional, national and local levels), and also to SO2 (to upscale SLM investments that generate mutual benefits for the global environment and local livelihoods), and specifically to SP2 in supporting sustainable forest management in production Landscape, through its integrated approaches in addressing the issues of management of forests in the wider production landscape and reduction of forest fragmentation (LD SO1/SP2, LD SO2/SP2).

28.      Under the cross-cutting SFM focal area, the project will contribute to both SO1 (to protect globally significant forest biodiversity) and SO2 (to promote sustainable management and use of forest resources) and specifically SP3 (forest conservation as a means to protect carbon stocks and avoid $CO_2$ emission), SP4 (strengthening the policy and regulatory framework for mainstreaming biodiversity) and SP7 (supporting sustainable forest management in productive landscape).

### 3.1.5 Assumptions and Risks

29.    Project design has several assumptions and risks which were logical, robust and appropriate to determine activities and planned outputs. They were as follows:

- It is assumed that political support for integrating SLM into all levels of government's development and budgetary planning processes will be continued.
- It is assumed that institutional support and commitment for dissemination of these codes of practices, guidelines and standards is continued.
- It is assumed that sectorial support is mobilised and Consensus reached on prioritisation of "drivers" of deforestation and land degradation.
- Project expected constructive collaboration by all agencies and other players to promote and scale up SLM practices in natural resource development and protection.
- Project expected effective collaboration among all stakeholders to scale up SLM mainstreaming efforts.
- It is expected that public and private sector-wide commitment to improve SLM practices are supported by relevant implementing agencies at national, provincial, district and community levels.
- It is expected that ESEG framework is operationalized through implementation agenda.
- It is expected that relevant institutions have staff and resources available to dedicate to maintenance and operation of their Land Information Systems (LIS) / GIS RS.
- It is expected that relevant institutions have staff and resources available to dedicate to the monitoring and assessment of land degradation / deforestation and the efficacy of SLM practices.
- It is expected that training materials are "pitched" at appropriate levels.
- It is expected that follow-up training programs provide feedback to modify and refine focus and content of training materials.
- Project assume that the public and private sector-wide commitment to improve SLM practices will be supported by relevant implementing agencies at national, provincial, district and community levels.
- It is expected that all parties in LIS network agree to open access policy and practice and commit to report on SLM information.
- It is expected that SLM reports and best practices will guide policy formulation and decision making in development planning processes.
- It is expected that required funds will be mobilised.
- It is expected that National and Provincial Governments endorse and accept the NAP and SLM Investment Plan, and commit resources for its implementation.
- It is expected that National Steering Committee will be established to oversee the preparation and completion of the NAP and SLM Investment Plan.

30.    Project management didn't updated risk and assumptions and not able to develop mitigation measures due to which project suffered and could not accomplish all targeted outputs. Project assumed to receive support from all relevant stakeholders but project was not able to receive support from some institutions like DLPP. As assumed in the project document, project was not able to receive database from all sector and due to which integrated SLM database could not be developed. Most of the assumption did not happen and in addition project faced unexpected political situation which resulted into lack of office for Ministry of Environment and Conservation for nearly two year (August 2011 to June 2013). Similarly, project was not able to analyse risk associated to the development of SLM tools and due to that tools development remained incomplete.

### 3.1.6 Lessons from other relevant projects incorporated into project design

31.    Project is not able to incorporate lessons from other relevant projects into its design. But the design process was benefited from the information collected by various projects. The preparations and the findings of the 3rd National Report submitted to the UNCCD (5th Session of the Committee) had identified baseline activities in the country that was used by this project also. The baseline/inventory describes the programs, initiatives and

projects that are related to sustainable land use. Analysis of the baseline helped to identify gaps and capacity building requirements. Besides, project design was not benefited from lessons from other relevant projects.

### 3.1.7 Planned stakeholder participation

32.    Project was planned to implement following the UNDP National Execution (NEX) modality in close coordination with Department of Environment Conservation (DEC). The formulation of SLM MSP involved a series of stakeholder consultations at the national and provincial government levels as well as with NGOs and civil society organisations. The key stakeholders identified in this project include government ministries and provincial governments, private sector groups, civil society bodies and resource users.

33.    The DEC, DLPP, NFA, DAL are the most important stakeholder and all have specific mandates and responsibilities that are directly or indirectly related to sustainable land management. The DEC was the lead Executing Agency and the Project Management Unit (PMU) was housed in the Policy Coordination Wing while implementation of majority of SLM activities and programmes were planned to be performed especially by staff of DLPP, PNGNFA, DAL, DOM, NDC and UPNG (other University- UOT and Vudal University) and provincial governments and NGOs. Various stakeholder identified at the project development phase are provided in the table below with their expected role in the SLM project.

| Stakeholder Name | Expected role of stakeholder in SLM | Stakeholder Name | Expected role of stakeholder in SLM |
|---|---|---|---|
| • Papua New Guinea Forest Authority | - Officers will be trained on GIS, LIS, Forest Cover Maps, Forest Type Maps, digitization of boundaries, etc.<br>- Will provide valuable input during workshops and training. | • University of PNG (PNG Resource Information System) | - Provide interpretation of land degradation satellite images<br>- Satellite photo interpretation and ground truth<br>- Provide geo-referencing and training. |
| • Department of Environment & Conservation - Greenhouse Unit | - Will act as facilitator and develop synergies between various environmental & rural projects<br>- Will be responsible for preparing the UNCCD/NAP in close collaboration with DLLP, PNGFA and DAL. | • PNG National Disaster Centre | - Provide resources and contribute to training and assessment/policy |
| •Department of Treasury | - Facilitator of funds and government commitments | • PNG Water Board | - Provide data on water quality such as incidence of organic matter, inorganic and heavy metal pollutants<br>- Provide information on river and stream flow, drainage maps etc.<br>- Provide volume of wastewater generated and treated<br>- Development and maintenance of safe waste water disposal methods |
| • Department of Lands & Physical Planning (Survey & Mapping Division | - Act as resource persons in SLM workshops<br>- Contribute to harmonization of an integrated LIS<br>- Provide valuable input Geodesy/GPS | • PNG National Weather Office | - Provide valuable input on climatological data related land degradation.<br>- Involved with agro-climate models and related training.<br>- Staff available to support training and awareness during the SLM |
| • Department of Lands & Physical Planning (Lands Information System) | - Provide access to Lands Information System<br>- Assist with PNG Resource Information System | • Department of Mining and Petroleum | - Provide data on mining rehabilitation and pollution on all mining activities.<br>- Contribute to GIS data base. |

| | | | |
|---|---|---|---|
| • PNG Universities: UPNG UOT, UoV, PAU, NARI | - Will run training courses, award certificates, provide resource persons for workshops on SLM<br>- Will provide information and research data on SLM | • Department of Transport | - Provide marine data such as waves, marine and brackish organisms, marine environment<br>- Provide resource persons and participate in SLM workshops. |
| • Department of Agriculture & Livestock<br>• National Agricultural Research Institute<br>• Coconut & Cocoa Institute | - Provide research methodology, research findings and resource persons. | • National Fisheries Authority | - Participants in SLM workshops<br>- Provide indigenous knowledge on SLM practices<br>- Will contribute to SLM through sustainable aquaculture and wetland best practices |
| • University of Goroka (Curriculum centre) | - Assist with public awareness<br>- Assist in preparation of brochures, leaflets, posters, talk shows, etc. | • Department of Provincial Affairs and Local Level Government. | - Liaise with provincial and local level government officers and assist in SLM projects. |
| • Department of Lands & Physical Planning<br>• Department of Agriculture and Livestock (Land Use Division) | - Provide information on areas of land settlement and policy issues<br>- Will benefit as trainees in the SLM workshop. | • Department of Community Development | - Provide reports on impact of SLM projects on community. |
| • National Agricultural Research Institute<br>• University of Vudal,<br>• University of Technology | - Provide detailed data on individual planters and fields<br>- Share research results<br>- Involve in policy issues | • Department of Health | - Provide reports and advise on community health matters related to SLM |
| • Department of Agriculture & Livestock<br>• National Agricultural Research Institute<br>• Coconut & Cocoa Institute | - Coordinating and funding body for agricultural research<br>- Focal Point for FAO<br>- Can contribute as co-financier of SLM projects. | • Prime Ministers Department | - Maintain highest political support for SLM. |
| • Department of Environment & Conservation. (Conservation Division) | - Provide resource persons as well as participate in SLM workshop | | |

### 3.1.8 Linkages between project and other interventions within the sector
The potential linkages identified in the project document were as follows:

34. Under the national framework of the GoPNG's Medium Term Development Strategy (MTDS) from 2005-2010, the government is committed to economic growth and improving life styles of the people and it is waiting for the approved policy on environment sustainability. The MTDS also recognize and has incorporated the commitment made by PNG to achieve the Millennium Development Goal. The MDG through international interventions promotes environment protection. It is important that the crosscutting initiatives as well as those that

involve capacity assessment and capacity building activities are enhanced. This project is expected to contribute to MTDS through generation of information on policy gaps and also by enhancing capacity of staffs.

35.     There are also linkages to the SLM project including the established partnership between UNDP/GEF and NGOs for Marine Protected Areas in Milne Bay province, especially given that the co-management approach to Marine Protected Areas (MPA) is related to sustainable management of both land and water resources at the policy and programmatic levels. In connection with this, locally driven participatory management of coral reef and coastal/island fisheries were encouraged.

36.     Synergies had been fostered with the "UNDP/GEF Enabling Activities for the Stockholm Convention on Persistent Organic Pollutants (POPs): National Implementation Plan (NIP)". This is particularly important on lands where the use of pesticides and the burning of coconut trees and sugar cane are further exacerbating the degradation of soil.

37.     Other projects within the region and country office which were expected to complement initiatives proposed through this MSP include the GEF Pacific Alliance for Sustainability under the different thematic areas. Specifically, these are Pacific Adaptation to Climate Change (PACC), Pacific Islands Greenhouse Gas Abatement Renewable Energy Project (PIGGAREP), Integrated Water Resource Management and Pacific Invasive Species Management Programme. The PACC project support Capacity Building for SLM. Likewise UNDP and Government of PNG are addressing water resources management that is incorporated into the SLM programme. This will contribute in a synergetic and coherent formulation and implementation of land use activities within the context of a national water catchments framework.

38.     At the national level, the SLM-MSP is in line with government's efforts to promote environmental sustainable economic growth with the recent launches of the Department of Environment and Conservation Strategic Direction, National Biodiversity Strategic Action and the National Agricultural Development Plan. The government's efforts are reflected in its priority programmes/projects identified under the GEF PAS particularly reducing land degradation in forest ecosystems. In addition, the National Capacity Needs Self-Assessment (NCSA) Project funded by UNDP/GEF generated information needed for this project. The NCSA Process provides synergies for the implementation of the UNFCCC, CBD, and UNCCD and especially in the areas of capacity building and human resources training that links with recommendations of the UNDP/GEF MSP on Capacity Building for SLM.

39.     EU provided resources to support the DAL GIS data base (Land use), and also funded large programme activities for NDC. The support for NDC was focussed on addressing training and capacity building and awareness on disasters, drought mitigation and adaptation policies throughout the 19 provinces. In addition EU has also contributed to DOM under their 5 years programme on mining and land rehabilitation, GIS and training centre and mining policy. Integrated data base development for integrated knowledge management under this project will be benefitted from the EU data project and vice versa.

40.     International NGOs such as WWF and Conservation International (CI) and UNDP and DEC have forged partnership to develop integrated watershed management and enhance capacity building, human resource and training in GIS. The GEF-RAF process has facilitated the GoPNG, UNDP and NGOs to develop a strategic plan to ensure training and capacity building are enhanced in responding to the MEAs (UNCCD, UNFCCC and UNCBD).

### 3.1.9   Management Arrangement

41.     UNDP National Execution (NEX) modality was applied to ensure broad stakeholder participation and to create both a high flexibility and an enabling environment for innovation. Project was executed by DEC in close

coordination with UNDP CO. Regular meetings were conducted to discuss on progress and constraints of the project. UNDP maintained high-quality technical and financial implementation of the project through its local office in PNG. UNDP CO tried (constraints discussed in issue section and result discussion) to assure activities implementation, monitoring and ensuring proper use of GEF funds to assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations. All services for the procurement of goods and services, and the recruitment of personnel were conducted in accordance with UNDP procedures, rules and regulations.

42.     Project had Project Management Unit headed by the Project manager who was deployed by the DEC to oversee the project activities. Similarly, Project had one office assistant and part time technical specialist both hired by UNDP CO to facilitate activities of the project. The Project Manager (PM) was responsible for the implementation of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The PM was given responsibility of Capacity Building for PNG/SLM and was fully accountable to the Secretary of the DEC and responsible for meeting government obligations under the Project, following the national execution modality. The Project Manager was the head of the Project Management Unit. The PMU had operational and financial autonomy, including the authority to select and sub-contract specific project activities or components to local consultants and local institutions. The PM had to perform a liaison role with government, UNDP CO, UNDP GEF Regional offices and all stakeholders involved with the project.

43.     To provide high level policy guidance and orientation to the project a Steering committee chaired by the Secretary of DEC was provisioned in the project document comprising  the Secretary/senior appointed members of the key government agencies (Department of Finance and Treasury, Department of Agriculture and Livestock, Department of Environment and Conservation, Department of Land Physical and Planning (Mapping Bureau), Provincial Administrator from either Morobe or Enga Provinces,  Vice Chancellor/Dean or Representative of Physical and Natural Sciences, University of PNG as members and UNDP).

44.     Similarly, to provide technical guidance to the project, project document also made provision of Technical Advisory Committee (TAG) Chaired by the Secretary of the DEC and 10 other individuals member who are widely recognised as most competent in the field of range/pasture management, sustainable agriculture/soil science, forest management, participatory approaches to natural resource management, remote sensing, information management, environmental/natural resource economics, planning, ecology, deer meat producers and sugar came agronomy.

45.     But project was not able to form above mentioned steering committee and also technical committee as DEC opted to use their existing advisory committee that oversee all GEF funded projects. The Project's management and implementation focused on the revised log-frame throughout.

46.     Since this project was related to land management, Department of Land and Physical Planning (DLPP) would be appropriate implementing agent. However, DEC as the GEF focal point made decisions directly on implementing agency. DEC did not want to give this project to others but wanted to implement on the premise that PNG's export driven economy has significant potential to further increase environmental degradation from land based activities.  Consequently, DLPP was not happy and did not take part in any project activities. Similarly, FA also did not cooperate to develop logging code of practice.


## 3.2     PROJECT IMPLEMENTATION

### 3.2.1   Adaptive Management

47.     Project adopted recommendation made by the inception workshop in December 2010 to prioritise SLM interventions on three main commodities (cocoa, coffee and oil palm) of the agriculture sector. Recommendation

also included capacity building, knowledge management and mainstream SLM into Standards, Codes of Practices, and Guidelines.

48.    The inception workshop also revised and recommended changes in output, activities, indicators, means of verification and time frame. The project management adopted these recommendation made by the inception workshop.

49.    Due to significant delays for project start-up followed by request for closure of projects globally, the PNG SLM Project was forced to end implementation thus it was not possible to conduct the Mid-Term Review (MTR) . As such, the project could not get feedback from the MTR to improve management practices.

### 3.2.2    Partnership Arrangement

50.    The Project has been executed in accordance with the standard rules and procedures of the UNDP NEX Modality. The Project activities were implemented by the DEC and it was executed in coordination with UNDP and other stakeholders. DEC and PMU were responsible for the completion of activities including conducting training, tools development, policy formulation and forwarding for endorsement and monitoring. Similarly, procurement, recruitment and financial disbursements were made by UNDP CO as per UNDP standard procedure. University of PNG, TNC and WWF contributed significantly to the design of draft National Action Plan.

### 3.2.3    Stakeholder Participation

51.    The formulation of this project involved wide range of stakeholder consultations at the national and provincial government levels as well as with NGOs and civil society organisations. It had also expected to involve large number of institution in implementation but number of stakeholder involved was less than expected. The Nature Conservancy (TNC), World Wildlife Fund for Nature (WWF) and University of PNG were involved in project development interactions. Though DLPP was also identified as important stakeholder, it didn't show interest in the project activities and didn't take part in any meetings/workshops and also didn't cooperate in data sharing. The DEC (and its Policy Coordination Wing) was the lead implementing Agency and the PMU was also housed in this office. As most of the activities were not accomplished, other partners that were identified for various tasks didn't get chance to involve. The TEC found that stakeholder engagement and participatory approaches have been far less than expected.

> Though wide numbers of stakeholders were consulted during project design but involvement of stakeholders in project implementation was very few. Lack of active engagement of important stakeholders has been vital drawback of the project which affected achievements of the project, hence stakeholder participation is evaluated as **Moderately Satisfactory.**

### 3.2.4  Feedback from M&E activities used for adaptive management

52.    The inception workshop in December 2010 recommended prioritising SLM interventions on three main commodities (cocoa, coffee and oil palm) of the agriculture sector. This includes capacity building, knowledge management and mainstream SLM into Standards, Codes of Practices, Guidelines etc. This recommendation was adopted by the project management.

53.    Similarly, inception workshop also recommended revising logical frame work to improve outputs, activities, indicators, responsibilities, means of verification and time frame to address government current priorities and policies. According to these recommendations the logical framework was revised and project management followed this revised log-frame.

54.    But the recommendation of the project inception workshop to have Project Steering Committee and a Technical Advisory Committee to steer, guide and give highly qualified technical advice to the SLM Project was not entertained by the project management as DEC used its existing internal advisory board to play the advisory role. Since project has not conducted MTR, it didn't get further feedback for management improvement.

### 3.2.5    Project Finance

55.    The total budget of the project was US$2,078,000 which includes US$618,000 in cash and US$1,460,000 in kind. Of these the GEF contribution was US$618,000 in cash (PPD=US$25,000+MSP=US$593,000), GoPNG contribution (co-financing) US$1,460,000 in kind. Although UNDP contribution was not indicated in the project document, there was kind contribution of US$375,000 from UNDP (Table 6 and 7). If Project spending and activities accomplished are used as a basis to measure of the progress of implementation, then the Project has not achieved the progress originally envisaged.

- Project management costs (Component 5) were primarily funded by UNDP (43%) while Government of PNG and GEF contributed 33% and 24% respectively. Nearly More than 78% of estimated Project management costs were spent while major works (NAP preparation and establishment and functioning of Integrated SLM Knowledge Management system, development of several Codes of practices) were not accomplished. Hence,  it is not cost-effective result;

- Project planned management costs was US$299,000 excluding UNPD contribution (UNDP contribution was not indicated in Prodoc) while actual management cost was US$233, 087.10 (actual contribution from GEF, UNDP and GoPNG) comprised 18.6% of the total spend (Table 6).

- The final GEF : co-finance ratio in terms of monies spent was 1:1.54 (US$494,994.85 to US$760,375), a very good result;

- Spending on Component 1, 2, 3 and 4 (US$316,845.81; US$322,594.01; US$104,272.91 and US$183,087.10) accounted for 25.2%, 25.7%, 8.3% and 14.6% of the total spend.

- In component 1 and 4 actual expenses exceeded the budgeted amount while in others expenses were less than budgeted amount.

- GEF funding was heavily re-allocated in favour of Component 1, 2 and 4.

- Though PNG Government's commitment was US$1,460,000, actual contribution was only US$752,000 (in kind) which covered expenses of office space, water, electricity, transportation, internet and telephone.

Table 6:    Total disbursement of funds by output (to end 2012) (US$) against full project budget as per Project Document.

| | GEF | | | GoPNG (co-financing in kind) | | | UNDP (kind-contribution) | | | Total | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Budget | Actual | % | Budget | Actual | % | Budget | Actual | % | Budget | Actual | % |
| Component 1 | 30,500 | 139, 770.81 | 458% | 160,000 | 77075 | 48.2% | - | 100,000 | - | 190,500 | 3,16,845.81 | 166.3% |
| Component 2 | 131,000 | 145,519.01 | 111% | 600,000 | 77075 | 12.84% | - | 100,000 | - | 731,000 | 3,22,594.01 | 44.1% |
| Component 3 | 222,500 | 2, 197.91 | 1% | 543,000 | 77075 | 14.2% | - | 25,000 | - | 7,65,500 | 1,04,272.91 | 13.6% |
| Component 4 | - | 151, 495.02 | - | 67,000 | 77075 | 115% | - | 50,000 | - | 67,000 | 1,83,087.1 | 273.3% |
| Component 5 | 209,000 | 56, 012.10 | 27% | 90,000 | 77075 | 85.6% | - | 100,000 | - | 299,000 | 2,33,087.1 | 78% |
| **Total** | **593, 000*** | **494, 994.85** | **83.5%** | **14,60,000** | **385,375** | **26.4%** | **-** | **375,000** | **-** | **20,53,000** | **12,55,369.85** | **61.1%** |

\* Besides US$593,000 GEF Budget, US$25000 was also made available from GEF for Project development (see paragraph 55).
SOURCE: UNDP.

56.    The project was delayed in the initial phase and latter due to political disturbances associated with the 2012 national general elections, implementation of activities were halted for nearly one and half years. Moreover, project was also not able to get cooperation from DLPP and due to time bound it was not possible to extend time beyond 2012. Due to these reasons most of the project activities were not accomplished and expenses of salary of

staff was wasted. Delay at the initial phase and also interruption towards the second half of the project owing to political disturbances had affected achievement while management cost was spent for no result i.e. staffs were paid but they could not work under the challenging political environment.

57.    Tables 7-9 show the disbursement of GEF, UNDP, and DEC funds by component over time. DEC's kind contribution covers cost of office rooms, cost of electricity, telecommunication, facilities, man-days of Project Manager. UNDP kind contribution covers cost of services, human resource involvement and vehicle.

**TABLE 7:**    Total disbursement of GEF funds (US$) by Component by year against budget as per Project Document.

| | 2009 | | | 2010 | | | 2011 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Budget | Actual | % | Budget | Actual | % | Budget | Actual | % |
| Component 1 | 0 | 0 | 0 | 105,000 | 130,453.73 | 124% | 41,000 | 1,505.73 | 3.7% |
| Component 2 | 0 | 0 | 0 | 45,000 | 0 | 0 | 46,000 | 28,048.09 | 61% |
| Component 3 | 36,000 | 1,606.82 | 4.5% | 45,000 | 458.02 | 1% | 66,000 | 133.07 | 0.2% |
| Component 4 | 0 | 0 | 0 | 105,000 | 0 | 0 | 77,000 | 143,495.02 | 186.4% |
| Component 5 | 0 | 10,972.44 | - | 105,000 | 0 | 0 | 0 | 10,895.1 | 0 |
| **Total** | **36,000** | **12,579.26** | **35%** | **405,000** | **130,911.75** | **32.3%** | **230,000** | **184,077.01** | 80% |

SOURCE:   UNDP.

**TABLE 7:**    **CONT..**

| | 2012 | | | 2013 | | | Total | | |
|---|---|---|---|---|---|---|---|---|---|
| | Budget | Actual | % | Budget | Actual | % | Budget | Actual | % |
| Component 1 | 15,000 | 7,811.35 | 52.1% | 0 | 0 | 0 | 161,000 | 139,770.81 | 86.8% |
| Component 2 | 115,000 | 117,470.92 | 102% | 0 | 0 | 0 | 206,000 | 145,519.01 | 70.6% |
| Component 3 | 401.27 | 0 | 0 | 0 | 0 | 0 | 147,401.27 | 2,197.91 | 1.5% |
| Component 4 | 7,598.64 | 8,000 | 105.3% | 0 | 0 | 0 | 189,598.64 | 151,495.02 | 79.9% |
| Component 5 | 50,802.63 | 30,408 | 60% | 59,976 | 3,736.57 | 6.2% | 215,778.63 | 56,012.11 | 26% |
| Total | 188,802.54 | 163,690.27 | 86.7% | 59,976 | 3,736.57 | 6.2% | 919,778.54 | 494,994.86 | 53.82% |

SOURCE: UNDP.

**TABLE 8:   Total disbursement of PNG Govt. co-funding (US$) by Component by year**

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | Total | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Budget | Actual | % |
| Component 1 | 15,415 | 15,415 | 15,415 | 15,415 | 15,415 | 15,415 | 160,000 | 77,075 | 48.2% |
| Component 2 | 15,415 | 15,415 | 15,415 | 15,415 | 15,415 | 15,415 | 600,000 | 77,075 | 12.84% |
| Component 3 | 15,415 | 15,415 | 15,415 | 15,415 | 15,415 | 15,415 | 543,000 | 77,075 | 14.2% |
| Component 4 | 15,415 | 15,415 | 15,415 | 15,415 | 15,415 | 15,415 | 67,000 | 77,075 | 115% |
| Component 5 | 15,415 | 15,415 | 15,415 | 15,415 | 15,415 | 15,415 | 90,000 | 77,075 | 85.6% |
| **Total** | **77075** | **77075** | **77075** | **77075** | **77075** | **77075** | **14,60,000** | **3,85,375** | **26.4%** |

SOURCE:  DEC.

**TABLE 9:  Total disbursement of UNDP funds (US$) by Component by year against budget as per Project Document**

| | 2009 | | | 2010 | | | 2011 | | | 2012 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Budget** | **Actual** | **%** | **Budget** | **Actual** | **%** | **Budget** | **Actual** | **%** | **Budget** | **Actual** | **%** |
| Component 1 | - | 20,000 | - | - | 20,000 | - | - | 20,000 | - | - | 20,000 | - |
| Component 2 | - | 20,000 | - | - | 20,000 | - | - | 20,000 | - | - | 20,000 | - |
| Component 3 | - | 5,000 | - | - | 5,000 | - | - | 5,000 | - | - | 5,000 | - |
| Component 4 | - | 10,000 | - | - | 10,000 | - | - | 10,000 | - | - | 10,000 | - |
| Component 5 | - | 20,000 | - | | 20,000 | - | | 20,000 | - | | 20,000 | - |
| **Total** | **-** | **75,000** | **-** | **-** | **75,000** | **-** | **-** | **75,000** | **-** | **-** | **75,000** | **-** |

SOURCE:  UNDP.

**Table 9: Cont..**

| | 2012 | | | 2013 | | | Total | | |
|---|---|---|---|---|---|---|---|---|---|
| | **Budget** | **Actual** | **%** | **Budget** | **Actual** | **%** | **Budget** | **Actual** | **%** |
| Component 1 | - | 20,000 | - | - | 20,000 | - | - | 100,000 | - |
| Component 2 | - | 20,000 | - | - | 20,000 | - | - | 100,000 | - |
| Component 3 | - | 5,000 | - | - | 5,000 | - | - | 25,000 | - |
| Component 4 | - | 10,000 | - | - | 10,000 | - | - | 50,000 | - |
| Component 5 | | 20,000 | - | | 20,000 | - | | 100,000 | - |
| **Total** | **-** | **75,000** | **-** | **-** | **75,000** | **-** | **-** | **375,000** | **-** |

SOURCE: UNDP.

58.      Table 7 shows the actual funds spent for each component by year. These show clearly that Component 1 was funded by the GEF with peak disbursement in 2010; Component 2 funding by the GEF peaked disbursement in 2012; and Component 4 with peak disbursement made in 2011. Spending from GEF for component 3 was very small. Project management costs (Component 5) was mainly contributed by UNDP (43%). The panned total project cost was US$2,078,000 while actual cost was US$2, 194,996.26 i.e. project cost exceed by US $ 116,996.26 i.e. near 6% (Table 10). But in the prodoc UNDP contribution was not mentioned which came at implementation.

59.      Throughout, PMU has exhibited good financial planning and management skills in dealing with the Project in terms of the array of activities undertaken (problem on achievement was mainly related to political unrest). At all times, the Deputy Secretary of the DEC has been kept abreast of the Project's progress though reporting and this has allowed the necessary budget revisions to be made on a sound basis. But PMU had complained that due to unclear information and too much bureaucracy on disbursement of fund was delayed which had affected the project implementation.

**Table No 10:    Co-financing of the project.**

| Co-financing (type/source) | GEF (US$) | | UNDP (US$) | | GoPNG (US$) | | Total (US$) | |
|---|---|---|---|---|---|---|---|---|
| | Planned | Actual | Planned | Actual | Planned | Actual | Planned | Actual |
| Grants | 618,000 | 349,621.26 | - | | - | - | 618,000 | 349,621.26 |
| Loans/Concessions | - | - | | | | | | |
| In-kind support | - | - | - | 375,000 | 1,460,000 | 3,85,375 | 1,460,000 | 18,45,375 |
| Other | - | - | - | | | | | |
| **Totals** | **618,000** | **-** | **-** | 375,000 | **1,460,000** | **3,85,375** | **20,78,000** | **21,94,996.26** |

### 3.2.6   Monitoring and evaluation: design at entry and implementation

*M&E Design*

60.     Project monitoring and evaluation were conducted in accordance with established UNDP and GEF procedures for MSPs under the SLM Portfolio Project and were conducted by the Project Management Unit (PMU) and the UNDP PNG Country Office (UNDP-CO).

61.     The Logical Framework Matrix is developed containing performance and impact indicators for project implementation along with their corresponding means of verification. These indicators have been derived from the Resource Kit for Monitoring, Evaluation and Reporting on UNDP/GEF supported Sustainable Land Management Medium-Sized Projects in LDC and SIDS countries. The baseline situation presented in logframe helped to compare outputs for justifying the success of the project interventions. Project also analysed risks and also strategy to address risk is explained and these information will also help if project had addressed properly the risks.

62.     Day to day monitoring of implementation progress is done by the Project Manager based on the project's Annual Work Plan and its indicators and inform the UNDP-CO of any delays or difficulties faced during implementation. A detailed schedule of project review meetings were developed by the PMU. The PMU monitored activities to ensure that they are carried out appropriately and in a timely manner as per the work plan. Periodic monitoring of implementation progress was undertaken by the UNDP-CO through quarterly meetings with the project proponent, or more frequently as deemed necessary.

63.     Project document had provision of independent mid-term review (MTR) at the middle of the project life i.e. after 18 months but it was not carried out due to short timeframe for implementation. Similarly, provision of a final evaluation is made but the evaluation was delayed by more than a year due to significant delays from UNDP recruitment and government's visa processes.

64.     PMU develops quarterly report and annual report to report progress of the project activities. Annual project implementation Review (PIR) was conducted by UNDP CO every year.

65.     All activities were listed and explained, and a table was included determining responsibilities, budgets and timeframe for each. Budgets were set realistically, with a total of US$39,000 (Thirty nine thousand) being set aside specifically for M&E activities. Log-frame indicators were quantitative, SMART and results-oriented. Baselines were already set in the Project Document. The inclusion of indicators for each activity, while not used to measure Project achievements in this evaluation, were nonetheless very good for management purposes.

> The design of M&E was as per standard of UNDP GEF for the design period, with a fully itemised and costed Plan included in the Project Document covering various M&E steps including the allocation of responsibilities; hence monitoring and evaluation design has been evaluated as **Satisfactory**.

*M&E Implementation*

66.     Monitoring and evaluation of project activities have been undertaken in varying detail at three levels:

i.      Progress monitoring
ii.     Internal activity monitoring
iii.    Impact monitoring

67.     **Progress monitoring** has been good and has been made through quarterly and annual reports to the UNDP-CO. The annual work plans have been developed at the end of each year with inputs from Project staff

and the UNDP-CO. The annual work plans were then implemented by the Project Management Unit after formal approval from UNDP. The implementing team has also been largely in regular communication with the UNDP-CO regarding progress, the work plan, and its implementation. Project management has also ensured that the UNDP-CO received quarterly progress reports providing updates on the status of planned activities, the status of the overall project schedule, the products completed, and an outline of the activities planned for the following quarter. These reports' format contained quantitative estimates of project progress based on financial disbursements. The UNDP-CO generated its own quarterly financial reports from Atlas. These expenditure records, together with Atlas disbursement records of any direct payments, served as a basis for expenditure monitoring and budget revisions, the latter taking place bi-annually following the disbursement progress and changes in the operational work plan, and also on an *ad hoc* basis depending upon the rate of delivery.

68.     From the quarterly reports, the UNDP-CO has prepared Quarterly Operational Reports which have been forwarded to UNDP/GEF Regional Coordination Unit, and also upload all the information on ATLAS.  The major findings and observations of all these reports have been given in an annual report covering the period July to June, the Project Implementation Review (PIR), which is also submitted by the Project Team to the UNDP-CO, UNDP Regional Coordination Unit, and UNDP HQ for review and official comments, followed by final submission to the GEF.  All key project reports were presented to DEC Project advisory committee members ahead of their half-yearly meetings and through this means, the government office has been kept abreast of the Project's implementation progress. Monitoring report was discussed with all stakeholders.

69.     The PMU and the UNDP-CO have maintained a close working relationship, with Project staff members meeting, or talking with, CO staff on an almost daily basis to discuss implementation issues and problems.

70.     Though there was provision of Mid-term Review (MTR), it was not conducted as no activity was implemented due to delay so there was nothing to review.

71.     Monitoring from the central level (the project advisory committee at the DEC) was not found effective and project could not receive guidance to overcome problems. UNDP quality assurance was mainly on the basis of submitted reports. It made two field assessments and provided feedback to the project.

72.     Annual Project <u>risk assessment</u> was not carried out and no report was developed on the risk assessment.

73.     **Internal activity monitoring** undertaken by PMU and UNDP CO the Project Manager (DEC) through their regular meetings and annual review of performances. Mainly tracking of progress and implementation was heavily guided by the Annual Work Plan and the quarterly plans submitted to release funds. Generally the Project has been small enough not to require formalised communication or monitoring procedures; members being in almost daily contact. Where external contracts have been issued, these were on a lump-sum basis payable according to milestones defined by time and quality – failure to achieve either resulting in forfeiture of some part of the payment. But there was not project board and steering committee to monitor activities. Due to lack of technical committee, technical monitoring was very weak and also technical back up was weak.

74.     **Impact monitoring** was not effective. Impact of training was assessed by filling in the assessment form at the end of the training. But real impact in action in the farmer's field was not assessed. It would have been nice if follow up visit to farmer's field was made to see the impact of training. It was learned from other stakeholders that some of the farmers used their learning in replanting cocoa addressing sustainable agricultural practices to address cocoa pod bora.

M&E implementation could not meet the standard provision with an average progress monitoring and internal activity monitoring. Project was not able to conduct the mid-term review which otherwise

could provide feedback for improvement and the risk assessments was also not done as per provision, and the TEC considers it to be "not good practice", hence the <u>implementation of monitoring and evaluation has been evaluated as **Moderately Unsatisfactory**</u>.

### 3.2.7    Implementing Partners implementation / execution and operational issues
**Project Oversight**

75.    UNDP National Execution (NEX) modality was applied to ensure broad stakeholder participation and to create both a high flexibility and an enabling environment for innovation. Project was executed under the execution of UNDP CO and implemented by DEC in close coordination with various stakeholders. UNDP had ensured technical and financial implementation of the project through its local office in Port Moresby, PNG. UNDP CO was responsible for procurement, monitoring and ensuring proper use of GEF funds to assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations. All services for the procurement of goods and services, and the recruitment of personnel were conducted in accordance with UNDP procedures, rules and regulations.

76.    The technical management of the Project has had problem because process of procurement was slow which affected project activities.   The Project had arranged expertise of the highest calibre, whether internationally or nationally, and deliverables which have been developed have also been excellent.

77.    Project was not able to recruit PM in the 2008 so implementation was delayed. Latter the government's/countries' priorities were changed so had to revise project document. The first technical specialist hired to review logframe was not able to revise to reflect the government's priority so had to revise again latter during inception period. Slow hiring process by UNDP human resource unit is also responsible for the delay of the implementation of the project activities. Delay in hiring of consultant delayed Inception workshop and also terminal evaluation.

78.    Project was delayed in the beginning because the activities proposed during the design in 2006 did not reflect national interest on SLM when implementation commenced. It was revised and implementation initiated in 2010. Due to delay in the initial phase several activities like tools development/revising, technical revision of NAP, establishment of integrated knowledge management and training to use them were not conducted as SLM project was to end by December 2012.

79.    As per recommendation of the inception report, training on land management was focused on three commodities only and reduction in activities also reduced participation of several stakeholders which were initially (in prodoc) identified for those activities. Interest of department was also responsible for not initiating certain activities. As for example National Forest Authority didn't take any initiation in developing and practicing logging code because it is very sensitive in PNG as large part of the forest is under costomary land ownership. Similarly, SLM Database and Knowledge Management System could not be established because no organisation wanted to share their database.

80.    As per the vision of the project document, Project Board (PB) for policy and strategic guidance and steering committee and technical advisory committee for technical backstopping were not established. However, DEC preferred using its existing advisory board thus did not established project specific boards as there are several others donor supported initiatives implemented by the department.  Due to this project was not able to receive strategic and technical guidance.

81.    Since the project was related to sustainable management of land, role of DLPP was important and would have been effective if lead implementation role was given to DLPP. DEC  decided to implement this project on the premise that PNG's export driven economy has significant potential to further increase environmental

degradation from land based activities. DEC mentioned that they reached out to DLPP to invite them to join the project for enhancing collaboration to provide policy and legislative support to address many land related issues over current development activities that threatens environmental quality strategically but DLPP did not join the project. A key operational challenge from August 2011 to June 2013 was that DEC did not have an office thus there was no office space for the project which affected implementation of planned activities during this period.

> The Project had several problems related to management and also related to political situation of the country that affected quality, time and budget of the product. It was able to accomplish some activities and practiced limited adaptive management, hence the implementation approach has been evaluated as **Moderately Satisfactory**.

## UNDP supervision and backstopping

82.     UNDP supervision was accomplished by its regular procedures. Terminal Evaluator received complaints from the DEC and PMU regarding excessive UNDP bureaucracy and delays in procurement, and UNDP's heavy requirements for reporting.

83.     Key aspects of supervision were made through UNDP's involvement in communication with the DEC and other stakeholders. Members of DEC were heavily involved in regular issues such as the review and approval of work plans and budgets, review of progress and performance against such work plans, and completion of the tracking tools.   It appears that the CO was helpful and supportive throughout the implementation period, responding to provide good guidance, honest and constructive criticism, and help to overcome particular problems as necessary. UNDP maintained weekly meeting with PMU to review progress and provide feedback. Project activities were halted for nearly two years (August 2011 to July 2013) as DEC didn't had office space due to political instability which affected the function of PMU. UNDP had no control over these national political situations and could not help to overcome the situation.

> UNDP has provided supervision and backstopping to some level but still not been adequate to the Project, and its performance has not able to benefit as a direct result, hence UNDP's supervision and backstopping role is evaluated as Moderately **Satisfactory**.

### 3.2.8   Coordination and Operational Issues

84.     Project was implemented by DEC while main activities related to land is under jurisdiction of DLPP. DLPP didn't take part in the project activities and their cooperation was lacking which was main reason for not able to accomplish SLM Knowledge Base establishment. DEC didn't have office for more than one year and this had affected project activities. Initial delay in appointing PM and revision of project document to update changed strategy of the PNG government had also delayed project activities and was also reason for not accomplishing targeted activities. Senior officer of the DEC was assigned as Project Manager and due to his other assignments and busy schedule he had difficulties to provide sufficient time for the project. Project didn't have Project board as DEC decided to use the existing overall Project's Advisory Board, steering committee and technical committee which affected central level monitoring and feedback mechanism. Project had not conducted MTR which otherwise could provide feedback to improve implementation process or project management. Frequent change in procurement procedures of UNDP had created confusion to the implementing agency and that also delayed implementation of activities. Mostly, political instability was responsible for delay in implementation and failure to accomplish targeted activities.

## 3.3  PROJECT RESULTS

### 3.3.1  Attainment of Objectives

85.  Project ensured that the capacities for sustainable land management are built in appropriate government and civil society institutions/user groups and mainstreamed into government planning and strategy development. Following arrangements were made for the sustainable land management for protecting globally significant land areas:

- Training a number of individuals from relevant government, private sector and commodity industries.
- Identifying gaps in policies and legislation that are affecting implementation of SLM in PNG.
- Incorporating SLM tools into key agencies' regulatory framework for assessment and approval or development projects.
- Compiling a number of localised MDG7 indicators and SLM practices.
- Helping DEC, PNGFA, DAL, Commodity Industries and DLPP to use the operational Land Information Systems (LIS) / GIS and remote sensing systems and data for SLM monitoring and management.
- Training selected staff (minimum of three) from DEC, PNGFA, DAL, Commodity Industries and DLPP in the application of LIS/GIS/remote sensing data to the monitoring, interpretation and assessment of land degradation and the efficacy of SLM practices.
- Training Agricultural extension officers as trainers of SLM good practice and rehabilitation/reuse of degraded lands.
- Updating SLM information and make it relevant.
- Establishing a functional integrated SLM KM system in DEC
- Developing a standard guideline and protocol
- Developing SLM Communication Strategy for DEC
- Developing and endorsing 5-year SLM National Action Plan and 5-year SLM Investment Plan.
- Disseminating Knowledge Management in wide audience to help management or land uses of global significances at global level.

86.  A Summary of the Project's achievements is given directly below, followed by an outline of the attainment of objectives.  This is followed by a Review of Outcomes to Impacts in Table 11 and a brief discussion on the verifiable impacts. A summary evaluation of Project Outputs is given in Table 12 followed by a more detailed description.  A detailed evaluation of the level of achievements made against the indicators of success contained in the log frame is given in Annex IV.

### 3.3.2  Overall Result (Summary of Achievements)

87.  The SLM Project was well designed, but had problem in implementation. It was delayed for long time and due to that at the end project faced time constraint to complete various targeted tasks and even some of the tasks were left incomplete. Due to political challenges in the country, project even did not have office for long time (August 2011 to June 2013). The most important achievement of the project is that it was able to bring all different government departments related to land management together to discuss and identify gaps in land management policies and legislations. This helped to identify land management related gaps in each sectorial policy which helped to draft SLM NAP for PNG.  Unfortunately due to time constraint technical review of this document was not completed which was necessary before endorsement from the National Executive Council. Project was also able to train extension officers, local government staff, farmers and NGOs on sustainable agriculture practices which was very useful to the farmers as it was found to be used by them for addressing the problem that they were facing in their farm. Since it has trained extension officers on SLM, they will be educating many farmers in the future also through their regular programs. Project also intended to combine all information

from different land related departments and industries to develop an integrated data base for integrated knowledge management for the use of informed policy formulation and planning which help to mainstream the SLM in sectorial development planning. But DLPP and industries didn't show interest to share data and due to that this activity remained incomplete. Since integrated database was not developed capacity development to enhance IKM was also not conducted.

88.     As will be seen below, the achievement of the outputs and activities under each of the four Outcomes has been evaluated between Satisfactory to Unsatisfactory, and the evaluation of achievements against indicators (provided in Annex IV) show that many of the activities were not accomplished. Information generated by the project contributed to some extent to 2011-2015 Medium Term Development Plan and Development Strategic Plan (2010-2030) which could help to mainstream SLM in development planning and management to address threat related to unsustainable land management which has been affecting globally significant biodiversity rich hot spots.

> Overall, the Project has not been able to achieve its major global environmental objectives, and to yield substantial global environmental benefits.  The project could not be presented as "good practice", and hence its attainment of objectives and results is evaluated as **Moderately Unsatisfactory**.

89.     Key Project achievements include:

- The design process for the NAP brought together national experts from the different land based sectors which began in early 2011. This involved one-on-one meetings, stakeholder consultative workshops followed by the validation of the NAP in 2011. Completed the NAP stakeholder validation, peer review to include substantive background information. The formulation of NAP incorporated key gaps identified in relevant policy and legal framework. The draft NAP has been completed but has not been endorsed by National Executive Council as project was not able to conduct technical review of the draft NAP which was asked to be done before submitting to the GoPNG's National Executive Council for endorsement by mid-2012.
- The project stakeholder engagement process including representatives from public, private and CSOs has generated interest from relevant sectors to scale up interventions on SLM practices.
- Three commodity industries have conducted training workshop on sustainable land management in their respective sectors (Cocoa, Coffee and Oil Palm).
- Oil palm code was developed and implemented.
- Training conducted for the oil palm field and extension officers on the application of GIS/LIS remote sensitive data.
- The DEC has prioritised the commodities sectors and initiated documentation of SLM knowledge to disseminate to a wider range of stakeholders.

### 3.3.3   Objective Indicators

90.     A single "Project Objective" was articulated in the log frame which has been considered as a development objective. No immediate objectives were given.  The overall project goal is "The agricultural, pasture, mining, forest and other terrestrial land uses of PNG are sustainable, productive systems that maintain ecosystem productivity and ecological functions while contributing directly to the environmental protection, economic growth and social livelihood of the people of the country."

91.     The project objective was: "Capacities for sustainable land management are built in appropriate government and civil society institutions/user groups and mainstreamed into government planning and strategy development". The project aims to achieve its stated objective through four outcomes. Furthermore, during the

log-frame's revision, a series of 12 impact indicators were defined for 11 outputs. Details and an evaluation of achievements against targets are provided in Annex IV. Project was not able to accomplish all targeted activities and achievements indicated. (see table 12 and Annex IV).

### 3.3.4 Effectiveness and Efficiency

**Cost-effectiveness**

92.      The UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported GEF-financed Projects (2011) eventually defines the criteria of "efficiency" in Box 3 as:

> "The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy."

93.      The activities of component 1 and 4 were incomplete but expenses exceeded budgeted amount. Similarly, in case of component 2 and 3 there was expenses while no targeted activities were initiated. Since project had not accomplished majority of the activities (like endorsement of SLM NAP and establishment of integrated SLM Information System and production and implementation of several tools remained incomplete) due to political unrest while the allocated management budget (88% of project management budget) was spent to cover salary of the staffs and other management expenses. Hence comparing budged amount and actual expenses with achievement the project implementation could not be said cost-effective. The management cost was 18.6% of the total spending of the project.

> Project management costs were 18.6% of the total project spending. Major works were remained incomplete while 78% of the management budge was spent, hence it <u>is evaluated as **Moderately Unsatisfactory**</u>.

94.      Project is not able to achieve its targeted level of expected outcomes or objectives. Stakeholders were also found not much satisfied from the accomplishment of the project. They view that the project achievements made some impacts specially in enhancing knowledge of the farmers but many important activities were not accomplished.

95.      If project had completed various SLM tools development, SLM NAP endorsement, development of integrated KM system and enhanced capacity of planners then it could make changes in policy formulation and planning, management processes, practices and increased level of awareness which will have long term positive impact in management of land of global significance.

96.      Project followed standard scientific methods and used qualified, experienced and dedicated technical manpower.

97.      Project maintained good relation with all stakeholders and worked in close cooperation and this helped to generate support for bringing their support for developing NAP.

### 3.3.5 Review of Outcomes to Impacts

98.     Table 11 provides a review of the likelihood of outcomes being translated into intended impacts.

**TABLE 11: REVIEW OF OUTCOMES TO IMPACTS AT THE END OF PROJECT SITUATION**

| Component | Findings | Review of Outcomes to Impacts |
|---|---|---|
| **Site Level Outcomes** | | |
| **Outcome 1:** Mainstreaming Sustainable Land Management | • Relevant government, private sector and commodity industries trained.<br>• Gaps in policies and legislation affecting implementation of SLM in PNG are identified.<br>• Only Oil Palm Code developed and implemented but other SLM tools were not developed.<br>• Number of localised MDG7 indicators and SLM practices compiled. | BC: Moderately Likely |
| **Outcome 2:** Develop and enhance human and institutional capacities for SLM | • DEC, PNGFA, DAL, Commodity Industries and DLPP were not using the operational Land Information Systems (LIS) / GIS and remote sensing systems and data for SLM monitoring and management.<br>• Targeted training for selected staff (minimum of three) from DEC, PNGFA, DAL, Commodity Industries and DLPP in the application of LIS / GIS / remote sensing data to the monitoring, interpretation and assessment of land degradation and the efficacy of SLM practices was not conducted.<br>• Agricultural extension officers trained as trainers of SLM good practice and rehabilitation / reuse of degraded lands.<br>• SLM information was not updated. | CD: Unlikely |
| **Outcome 3:** Enhance and develop capacities for SLM Knowledge Management | • Unable to develop integrated SLM KM system in DEC<br>• A standard guideline and protocol not available<br>• Not able to produce SLM Communication Strategy for DEC | DD: Highly Unlikely |
| **Outcome 4:** Complete UNCCD National Action Plan for Papua New Guinea | • 5-year SLM National Action Plan and 5-year SLM Investment Plan drafted but technical review has not been conducted and not been endorsed by the National Executive Council. | BC/Moderately Likely |

99.     It was not within the capability of the TEC to verify independently, the impact of training to extension officers and farmers on sustainable land management in agriculture sector. Also the evaluation mission schedule didn't have program to visit field to see impact of training.

100.     Since most of the activities were not accomplished, all expected impacts could not be seen. Moreover, some initial impacts of training on farming are seen in trained farmers but its impact on the ecological system is yet to be seen. Impact of such training will last long as it will influence farming system and correct problems related to it.

101.    Project was not able to accomplish task of establishing integrated information system. Otherwise this could have impact on policies, plans and practices. Similarly, if SLM NAP and Investment Plan were endorsed then these could have long term impact on addressing sustainable land management issues in PNG.

> Result of the review of outcomes to impacts indicate the overall likelihood of <u>impacts to be achieved is **Unlikely**</u> and the Project will not be able to achieve its major global environmental objectives, and to yield satisfactory global environmental benefits by conserving globally significant land use, hence its <u>effectiveness is evaluated as **Moderately Unsatisfactory**</u>.

### 3.3.6   Achievement of Project Output & Outcome

102.    This section provides an overview of the main achievements of the Project.  Considering the results achieved under each of the outcomes, and the progress toward the overall objective, the project effectiveness is rated Moderately Unsatisfactory. The SLM project generated very limited results and not able to meet most of the planned accomplishments. The project objective was stated as "Capacities for sustainable land management are built in appropriate government and civil society institutions/user groups and mainstreamed into government planning and strategy development."

103.    Based on the respective indicators and overall level of progress toward the four outcomes, the outcomes rating are as follows:

**TABLE 12: Evaluation of the End of Project Situation as per the Revised Logframe**

| Component | Evaluation* | | | | | |
|---|---|---|---|---|---|---|
| | HS | S | MS | MU | U | HU |
| **Outcome 1**: Mainstreaming sustainable Land Management. | | | ■ | | | |
| Output 1.1 # of relevant government, private sector and commodity industries trained. | | | ■ | | | |
| Output 1.2 Gaps in policies and legislative framework relating to implementation of SLM in PNG identified. | ■ | | | | | |
| Output 1.3 SLM interventions and "tools" (SLM Best Practice and Guidelines) are incorporated into key agencies regulatory framework for assessment, approval and monitoring of development projects. | | | | ■ | | |
| Output 1.4 Number of PNG's localised MDG7 indicators and SLM practices compiled. | | | ■ | | | |
| **Outcome 2**: Develop and enhance human and institutional capacities for SLM | | | | ■ | | |
| Output 2.1 DEC, PNGFA, DAL, Commodity industries and DLPP are using the operational Land information system (LIS/GIS and remote sensing) and database for SLM monitoring and management. | | | | | | ■ |
| Output 2.2 Selected staff (minimum of three) from DEC, PNGFA, DAL, Commodity industries and DLPP trained in the application of LIS/GIS/remote sensing data to the monitoring, interpretation and assessment of land degradation and the efficacy of SLM practices. | | | | | | ■ |
| Output 2.3 Agricultural extension officers trained as trainers of SLM good practices and rehabilitation/reuse of degraded lands. | | ■ | | | | |
| Output 2.4 SLM information is up to date and relevant. | | | | | | ■ |
| **Outcome 3**: Enhance and develop capacities for SLM Knowledge Management. | | | | | | ■ |
| Output 3.1 One integrated SLM Knowledge Management System functional in DEC. | | | | | | ■ |
| Output 3.2 A standard guidelines and protocol available. | | | | | | ■ |
| Output 3.3 SLM Communication Strategy for DEC produced. | | | | | | ■ |
| **Outcome 4**: Complete UNCCD National Action Plan for Papua New Guinea. | | | | ■ | | |
| Output 4.1 5-year SLM National Action Plan and 5-year SLM Investment Plan endorsed by stakeholders and approved by Government. | | | | ■ | | |
| **Overall Project Rating** | | | | | | |

\* Note: HS = Highly satisfactory; S = Satisfactory; MS = Moderately satisfactory; MU= Moderately unsatisfactory;
      U = Unsatisfactory; HU = Highly unsatisfactory.  Components are hyperlinked to relevant section.

The Project has incorporated sustainable land management issues into the landscape conservation in PNG and to mainstream SLM it developed one tool (remaining 4 tools in draft condition), trained government staffs, farmers and NGOs in SLM practices, developed draft of SLM NAP and business plan. Due to political disturbances it could not accomplish all its activities and also project suffered from lack of cooperation from DLPP. Three of the Project outcomes are ranked individually as **Moderately Unsatisfactory** and one outcome as **Highly Unsatisfactory**. Achievement of one output was **Satisfactory**, two **Moderately Satisfactory**, three **Moderately Unsatisfactory** and five outputs **Highly Unsatisfactory**, hence Overall result of the project is rated as **Moderately Unsatisfactory.**

**Outcome 1: Mainstreaming sustainable Land Management.**
To achieve the outcome 1, project had identified five main outputs. Activities and achievements of outputs are discussed below:

**Output 1.1 Relevant government, private sector and commodity industries trained**.
Considering the time limits, inception workshop suggested to focus on only to three commodities (Cocoa, Coffee and Oil Palm). Four training was conducted in these sectors for government extension officers and farmers.

**Output 1.2   Gaps in policies and legislative framework relating to implementation of SLM in PNG identified.**
Stakeholders were gathered to identify gaps in policies and legal frameworks, issues, analysed accountability (sectorial policies and laws appropriate and practicable to sectorial responsibilities and capacities) constraints that were affecting the achievement of SLM in PNG. Similarly, gathering also identified analysed and prioritised activities, sectorial structures / capacities and responsibilities.

**Output 1.3   SLM interventions and "tools" (SLM Best Practice and Guidelines) are incorporated into key agencies regulatory framework for assessment, approval and monitoring of development projects.**
Activities identified to achieve this output were: analysis and prioritisation of key issues and constraints affecting achievement of SLM; identify and prioritise effective interventions to implement SLM into development planning, agriculture, forestry and mining sectors; scope, review, analyse and identify specific and practical options (interventions) to integrate SLM concerns into agricultural sector policies and practices (lessons learnt / intervention points / best applicable practices), the National Agricultural Development Plan and agricultural extension materials and out-reach programs; scope, review, analyse and identify specific and practical options (interventions) to integrate SLM concerns into the forestry sector planning processes and practices (lessons learnt / intervention points / best applicable practices); scope, review, analyse and identify specific and practical options (interventions) to integrate SLM concerns into DLPP Policy and Land Use Planning decisions and into Department of Transport planning processes and guidelines (lessons learnt / intervention points / best applicable practices) and based on effective interventions identified in the agriculture, forestry, land-use planning and mining sectors, develop practical and effective SLM tools including Codes of Best / Good Practice and Guidelines to promote, advocate, train and regulate SLM in these sectors.

- Logging Code of Practice for use by National Forest Authority was not developed as forest authority did not show interest to develop it.
- Oil Palm Code of Practice was developed and endorsed by the DEC and implemented by the oil palm industries.
- Project also planned to revise existing EIA policy to strengthen it but this activity was not moved forward so EIA was not revised.

- The plan of developing tool for Development Planning Process (DPP) was also not initiated. This tool was important as this guide program implementation process. Project intended to introduce SLM tool in DPP so that budgeting and implementation will consider SLM priorities.
- The development of field guide for planting Palm Oil was also not initiated and PMU says they had time constraints due to which they could not initiated this activities.
- Only draft of the Coffee manual was developed with input from the training workshop. But due to internet problem comments were not received on time from reviewers and was not finalised for printing.
- Cocoa manual draft was developed and was sent to cocoa board for revision but they never proceeded so the finalisation of manual was not completed.

## Output 1.4    Number of PNG's localized MDG7 indicators and SLM practices compiled.

Activities identified to achieve this output were: assist DEC with the identification, collection, collation, analysis and verification of environmental data pertaining to MDG7 indicators. Also assist DEC with the review and refinement of current National MDG7 indicators for PNG in terms of land development within the context of promoting sustainable land management practices. Assist DEC with sectorial reviews of agriculture and forestry sectors to determine whether the institutional framework and operational outcomes in each sector are meeting the outcomes expected from the Government's environmental sustainability (in terms of land management) objectives, guidelines and indicators.

Project accomplished targeted activities and compiled PNG's localised MDG7 indicators and SLM practices.

> The outputs had achieved only partial success to its major targets like enhancing capacity and localised MDG7 indicators and SLM tools and unable to yield other Outputs. These outputs can only be presented as "moderately good practice" and is rated as **Moderately Satisfactory**. Project has only achieved some, hence the outcome achievement is rated as **Moderately Satisfactory**.

## Outcome 2: Develop and enhance human and institutional capacities for SLM.
To achieve the outcome 2, project had identified three outputs that need to be achieved. Activities and achievements of outputs are discussed below:

## Output 2.1 DEC, PNGFA, DAL, Commodity industries and DLPP are using the operational Land information system (LIS/GIS and remote sensing) and database for SLM monitoring and management.
Activities planned to achieve this output includes identification of key players in Government and other organizations to promote, implement, monitor and regulate SLM in PNG, conducting SLM capacity needs assessment for DEC staff to enhance capacities for use of integrated land information systems / GIS / remote sensing  for SLM, identification other key SLM players in Government and other organizations and conduct capacity needs assessment workshop(s) for these key players, develop Terms of Reference (ToR) for training of staff in the use of integrated land information systems / GIS / remote sensing  for SLM applications, identify sources of appropriate training for DEC staff, and staff identified from other agencies / organizations to enhance capacities for the use of integrated land information systems / GIS / remote sensing  for SLM applications, select training providers, contractual arrangements and logistics, select staff to attend training and conduct post-training assessments to evaluate effectiveness of the training. But none of these activities were conducted.

## Output 2.2 Selected staff (minimum of three) from DEC, PNGFA, DAL, Commodity industries and DLPP trained in the application of LIS/GIS/remote sensing data to the monitoring, interpretation and assessment of land degradation and the efficacy of SLM practices.

Activities planned for this output were: conducting SLM capacity needs assessment for PNGFA, DAL, Commodity Industries, Mining & Petroleum and DLPP staff to enhance capacities for use of integrated land information system/GIS/remote sensing for SLM, draw up a training programme for staffs to use integrated land information systems/GIS/remote sensing for SLM applications and conduct post training assessment to evaluate effectiveness of training. But only capacity need assessment was done and remaining activities were not accomplished.

## Output 2.3 Agricultural extension officers trained as trainers of SLM good practices and rehabilitation/reuse of degraded lands.

Activities planned to achieve this output were facilitating sharing of knowledge on SLM by collaborating with relevant agencies to modify agricultural extension materials with SLM good practice techniques and rehabilitation / reuse of degraded lands. Similarly, activities to assist in the training of agriculture extension officers and lead farmers in SLM good practice techniques and rehabilitation / reuse of degraded lands were also planned. Four training workshops on Cocoa, Coffee and Oil Palm farming were conducted for extension officers and farmers. Training materials designed for intercropping and integrated farming to address livelihood of farmers.

### Output 2.4 SLM information is up to date and relevant.

Activities planned for this output was establishment of coordinating committee comprising DEC, PNGFA, DAL, Commodity Industries, Mining & Petroleum and DLPP for SLM data management. But this activity was not accomplished.

> The outcome of developing and enhancing human and institutional capacities for SLM of Global significance was not achieved but only capacity need assessment done and didn't further from that, the outcome is rated as **Moderately Unsatisfactory**. Similarly, most of the outputs under this outcome have not been achieved, so the outputs can't be presented as "good practice", hence is evaluated as **Moderately Unsatisfactory**.

## Outcome 3: Enhance and develop capacities for SLM Knowledge Management.

To achieve the outcome 3, project had identified three main outputs that need to be achieved. Activities and achievements of outputs are discussed below:

### Output 3.1 One integrated SLM Knowledge Management System functional in DEC.

To achieve this output activities planned were: Identification of DEC's SLM information and data requirements for mainstreaming SLM into policy formulation, regulation, monitoring and reporting of PNG's SLM performance. Likewise, it was also planned to integrate all LIS in DEC's KM system and test compatibility of the system. But none of these activities were performed and SLM KM system was not developed.

### Output 3.2 A standard guidelines and protocol available.

Activities to achieve this output were: identification and development of SLM Knowledge Management tools which include analysis of the validity of adopting of the Traditional Ecological Knowledge as well as Land Management Practices for inclusion in relevant policies and legislations. It also had activities to facilitate sharing of knowledge on SLM by preparing and disseminating SLM policy briefs for decision-makers at national & provincial and district levels. Activities also included development of protocol for integrated standards, access and data sharing for LIS network. But none of these activities were accomplished.

### Output 3.3 SLM Communication Strategy for DEC produced.

To achieve this output, activities planned were, development of monitoring and evaluation systems to monitor agricultural sustainability (including use of best practices to minimise soil loss, maintain fertility and monitor

amount of soil cover), forest encroachment / clearing of forest and encroachment on wetlands, and monitoring the expansion of settlements. But none of these activities were conducted.

> Project was unable to achieve target outcome of enhancing and developing capacities for SLM Knowledge Management for sustainable management of land of globally significance, hence <u>outcome is rated as **Highly Unsatisfactory**</u>. Similarly, The outputs under this outcome were not achieved major targets to support sustainable management of land of global environmental significances through improved planning. The outputs cannot be presented as "good practice", hence <u>is evaluated as **Highly Unsatisfactory**</u>.

*Outcome 4: Complete UNCCD National Action Plan for Papua New Guinea.*
To achieve the outcome 4, project had identified output that need to be achieved. Activity and achievement of output is discussed below:

### Output 4.1 5-year SLM National Action Plan and 5-year SLM Investment Plan endorsed by stakeholders and approved by Government.

Three activities identified to achieve this output were: i) preparation of NAP through stakeholder workshops, problem & root cause analysis, and prioritisation of actions; ii) adoption of NAP by Government & stakeholders, publication of NAP, and dissemination through awareness and media programs and iii) SLM Investment Plan developed.

Project was able to conduct stakeholder workshops, problem & root cause analysis and prioritisation of actions and adoption by the stakeholder's workshop. But before endorsement by the National Executive Council the draft NAP had to be reviewed for technical errors but review could not take place due to time constraint and SLM NAP remained in draft form. The NAP also includes investment plan. As the SLM NAP was not endorsed, publicity of NAP and dissemination through awareness and media programs was also not conducted.

> Accomplishment of these outputs was incomplete and due to inability to conduct technical review SLM NAP was not submitted to National Executive Council for endorsement. The outcome can't be presented as "good practice", hence <u>is evaluated as **Moderately Unsatisfactory**</u>. Since the target result was not met, and work remained incomplete, this outcome is <u>rated as **Moderately Unsatisfactory**</u>.

### 3.3.7 Contribution to upgrading Skills of the National Staffs

104. Project trained Agricultural extension officers to become trainers of SLM good practices and rehabilitation/reuse of degraded lands. Project modified agricultural extension materials with SLM good practices techniques and rehabilitation/reuse of degraded lands. Four training workshops on Cocoa, Coffee and Oil Palm farming were conducted for extension officers and farmers. Training materials designed for intercropping and integrated farming to address livelihood of farmers.

105. Project planned to train selected staffs (minimum of three) from DEC, PNGFA, DAL, Commodity industries and DLPP in the application of LIS/GIS/remote sensing data to the monitoring, interpretation and assessment of land degradation and the efficacy of SLM practices. But this activity could not be accomplished by the project.

### 3.3.8 Mainstreaming

106.    SLM project had contributed in enhancing capacity of the policy makers and planners with knowledge related to sustainable land Management and climate change issues. This had intension of helping in mainstreaming sustainable land management in development planning and budgeting. Similarly, the identification of gaps helps to address the obstruction in SLM. Project also helped to develop SLM action plan and SLM investment plan which helps to achieve dual benefit of economic development and SLM. Training policy makers and staffs helps in mainstreaming SLM in policy formulation, development planning and budgeting. Similarly, training extension officers will help to assure sustainable land management at the ground level. Project also had objective of knowledge management and establishment of database but this was not accomplished. Project was also not able to conduct training for use of knowledge management system which could also help in mainstreaming SLM.

107.    Project enhanced awareness among farmers. It had contributed to improve land use practices. The objective of this project agrees with the priorities of the UNDP country programme and UNDP country programme action plan.

108.    Though the project had not made any provision to ensure gender equity in project document, gender received little representation in the project activities. Gender issues were addressed in staff recruitment as the project assistant was a women staff. The improvement in land use practices will also help women as they are highly involved in farming system. The project intervention will in long run contribute to the economy of local women as household economy is connected with farming system.

### 3.3.9 Relevance

109.    The SLM project was developed to address existing gaps within the institutions related to land management issues. Absence of sustainable land management approaches from institutional arrangements, regulatory mechanisms, policies and human capacities perspectives contribute to severe land degradation in the country was delaying in obtaining vital information for SLM and UNCCD NAP completion. Due to delay in building capacity for SLM, PNG was not able to be proactive and was always reacting to situations when they happened. This project was developed to address these gaps and national capacity issues. The project was also formulated according to the programmatic objectives of GEF. Since this project address gaps to land management that is serious issue in PNG, it is very much relevant to the counties need.

110.    The global environmental objective of the project is to build capacity for sustainable use of the country's land and associated resources. Under the land degradation focal area, it will contribute SO1 (to develop an enabling environment that will place sustainable land management in the mainstream of development policy and practices at the regional, national and local levels), and also to SO2 (to upscale SLM investments that generate mutual benefits for the global environment and local livelihoods), and specifically to SP2 in supporting sustainable forest management in production Landscape, through its integrated approaches in addressing the issues of management of forests in the wider production landscape and reduction of forest fragmentation (LD SO1/SP2, LD SO2/SP2).

111.    Under the cross-cutting SFM focal area, the project will contribute to both SO1 (to protect globally significant forest biodiversity) and SO2 (to promote sustainable management and use of forest resources) and specifically SP3 (forest conservation as a means to protect carbon stocks and avoid $CO_2$ emission), SP4 (strengthening the policy and regulatory framework for mainstreaming biodiversity) and SP7 (supporting sustainable forest management in productive landscape).

The Project intervenes to address existing gaps within the institutions related to land management and help to conserve globally important land uses and it is congruent with GEF and national priorities, and remains pertinent in the light of the current levels of threat; it is evaluated as **Relevant**.

### 3.3.10 Sustainability

112.    The evaluation of the sustainability of this Project is unlikely to be sustainable beyond the project life because no work is done in two major outcomes and among the rest two also incomplete. The only work done that could remain beyond the project life is capacity enhancement of farmers from three commodities sector. Similarly, recent past political problem created difficulties to the project activities so risk could be suspected in relation to political uncertainty as priority of new government could be different and these initiatives may not get sufficient priority.

113.    **Financial**: The outlook for the long-term financial sustainability of the Project appears very unsecure but if UNDP and relevant government department is able to find money by convincing any donors for completing incomplete activities then only sustainability could be expected. No plan from the DEC or other stakeholders was seen for generating fund for completing activities of this project to make results sustainable. Due to short implementation timeframe, project focussed on the three commodities resulting in draft training manuals being produced. Since progress on NAP was at advanced stage to set the priority policy and strategic programmatic interventions thus it was necessary to follow through to complete NAP review and NEC endorsement. Clearly, if NAP was completed then that will have long term impact in mainstreaming SLM. No commitment for completing tools, SLM KM and training to farmers and extension officers of remaining parts of the country was observed from any institutions or donors, hence financial sustainability is adjusted to be **Unlikely**.

114.    **Socio-Economic**:  The social-political sustainability of the Project was also not promising. The workshop that brought all department and relevant industrialists helped to identify policy gaps which benefited to include SLM in PNG vision 2050, PNG development Strategy (2011-2030) and Medium Term Development Strategy (2011-2015). This indicates that the SLM awareness-raising activities have certainly been beneficial and undoubtedly changed people's minds at the management level. The empowerment of government and non-government agencies through use of scientific methods and use of updated information systems helped in behavioural changes but this is not sufficient as KM system is not developed and staffs are not trained to use them. Also institutions' situation was not strong as it was observed that more than a year DEC had no office and was affected by political instability. Still they were facing several problems related to day to day administration. When DEC itself is weak, it could not contribute to complete the activities of this project or sustain achievement of this project. Hence, the socio-economic sustainability is adjudged to be **Unlikely**.

115.    **Institutional Framework/Governance**: Project intended to develop NAP and investment plan which help to mainstream the SLM but due to lack of technical review NAP draft is not approved and endorsed by the National Executive Council. Similarly, besides Oil Palm Code of Practice, other code of Practices were not developed or remained in draft form. Similarly, SLM KM system was not developed which is important for informed management and planning. Moreover, the land management is within the jurisdiction of DLPP, DA and FA. But project was implemented by the DEC and it was not able to get cooperation from FA and DLPP which already affected the development of code of practices and integrated KM system development. It is unlikely that DEC could get support from DLPP and NFA to complete remaining task and also safeguard achievement of this project. Hence, Institutional/Governance sustainability is adjusted to be **Unlikely**.

116.    **Environmental**:  Environment sustainability is one of the important elements of the project strategy. The project achievement will directly strengthen sustainability of Land management and thereby also contribute biodiversity and ecological resources of PNG. The capacity development and policy formulation to make land management sustainable was not completed. The SLM NAP, tools and Integrated Knowledge Management were

not achieved and without these, environment sustainability could not be expected. Since environment risk remains unsolved, environment sustainability could not be expected. Hence <u>the environmental sustainability is deemed to be **Unlikely**</u>.

<u>The overall sustainability of the project result is ranked as **Unlikely**</u>.

### 3.3.11 Catalytic Role and Replication

117.    Discussion of replication in relation to the SLM Project has to be undertaken at two levels – the central level (macro level) strengthening capacity of government agencies to facilitate planning and policy making, and the other at the ground level (micro level) training and awareness generation of farmers, extension staff, NGO, CBOs and other civil society organisations including indigenous groups. In PNG more than 80% of lands are customarily land hence replication needs to be done by making them aware on the sustainable practices of the land. The integrated nature of the policy-level mainstreaming, awareness generating on importance of MAP, sustainable harvest method and product development and marketing for economic incentives to change people's behaviour in favour of biodiversity conservation and land management, capacity building of government agency, increased enforcement, research and monitoring provide a solid model of success that it is hoped may influence future project design in the country.

118.    At the micro-level, project performance of agriculture sector was good but limited to certain area. Hence need to expand to other areas of the country. But at macro-level it is still weak as till the date of evaluation several SLM tools, SLM KM was not developed and SLM NAP was not approved by the council. Without these, replication will neither be effective nor sustainable.

119.    Since project activities (extension officers' and farmers' training) was conducted only in few areas it needs to be expanded to entire areas of the country. Similarly, for effective implementation of the planning and implementation of action plans, SLM National Action Plan needs to be approved by the Council.

### 3.3.12 Country Ownership

120.    The NSCA is very important process that designed to addresses the issue of capacity building for the implementation of UNCCD, UNFCCC and UNCBD. It had plans for identifying strength and weaknesses and policy and institutional gaps that affect the implementation of the Conventions in an integrated manner. But the NSCA process had difficulties to move further since its inception workshop in 2005 and only in 2010 it was completed. This project helped to complement NSCA by assessing capacity needs for sustainable land management.

121.    The information from the baseline inventory that was conducted for developing the 3rd National Report submitted to the UNCCD (5th Session of the Committee) was used in development of activities of this project. The baseline/inventory describes the programs, initiatives and projects that are related to sustainable land use. Hence, activities of this project to build capacity building and knowledge management to support sustainable land management (SLM) in PNG, this project will also help to develop and implement the UNCCD National Action Plan (NAP).

122.    For the past several years, the government of PNG has been utilising its available resources in priority areas like social and economic activities (large scale agriculture, forestry, fisheries and mining, food security, education and politics, governance). Moreover, the recently ratified MEAs such as UNCBD, UNFCCC and UNCCD by the government reaffirms its commitment for the implementation of the Sustainable Land Management initiative, that will have positive long term impact at the local and global levels. Goal and objectives of SLM also falls within GEF focal areas and the GEF incremental component was very much desired financial support to ensure human capacities strengthen for SLM for local and global environmental and economic benefits.

123.    The proposed MSP attempts to address existing gaps in relation to PNG's land management issues in relevant sectorial agencies. Clearly, the absence of sustainable land management approaches from institutional

arrangements, regulatory mechanisms, policies and human capacities perspectives is highly likely to contribute to severe land degradation issues in the country and consequently PNG will not be proactive and will always react to situations when they arise which can be dangerous. This project had presented an important opportunity to address these gaps and national capacity issues and was formulated according to the programmatic objectives of GEF. Government of PNG had committed to contribute US$1,460,000 to the project and also information generated by the project and capacity enhancement by the project helped to incorporate SLM in Medium-term development plan, PNG development Strategy and PNG vision 2050.

## Ratings

124. As per UNDP and GEF TE guidelines, the TE ratings are consolidated in Table 12 below.

| Table 12. Terminal Evaluation's Rating Project Performance | | |
|---|---|---|
| Criteria | Comments | TE Rating |
| **Monitoring and Evaluation:** Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU) | | |
| Overall quality of M&E | (rate 6 pt. scale) | MS |
| M&E design at project start up | (rate 6 pt. scale) | S |
| M&E Plan Implementation | (rate 6 pt. scale) | MU |
| **IA & EA Execution:** Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU),Unsatisfactory (U), Highly Unsatisfactory (HU) | | |
| Overall Quality of Project Implementation/Execution | (rate 6 pt. scale) | MS |
| Implementing Agency Execution | (rate 6 pt. scale) | MS |
| Executing Agency Execution | (rate 6 pt. scale) | MS |
| **Outcomes:** Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU) | | |
| Overall Quality of Project Outcomes | (rate 6 pt. scale) | MU |
| Relevance: relevant (R) or not relevant (NR) | (rate 2pt. scale) | R |
| Effectiveness | (rate 6 pt. scale) | MU |
| Efficiency | (rate 6 pt. scale) | MU |
| **Sustainability:** Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U) | | |
| Overall likelihood of Sustainability | (rate 4pt. scale) | L |
| Financial resources | (rate 4pt. scale) | L |
| Socio-economic | (rate 4pt. scale) | L |
| Institutional framework and governance | (rate 4pt. scale) | L |
| Environmental | (rate 4pt. scale) | L |
| **Impact:** Significant (S), Minimal (M), Negligible (N) | | |
| Environmental Status Improvement | (rate 3 pt. scale) | M |
| Environmental Stress Reduction | (rate 3 pt. scale) | M |
| Progress towards stress/status change | (rate 3 pt. scale) | M |
| **Overall Project Results** | **(rate 6 pt. scale)** | **MU** |

# 4. Conclusion, Recommendation & Lessons Learned

### 4.1 Conclusion

125.    Capacity Building for Sustainable Land Management in Papua New Guinea project has difficulties in the beginning and also in the middle of the project life but it was able to conduct trainings for extension officers, local government authority and NGOs on sustainable agricultural practices, identify gaps in policy and legislations, compile several localised MDG7 indicators and SLM practices. The impact of the training was effective as farmers were found practicing sustainable methods taught to them in the training.    Similarly, capacity enhancement by the project helped to incorporate SLM in Medium-term development plan, PNG development Strategy and PNG vision 2050 through the DEC.

126.    But besides Oil Palm code, project was not able to develop logging code, field guide for planting palm, coffee manual, cocoa manual and tool for integrating SLM in development planning process. Project also wanted to review EIA Policy to strengthen EIA practices but not able to accomplish it. For making land management, planning and monitoring scientific, project planned to establish LIS/GIS/remote sensing system and SLM KM system with all information related to land management and develop capacity to use them but these tasks were not accomplish. Without improving planning, managing and monitoring system introducing such scientific tools, only policy will not be sufficient.

127.    Project was able to accomplish difficult task of bringing all relevant government and non-government institution in one place to analyse policy and legislative gaps, discuss land use issues and scientific knowledge and considerations of environment in the sectorial policy documents and planning guidelines. The valuable information generated from this gathering was very helpful in developing SLM NAP and SLM Investment Plan which was approved by the stakeholders. After accomplishing most of the work of such a big task, project failed to complete it as it was not able to conduct technical review of the NAP and investment plan which was required by the government before proceeding for approval and endorsement by the National Executive Council. But the information generated by the project helped to incorporate SLM in Medium-term development plan, PNG development Strategy and PNG vision 2050 through the DEC.

128.    Since this project was on land management, it relates more to Ministry of Land and Physical Planning. But as DEC is the focal point of GEF projects, it decided to implement this project by itself to address environmental degradation from landuse based activities and due to that DLPP did not take part in the project. Similarly, it was also not able to get support from PNGFA. It would have been much relevant if this project was implemented by DLPP. Similarly, in PNG most of the lands are in customary management. Land ownership, access to land and benefit sharing are serious issues in PNG and without addressing these issues it is not possible to make land management sustainable. Hence, Project needs to involve institution dealing with such issues.

129.    Due to delay in the initiation of the project, no work was done by the Mid-term Review (MTR) time so MTR was not conducted. Due to this project was not able to get feedback for improving weaknesses on time. Moreover, project was seriously suffered from the political disturbances.

# Recommendation

## 4.2 Corrective actions for the design, implementation, monitoring and evaluation of the project

130. Project should be implemented by the relevant institution of the government. But in instable political situation, it will be safe if UNDP CO itself implements the project in close coordination with the relevant government Department.

131. Government officers of important position will have a lot of responsibilities and will be very busy. Due to their workload they may not provide much time for the project so giving PM's responsibility to them will affect project activities. It will be better if expert from outside is hired for PM position.

132. Conducting post training interview of trainees or asking them to fill in forms to learn their experience on training may not be sufficient to judge the impact of the training. Survey or monitoring in the field to learn how many farmers were trained by extension officer after training and whether farmers were using what they learned from training in their field or not. Project should have provision of field monitoring to see impact of training.

## 4.3 Actions to follow up or reinforce initial benefits from the project

133. Training provided by the project was very useful but not sufficient and still farmers were not aware on environmental issues. Training should be expanded in other provinces of the country also and farmers should be made aware on climate change and other environmental issues.

134. Project had invested a lot of its effort to gather stakeholders for interaction to identify policy gaps and issues and these help to develop NAP and Investment Plan. This is very important for SLM mainstreaming in PNG and will be a big achievement of the project. Hence, it should be Support second review of the draft SLM NAP and Investment Plan so that it could be moved forward for the process of endorsement by the National Executive Council.

135. Some of the tools are in draft form. If further revision of those is supported and publish then those could be used for the SLM practices.

136. Integrated knowledge management system is very important in planning to make land management sustainable. Effort should be made to access funding for to initiate this activities to facilitate planning with integrated knowledge base.

137. KM system was not accomplished as DLPP and Industries didn't provide their database information. Project was also unable to conduct training on land information system (LIS), GIS and remote sensing.

## 4.4 Proposal for future directions underlying main objectives

138. Farmers training and awareness raising should be conducted in wide scale and for that a mega project should be developed and implemented in all provinces. Such training should incorporate issues that farmers are facing.

139. Without support from the Department of Land and Physical Planning (DLPP), it is not possible to get success of the SLM project. All the data related to land use are with DLPP and DAL so without their support target of forming a central database including data related to the land use for land information management planning is not possible. Future SLM projects should be implemented through DLPP or its direct involvement should be assured. Similarly, future initiations should involve institutions that are working with land issues with the clans. Similarly, project should be directed to developing forest and other land use conservation based on community participation. In developing such models, lessons from community forestry could be helpful.

140.    Future projects should have strong linkage with the on-going land use projects. Similarly, lessons from previous relevant project should be utilised while designing projects.

141.    Future projects should strictly follow the UNDP/GEF standard monitoring provisions and regular risk analysis to feedback project to address problems on time and to accomplish targeted activities with quality results.

**4.5    Best and worst practices in addressing issues relating to relevance, performance and success**

## Lessons Learned (Best Practices)

142.    **Problem based programs will be accepted by the local communities.** The farmers training included various issues related to Coffee, Cocoa and Oil Palm farming. This helped them to address their problems so farmers were adopted what they were taught. One example of problem that farmers were facing was Cocoa pod boarder disease which infested Cocoa plants with huge loss to farmers and knowledge provided by the project helped them to address the problem. Hence activities should always be developed to address the problem.

143.    **In political transition, it will be practical to implement project directly by UNDP CO.** Project suffered a lot due to political disturbances. Lack of office of DEC (implementing agency) for nearly two years had affected project implementation and due to this project was not able to accomplish all targeted activities. It will be better if UNDP CO implement project by itself in close coordination with the government agencies.

144.    **Designing a project linking various institutions from grassroots level institutions, government agencies, local authorities and private sector generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects.** In this project also involvement of local government, NARI, I/NGOs and commodity industries was very helpful to implement activities at the grassroots level effectively.

## Worse practices

145.    **Implementing project by irrelevant government department affected project activities.** Since, this project is related to management of land it would have been appropriate if it was implemented by the Sustainable Land Management Unit of MLPP. Working directly through institution that is directly related to the project activities is important for effective implementation. But in this project implementing agency was Department of Environment and Conservation (DEC). DEC has no authority to make decision of land issues as it is either under Department of Agriculture (for agricultural land) or under Department of Land and Physical Planning (DLPP).

146.    **Deploying busy Government staff as Project Manager was not helpful to the project.** This project deployed senior Government staff as project manager. Senior government staffs are usually busy and could not allocate sufficient time for the day-to-day project management and that affect project activities.

147.    **Delay in procurement delayed project activities.** Change of procurement practices confused project staffs as well as implementing agency. Moreover, procurement took long time which also contributed in delaying project activities.

# Annex I : Terms of Reference
## Terminal Evaluation of Sustainable Land Management Project, Papua New Guinea (Consultant)

**Title:** Consultant for Terminal Evaluation
**Project:** Building Capacity for Sustainable Land Management in Papua New Guinea
**Duration:** 25 working days to be completed by 7<sup>th</sup> September 2012 (starting no later than 3<sup>rd</sup> August, 2012)
**Supervisor:** UNDP PNG Country in consultation and coordination with Department of Environment and Conservation
**Duty Station:** Port Moresby, Papua New Guinea

**Background:**
Building Capacity for Sustainable Land Management (SLM) Project in Papua New Guinea (PNG) is a Medium Sized Project (MSP) funded by Global Environment Facility (GEF) through the United Nations Development Programme (UNDP). The project is implemented directly by Department of Environment and Conservation, commenced in mid-2008. The project completion was originally planned for December 2010 but extended to 30 June 2012 however due to intense preparations for the country's national general election will be extended to December, 2012.

The human, institutional, technological and systemic capacity for SLM in PNG was very low. The country was progressing towards rapid natural resource development driven by an export driven policy to guide PNG's economic growth without much emphasis on developing the non-extractive sector as an alternative to the non-renewable resources. Along with these were the challenges of the lack of planning on resource extraction schedule and the absence of a land use plan for the country. In addition, the weak human and institutional capacity compounded by inadequate resource allocation for monitoring and surveillance pose a serious threat on ensuring overall environmental quality particularly from terrestrial ecosystems is maintained.

The project's goal is to build capacity to implement SLM into each level of decision-making: from remote farming communities, to provincial government administrations to the national level agencies responsible for rural land management and economic development. The aim is to provide a systems approach to maintain and improve ecosystem stability, integrity, functions and services – bearing in mind the need for sustainable livelihoods in very harsh and remote villages.

The expected outcomes are (1) systemic capacity building and mainstreaming of SLM into policies, plans and regulatory frameworks; (2) an increased knowledge and awareness of the state of land degradation and the importance of sustainable land management for land based resource development activities; (3) enhanced technical, individual and institutional capacities for SLM; and (4) Design PNG's National Action Plan

**Objectives of the Evaluation**
The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: (1) to monitor and evaluate results and impacts; (2) to provide a basis for decision making on necessary amendments and improvements; (3) to promote accountability for resource use; and (4) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators, or as specific time-bound exercises such as mid-term reviews, audit reports and independent evaluations.

In accordance with UNDP/GEF M&E policies and procedures, all regular and medium-sized projects supported by the GEF should undergo a terminal evaluation upon completion of implementation. The terminal evaluation must provide a comprehensive and systematic account of the performance of a completed project by assessing its project design, process of implementation, achievements vis-à-vis project objectives endorsed by the GEF including any agreed changes in the objectives during project implementation and any other results.

Terminal evaluations have four complementary purposes:
- To promote accountability and transparency, and to assess and disclose levels of project accomplishments;
- To synthesize lessons that may help improve the selection, design and implementation of future GEF activities;
- To provide feedback on issues that are recurrent across the portfolio and need attention, and on improvements regarding previously identified issues; and,
- To contribute to the GEF Evaluation Office databases for aggregation, analysis and reporting on effectiveness of GEF operations in achieving global environmental benefits and on the quality of monitoring and evaluation across the GEF system.

The overall objective of this terminal evaluation is to review progress towards the project's objectives and outcomes, assess the efficiency and cost-effectiveness of how the project has moved towards its objectives and outcomes, identify strengths and weaknesses in project design and implementation, and provide recommendations on design modifications that could have increased the likelihood of success, and on specific actions that might be taken into consideration in designing future projects of a related nature.

**Scope of work / Expected Output / Timelines:**

Terminal evaluation will address the following specific issues;

1)  Broad areas to be covered
The following broad areas will be covered by the Evaluation:
- **relevance** of the project concept, design and implementation arrangements in today's context. This includes overall relevance of the Project in the broader global and national context, *i.e.* whether the Project outcomes are consistent with the GEF Land Degradation Focal Area Strategy and country priorities;

- Project **ownership** at the national and local levels;

- stakeholder **participation**, including government, community, civil society and gender balances in participation and influence;

- **Mainstreaming gender** - whether the project has taken adequate measures to ensure gender concerns are mainstreamed in the implementation of the project activities;

- Project **effectiveness**, *i.e.,* progress achieved to date against planned outputs and sub-outputs, and likelihood of achieving planned objectives in time;

- **partnership** and **complementarity** with other relevant on-going or past activities;

- likely **sustainability** of the Project achievements and impacts, including **financial, socio-political, institutional framework and governance, and environmental sustainability**, as well as an assessment of the feasibility of planned replication and exit strategies;

- any **catalytic role** played by the project;

- **financial aspect**: planning, execution and sustainability, including the timely delivery and use of co-financing;

- project **efficiency**: cost effectiveness and financial supply;

- effectiveness of the application of **adaptive management** principles through monitoring and evaluation (including effective use of log frame, UNDP risk management system, the Annual Project Implementation Reviews, and other monitoring tools and mechanisms as appropriate);

- any other unplanned achievements.

The assessment will be based on the GEF Terminal Evaluation Guidelines and will include an assessment of 1) **Project results** 2) **Assessment of Sustainability of Project Outcomes 3) Catalytic Role 4) Monitoring and Evaluation Systems 5) Processes that Affected Attainment of Project Results. The report will also present the evaluation consultant's Lessons and Recommendations.** Ratings for different aspects of project will need to be presented by the consultant with appropriate data, analysis and explanations as outlined below. All these sections MUST be presented in the final report. The report must also contain an annex with co-finance details and appropriate tracking tools.

2) Assessment of Results

The terminal evaluation will assess achievement of outputs and outcomes and will provide ratings for targeted objectives and outcomes. The assessment of project results seeks to determine the extent to which the project objectives were achieved, and assess if the project has led to any other short term or long term and positive or negative consequences and an assessment of impacts when appropriate. While assessing a project's results, the evaluation will seek to determine the extent of achievement and shortcomings in reaching project's objectives as stated in the project document and also indicate if there were any changes and whether those changes were approved. If the project did not establish a baseline (initial conditions), the evaluator should seek to estimate the baseline condition so that achievements and results can be properly established.

The following three criteria should be assessed to determine the level of achievements/ impacts of project outcomes and objectives and must be rated as objective as possible and must include sufficient and convincing empirical evidence.

| For Each Output and Outcome to be rated for below | Rating to be scored for each | Key Justification for rating |
|---|---|---|
| 1. **Relevance**: Were the project's outcomes consistent with the focal areas/operational program strategies and country priorities? | **Satisfactory (S):** The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.<br>**Moderately Satisfactory (MS):** The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.<br>**Moderately Unsatisfactory (MU):** | |

| | | | |
|---|---|---|---|
| | | The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. **Unsatisfactory (U)** The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. **Highly Unsatisfactory (HU):** The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. | |
| 2. | **Effectiveness**: Are the actual project outcomes commensurate with the original or modified project objectives)? In case the original or modified expected results are merely outputs/inputs then the evaluators should assess if there were any real outcomes of the project and if yes then whether these are commensurate with the realistic expectations from such projects. | **Satisfactory (S):** The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. **Moderately Satisfactory (MS):** The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. **Moderately Unsatisfactory (MU):** The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. **Unsatisfactory (U)** The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. **Highly Unsatisfactory (HU):** The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. | |
| 3. | **Efficiency**: Was the project cost effective? Was the project the least cost option? Was the project implementation delayed and if it was, then did that affect cost-effectiveness? Wherever possible, the evaluator should also compare the cost-time vs. outcomes relationship of the project with that of other similar projects. | **Satisfactory (S):** The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. **Moderately Satisfactory (MS):** The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. **Moderately Unsatisfactory (MU):** The project had significant | |

| | | |
|---|---|---|
| | shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. **Unsatisfactory (U)** The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. **Highly Unsatisfactory (HU):** The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency. | |

The consultant will use a project logical framework to determine the overall contribution of project outcomes to development and global environmental goals. The consultant is also invited to highlight contributions which are strictly beyond the project scope.

*Overall Rating:* An overall rating for the project will be given based on the above.

*NOTE: The overall outcomes rating cannot not be higher than the lowest rating on relevance and effectiveness. Thus, to have an overall satisfactory rating for an outcome, project must have at least satisfactory ratings on both relevance and effectiveness.*

3) Assessment of Sustainability of Project Outcomes

As per the GEF Monitoring and Evaluation Policy, 2006, a terminal evaluation will assess at the minimum the "likelihood of sustainability of outcomes at project termination, and provide a rating for this." The sustainability assessment will give special attention to analysis of the risks that are likely to affect the persistence of project outcomes. The sustainability assessment should also explain how other important contextual factors that are not outcomes of intervention, directly or indirectly, intended or unintended. Sustainability will be understood as the likelihood of continued benefits after the GEF project ends.

The following four dimensions or aspects of sustainability should be addressed:

| Key issues | Rating | Key justification for rating |
|---|---|---|
| 1. **Financial resources:** Are there any financial risks that may jeopardize sustenance of project outcomes? What is the likelihood of financial and economic resources not being available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project's outcomes) | **Likely (L):** There are no or negligible risks that affect this dimension of sustainability. **Moderately Likely (ML):** There are moderate risks that affect this dimension of sustainability. **Moderately Unlikely (MU):** There are significant risks that affect this dimension of sustainability **Unlikely (U):** There are severe risks that affect this dimension of sustainability. | |

| | | |
|---|---|---|
| 2. **Socio-political:** Are there any social or political risks that may jeopardize sustenance of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? | **Likely (L):** There are no or negligible risks that affect this dimension of sustainability. **Moderately Likely (ML):** There are moderate risks that affect this dimension of sustainability. **Moderately Unlikely (MU):** There are significant risks that affect this dimension of sustainability **Unlikely (U):** There are severe risks that affect this dimension of sustainability. | |
| 3. **Institutional framework and governance:** Do the legal frameworks, policies and governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems for accountability and transparency, and the required technical know-how are in place. | **Likely (L):** There are no or negligible risks that affect this dimension of sustainability. **Moderately Likely (ML):** There are moderate risks that affect this dimension of sustainability. **Moderately Unlikely (MU):** There are significant risks that affect this dimension of sustainability **Unlikely (U):** There are severe risks that affect this dimension of sustainability. | |
| 4. **Environmental:** Are there any environmental risks that may jeopardize sustenance of project outcomes? The terminal evaluation should assess whether certain activities will pose a threat to the sustainability of the project outcomes. For example, construction of dam in a protected area could inundate a sizable area and thereby neutralizing the biodiversity related gains made by the project. | **Likely (L):** There are no or negligible risks that affect this dimension of sustainability. **Moderately Likely (ML):** There are moderate risks that affect this dimension of sustainability. **Moderately Unlikely (MU):** There are significant risks that affect this dimension of sustainability **Unlikely (U):** There are severe risks that affect this dimension of sustainability. | |
| **Overall Rating:** | | |

**NOTE:** All the risk dimensions of sustainability are critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an 'Unlikely' rating in either of the dimensions then its overall rating cannot be higher than 'Unlikely'.

4) C. Catalytic Role

The terminal evaluation will also describe any catalytic or replication effect of the project. If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out. No ratings are required for the catalytic role.

5) D. Assessment Monitoring and Evaluation Systems

As per the GEF Monitoring and Evaluation Policy, 2006, a terminal evaluation will assess whether the project met the minimum requirements for project design of M&E, the implementation of the Project M&E plan and whether long-term monitoring provisions to measure mid-term and long-term results (such as global environmental effect, replication effects, and other local effects) after project completion exist. Terminal evaluation reports will include separate assessments of the achievements and shortcomings of the project M&E plan and of implementation of the M&E plan.

**M&E during Project Implementation**

**M&E design.** Projects should have a sound M&E plan to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.), SMART14 indicators and data analysis systems, and evaluation studies at specific times to assess results and adequate funding for M&E activities. The time frame for various M&E activities and standards for outputs should have been specified. The evaluation should present its assessment on these.

**M&E plan implementation.** A terminal evaluation should verify that: an M&E system was in place and facilitated timely tracking of progress towards projects objectives by collecting information on chosen indicators continually through the project implementation period; annual project reports were complete, accurate and with well justified ratings; the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs; and, projects had an M&E system in place with proper training for parties responsible for M&E activities to ensure data will continue to be collected and used after project closure.

**Budgeting and Funding for M&E Activities.** In addition to incorporating information on funding for M&E while assessing M&E design, a **se**parate mention will be made of: whether M&E was sufficiently budgeted at the project planning stage; and, whether M&E was adequately and timely funded during implementation.

Project monitoring and evaluation systems will be rated as follows on quality of M&E design and quality of M&E implementation:

1. **Highly Satisfactory (HS):** There were no shortcomings in the project M&E system.
2. **Satisfactory(S):** There were minor shortcomings in the project M&E system.
3. **Moderately Satisfactory (MS):** There were moderate shortcomings in the project M&E system.
4. **Moderately Unsatisfactory (MU):** There were significant shortcomings in the project M&E system.
5. **Unsatisfactory (U):** There were major shortcomings in the project M&E system.
6. **Highly Unsatisfactory (HU):** The Project had no M&E system.

The ratings should be justified with objective evidence.

**Overall rating:**

**NOTE:** The overall rating of M&E during project implementation will be solely based on the quality of M&E plan implementation." The ratings on quality at entry of M&E design and sufficiency of funding both during planning and implementation stages will be used as explanatory variables.

**Monitoring of Long Term Changes**

The M&E of long term changes is often incorporated in the GEF supported projects as a separate component and it may include determination of environmental baselines, specification of indicators, provisioning of equipment and capacity building for data gathering, analysis and use. This section of the terminal evaluations will describe the

actions and accomplishments of the project in the establishment of a long term monitoring system. The review will address the following questions:

1. Did this project contribute to the establishment of a long term monitoring system? If it did not, should the project have included such a component?
2. What were the accomplishments and short comings in establishment of this system?
3. Is the system sustainable, i.e. is it embedded in a proper institutional structure and has financing?
4. Is the information generated by this M&E system being used as originally intended?

## E. Assessment of Processes that Affected Attainment of Project Results

Among other factors, when relevant, it is suggested that the evaluation team considers the following issues affecting project implementation and attainment of project results. However, evaluators are not expected to provide ratings or separate assessment on the following issues but they could be considered while assessing the performance and results sections of the report:

1. **Preparation and readiness.** Were the project's objectives and components clear, practicable and feasible within its timeframe? Were the capacities of executing institution and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project approval? Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?
2. **Country ownership/drivenness.** Was the project concept in line with the sectorial and development priorities and plans of the country or of participating countries in the case of multi-country projects? Are project outcomes contributing to national development priorities and plans? Were the relevant country representatives, from government and civil society, involved in the project? Did the recipient government maintain its financial commitment to the project? Has the government approved policies or regulatory frameworks been in line with the project's objectives?
3. **Stakeholder involvement.** Did the project involve the relevant stakeholders through information-sharing, consultation and by seeking their participation in the project's design, implementation, and monitoring and evaluation? For example, did the project implement appropriate outreach and public awareness campaigns? Did the project consult and make use of the skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the design, implementation and evaluation of project activities? Were perspectives of those that would be affected by decisions, those that could affect the outcomes and those that could contribute information or other resources to the process taken into account while taking decisions? Were the relevant vulnerable groups and the powerful, the supporters and the opponents, of the processes properly involved?
4. **Financial planning.** Did the project have the appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds. Was there due diligence in the management of funds and financial audits? Did promised co-financing materialize? (Please fill the form in Annex 1 on co-financing).
5. **Implementing/Executing Agency's supervision and backstopping.** Did Implementing/Executing Agency staff identify problems in a timely fashion and accurately estimate its seriousness? Did Implementing/Executing Agency staff provide quality support and advice to the project, approved modifications in time and restructured the project when needed? Did the Implementing/Executing Agencies provide the right staffing levels, continuity, skill mix, and frequency of field visits for the GEF projects?
6. **Co-financing and Project Outcomes and Sustainability.** If there was a difference in the level of expected co-financing and actual co-financing, then what were the reasons for the variance? Did the extent of materialization of co-financing affect the project's outcomes and/or sustainability, and if it did affect outcomes and sustainability then in what ways and through what causal linkages?
7. **Delays and Project Outcomes and Sustainability.** If there were delays in project implementation and completion, then what were the reasons? Did the delay affect the project's outcomes and/or sustainability, and if it did affect outcomes and sustainability then in what ways and through what causal linkages?

## 6) F. Lessons and Recommendations

The evaluators will present lessons and recommendations in the terminal evaluation report on all aspects of the project that they consider relevant. The evaluators will be expected to give special attention to analysing lessons and proposing recommendations on aspects related to factors that contributed or hindered: attainment of project objectives, sustainability of project benefits, innovation,

catalytic effect and replication, and project monitoring and evaluation. Evaluators should refrain from providing recommendations to improve the project. Instead they should seek to provide a few well formulated lessons applicable to the type of project at hand or to GEF's overall portfolio. Terminal evaluations should not be undertaken with the motive of appraisal, preparation, or justification, for a follow-up phase. Wherever possible, the reports should include examples of good practices for other projects in a focal area, country or region.

## Methodology

The evaluation methodology will be determined by the consultant, guided by the requirements of GEF and UNDP as articulated in various guidelines, policies and manuals on the conduct of evaluations for GEF projects as well as key project documents such as the approved GEF project brief, the final UNDP project document, the inception workshop report, mid-term evaluation report, the project log-frame and annual budgets and work plans, the annual project implementation review, Project Board, and PMT meeting minutes as available, and other technical reports and documents as relevant. The evaluation methodology should be clearly documented in the final evaluation including comprehensive details of the following:

- documents reviewed
- interviews conducted
- consultations held with all stakeholders
- project site visited
- techniques and approaches used for data gathering, verification and analysis

## Conduct of the Evaluation

The consultant will work independently but will liaise closely with UNDP PNG and Department of Environment and Conservation. The consultant will also liaise periodically with the UNDP to ensure that UNDP-GEF and GEF requirements are being met.

The consultant will visit the project site to ensure adequate consultation with all key stakeholders. Towards the end of the field evaluation, presentation will be made to all key stakeholders in country. After the presentation the consultant will take note of verbal and/or written response to its presentation and consider these in preparing an interim draft evaluation report that will be provided to UNDP before the consultant leaves for distribution to stakeholders. UNDP will circulate the draft report to all stakeholders requesting written feedback and finalized by the evaluator within the dates reflected in the evaluation schedule.

While the consultant is free to determine the actual layout of the evaluation report, this must include the minimum content requirements mentioned earlier. The consultant will forward the final report by e-mail to UNDP PNG for onward distribution to all stakeholders. In addition the consultant will forward a hard copy and electronic copy saved on disk to UNDP PNG Country Office. The consultant will be responsible for the contents, quality and veracity of the report.

## Deliverables

The terminal evaluation mission will produce the following deliverables:

(1) a detailed Terminal Evaluation Report in concise English, including lessons learned and recommendations, using on the specified UNDP/GEF format (no more than 30 pages, including Executive Summary and Annexes) with sections and assessment ratings outlined earlier in the TOR; ;

(2) record of key outputs from the evaluation process, including workshop outputs, and minutes of meetings with stakeholders

(3) summary presentation of Terminal Evaluation Report findings to be presented at the Project Terminal Workshop .

The final report together with the annexes shall be written in English and shall be presented in electronic form in MS Word format as well as a hard copy.

The final report should include the sections specified in Annex 1 of this TOR and not exceed 30 pages, in addition to the annexes.

## Composition of the Evaluation Team

One Consultant either International or National will be responsible for conducting and reporting on the evaluation, under the guidance of and reporting to UNDP's Environment and Energy Programme. The Consultant will be lead and will carry overall responsibility for organizing and completing the evaluation and delivering the final report including technical analysis and coordination of logistical arrangements.

## Qualification – Consultant

- Minimum of a master's degree or equivalent in natural resource management, environment, development or related field demonstrably relevant to the position
- Substantive experience in reviewing and evaluating similar technical assistance projects, preferably those involving UNDP/GEF or other United Nations agencies, development agencies and major donors;
- International/regional consultant with academic and/or professional background in natural resource management or related fields with experience in land management, with in-depth understanding of land issues as well as community-based natural resource management. A minimum of 10 years of working experience is required;
- Experience in leading multi-disciplinary and multi-national teams to deliver quality products in high stress and short deadline situations;
- Familiar with SLM approaches in developing countries including Asia Pacific will be an advantage either through management and/or implementation or through consultancies in evaluation of land related projects. Understanding of local actions contributing to global benefits is crucial;
- Highly knowledgeable of participatory monitoring and evaluation processes; and
- Excellent English writing and communication skills.

## Proposed Methodology and Timelines

The consultants shall undertake the evaluation working concurrently according to a planned schedule to be completed by 7th September 2012. The consultant will have the overall responsibility of organizing and completing the terminal evaluation, submitting the final terminal evaluation report. The consultant are expected to propose a work layout, plan, budget and timelines to achieve the expected outputs with the appropriate methodology.

## Proposal Requirements

Interested individuals should ensure the proposal contain the following information to demonstrate their qualification:
1. Personal updated CV including Personal History Form (P11 form - available on the UNDP website www.undp.org.pg) including past experiences in similar consultancy and at least 3 references with a cover letter.
2. Technical Proposal:
    i. Explaining how the applicant meets the selection criteria/most suitable for the work;
    ii. Provide methodology on how applicant will approach and conduct the work if successful;
3. Financial Proposal

    The consultant is requested to provide a proposal or quotation of the fees/cost for the services which will be rendered using the following format and should be separate from the technical proposal.

| Daily consultancy rates | A daily consultancy rate inclusive of living allowance (if outside of Port Moresby) proposed by the consultant |
|---|---|
| Air ticket | To and from place of origin |
| Travel expenses to two sites | Selected provinces to be decided in consultation with PMU upon signing of the contract |
| Other miscellaneous expenses | Please state |

## Payment Schedule by Deliverables

1. Twenty (20) per cent of the maximum payable fee [professional service] will be paid upon the signing of the contract by 3 August 2012 (revised date 2nd January 2014)
2. Ten (10) per cent of the professional service will be paid following the acceptance of a work plan and report lay out by UNDP by 6 August 2012 (revised date 10th January 2014)
3. Twenty (30) per cent will be paid within ten (10) working days of receipt and acceptance by UNDP of a draft report by 20 August 2012 (Revised date 1st February 2014)
4. The remaining fifty (50) per cent will be paid within ten (10) working days of the acceptance by the UNDP of the final evaluation report by 7th September, 2012 (Revised date 28 February 2014)

## Evaluation Method

The proposals will be evaluated using the UNDP cumulative analysis method whereby the total score is obtained upon the combination of weighted technical and financial attributes.

The highest combined weighted score which provides the best value for money will be awarded the contract.

| A | Technical | (70%) |
|---|---|---|
| i) | Substantive experience in reviewing and evaluating similar technical assistance projects, preferably those involving UNDP/GEF or other United Nations agencies, development agencies and major donors | 15% |
| ii) | International/regional consultant with academic and/or professional background in natural resource management or related fields with experience in land management, with in-depth understanding of land issues as well as community-based natural resource management. A minimum of 10 years of working experience is required | 10% |
| iii) | Familiar with SLM approaches in PNG/Pacific and/or developing countries either through management and/or implementation or through consultancies in evaluation of land related projects. Understanding of local actions contributing to global benefits is crucial | 15% |
| iv) | knowledgeable of participatory monitoring and evaluation processes | 10% |
| v) | Experience in leading multi-disciplinary and multi-national teams to deliver quality products in high stress and short deadline situations | 10% |
| vi) | Knowledge and experience with local/regional stakeholders and customary protocols. Ability to converse, communicate in local language/directs advantageous. | 10% |
| B | Financial | (30%) |
| | Total | (100%) |

## Reporting Requirements

The consultant will be monitored, overseen and supervised by UNDP PNG Country Office in consultation and coordination with Department of Environment and Conservation.

The consultant is expected to submit a terminal evaluation report upon successful completion of activities according to the agreed schedules. The consultant is expected to provide for his/her own laptop.

## Deadline of Application Submission

All applications must include all documents mentioned in the section of "Proposal Requirements" above to be submitted by 13 July 2012 at 17:00 PNG Time either electronically to registry.pg@undp.org, or addressed under confidential cover to:

Terminal Evaluation of SLM project – Consultant
Attention: Steven Paissat, UNDP
Level 14, Deloitte Tower, Douglas Street, Port Moresby
P.O. Box 1041, Port Moresby, National Capital District

Incomplete application will not be considered and only candidates for whom there is further interest will be contacted.

## Contact Address

For further information concerning this Terms of Reference, Ms. Yvonne Baloiloi, Human Resources Associate, UNDP PNG Country Office, on email yvonne.baloiloi@undp.org / telephone +675 321 2877.

**Evaluation Report Outline**

1. Executive Summary
   Brief description of project, context and purpose of the evaluation, main conclusion, recommendations and lessons learned
2. Introduction
   Purpose of the evaluation, key issues addressed, methodology of the evaluation, structure of the evaluation
3. The project and its development context
   Project start and its duration, problems that the project seek to address, objectives of the project, main stakeholders, results expected
4. Findings and Conclusions
   - Project formulation
     - Implementation approach
     - Country ownership/driveness
     - Stakeholder participation
     - Replication approach
     - Cost-effectiveness
     - UNDP comparative advantage
     - Linkages between project and other interventions within the sector
     - Indicators
     - Management arrangements
   - Implementation
     - Financial planning
     - Monitoring and evaluation
     - Execution and implementation modalities
     - Management by the UNDP sub-office
     - Coordination and operational issues
   - Results
     - Attainment of objectives
     - Sustainability
     - Contribution to upgrading skills of the national staff
5. Recommendations
   - Actions to follow up or reinforce initial benefits from the project
   - Proposal for future directions underlining main objectives
6. Future Project Strategy
   - Corrective actions for the design, implementation, monitoring and evaluation of the project
7. Lessons Learned
   - Best and worst practices in addressing issues relating to relevance, performance and success

Annexes
   - TOR
   - Itinerary
   - List of persons interviewed
   - Summary of field visits
   - List of documents reviewed
   - Questionnaire used and summary of results
   - Overview of co-financing and leverage resources
   - Summary of Evaluation Findings (see Annex 2)

Annex 2

**Summary of Evaluation Findings**

| Objective | Measurable indicators from project log frame | Term target | Status of delivery *1 | Rating *2 |
|---|---|---|---|---|
| | | | | |
| | | | | |
| Outcomes | Measurable indicators from project log frame | Term target | Status of delivery | Rating |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

*1: Status of delivery

| Green/Completed | Indicators show successful achievement |
|---|---|
| Yellow | Indicators show expected completion by end of project |
| Red | Indicators show poor achievement – unlikely to be completed by end of project |

*2: Rating

| HS | Highly satisfactory |
|---|---|
| S | Satisfactory |
| MS | Moderately satisfactory |
| U | Unsatisfactory |

## ANNEX II : ITINERARY OF ACTIVITIES OF THE FINAL EVALUATION MISSION

| Dates | Task | Time proposed |
|---|---|---|
| **A. Preparation** | | |
| 17-120 December 2013 | Home-based work to prepare for evaluation including desk review of documents provided in advance at home office and develop preliminary evaluation methodology<br>Depart from home country (23 June, 2013) | 4 days |
| 18, 19,20 Dec 2013 | Singapore Stay to wait for flight to Port Moresby | 3 days |
| 22 December 2013 | International consultant arrives in country. | |
| **B. Evaluation Mission** | | |
| 22 December 2013 | Arrival of International consultant and brief meeting with UNDP staff | 1 day |
| 23 December 2013 | Meeting with UNDP staffs | 1 day |
| 24 December 2013 | Meeting with PM-SLM/Deputy Secretary, Policy Coordination Wing Mr. Maino Virobo and Ms Rose Singadan, DEC | 1 day |
| 25 December 2013 | Analysis of field findings | 1 day |
| 26 December 2013 | Analysis of field finding and preparation of next meeting | 1 day |
| 27 December 2013 | Meeting with Staffs from DEC. | 1 day |
| 28 December 2013 | Meeting with Chief Landuse Division, Dept. of Agriculture and Livestock | 1 day |
| 29 December 2013 | Meeting with Manager, PNG National Forest Authority | 1 day |
| 30 December 2013 | Meeting with Country Director, The Nature Conservancy | 1 day |
| 31 December 2013 | Meeting with Manager, WWF | 1 day |
| 1 January 2014 | Meeting with Oil Industry cooperation and Coffee Industry Cooperation | 1 day |
| 2 January 2014 | Meeting with beneficiary farmers | 1 day |
| 3 January 2014 | Meeting with Cocoa Board of PNG | 1 day |
| 4 January 2014 | Debriefing and departure of International Consultant | 1 day |
| **A. Draft Evaluation Report** | | |
| 7-29 January 2013 | Home-based work to prepare draft report<br>Submission of final draft report to UNDP for comments and suggestions | 12 ays |
| 22 February 2013 | UNDP provides comments and suggestions on draft report | |
| **A. Final Evaluation Report** | | |
| 21-26 February 2013 | Home-based work to finalize report based on comments from stakeholders, followed by submission of the final report to UNDP for further circulation | 2 day |
| 28 February 2013 | Submission of final report to UNDP for further dissemination | |

## ANNEX III : PERSONS INTERVIEWED / COMMUNICATED

- Mr. Sukhrob Khosmukhamedov, Deputy Resident Representative UNDP CO PNG
- Mr. Maino Viboro, Project Manager SLM Project and Deputy Secretary, Policy Coordination Wing and SLM Project Manager
- Ms. Gwen Maru, Environment Program Officer, UNDP Papua New Guinea
- Ms. Karen Anawe, Project Assistant
- Ms. Rose Alphonse, Policy Officer, Policy Coordination Wing
- Mr. Joseph Badi, Manager, Acquisition-Forest Policy and Planning Directorate
- Mr. Tony Torea, Program Office In-charge, Environment Conservation and Energy
- Mr. Leo Aroga, Coffee Industry Cooperation

# ANNEX IV : SUMMARY EVALUATION OF PROJECT ACHIEVEMENTS BY OBJECTIVES AND OUTCOMES

The Project logframe in the Project Document was revised in the Inception Report. The present evaluation matrix uses the version contained in the Inception Report and also used by the MTR.

KEY:

GREEN =     Indicators show achievement successful at the end of the Project.

YELLOW =     Indicators show achievement nearly successful at the end of the Project.

RED =     Indicators not achieved at the end of Project.

HATCHED COLOUR = estimate; situation either unclear or indicator inadequate to make a firm assessment against.

**Project Objective**: To ensure capacities for sustainable land management are built in appropriate government and civil society institutions/user groups and mainstreamed into government planning and development.

| Objective Hierarchy | Outputs | Baseline | Indicators | Achievement |
|---|---|---|---|---|
| **Outcome 1**:<br><br>Mainstreaming sustainable Land Management. | **Output 1.1:** Enhanced capacities to mainstream SLM into sectorial policies and plans. | • Government and private sector personnel lack knowledge in SLM. | • # of relevant government, private sector and commodity industries trained. | • Five trainings/workshops conducted for extension officers, commodity Industry and farmers. |
|  | **Output 1.2:** Gaps in policies and legislative framework relating to implementation of SLM in PNG identified. | • Information on policy and legislative gaps are not available to address the problem. | • Gaps in policies and legislation affecting implementation of SLM in PNG are identified. | • Gaps in Policies and legislations were identified from the gathering of participants from relevant government and private sectors. |

| | **Output 1.3:** SLM interventions and "tools" (SLM Best Practice and Guidelines) are incorporated into key agencies regulatory framework for assessment, approval and monitoring of development projects. | • Lack SLM tools in most of the sector and few available tools are not updated with SLM information to incorporate into key agencies' regulatory framework for assessment and approval of development project. | • # of SLM tools have been incorporated into key agencies' regulatory framework for assessment and approval of development projects. | • Only Oil Palm code developed and endorsed by DEC and implemented by industries.<br>• Logging Code, Field Guide for planning Palm, Coffee manual, Cocoa manual and tool for integrating SLM in development planning process were not developed and endorsed. Similarly, reviewing EIA policy for strengthening EIA practices was not accomplished. |
|---|---|---|---|---|
| | **Output 1.4:** Data related to PNG's localised MDG7 indicators and SLM practices are collated. | • Localised MDG7 indicators and SLM practices not recorded/ available. | • Number of localised MDG7 indicators and SLM practices compiled. | • Several localised MDG7 indicators and SLM practices compiled. |
| **Outcome 2**<br><br>Develop and enhance human and institutional capacities for SLM | **Output 2.1:** LIS/GIS systems within DEC & other agencies (PNGFA, DAL, Commodity Industries, DLPP) is operational. 2.1.2 Staff with DEC & other agencies (PNGFA, DAL, Commodity Industries, DLPP) regularly us and continuously update with SLM Tools. | • LIS available with Agriculture and Forestry Departments. Other govt. department, and industries don't have LIS/GIS and remote sensing systems and data for SLM monitoring and management. | • DEC, PNGGA, DAL, Commodity Industries and DLPP are using the operational Land information Systems (LIS)/GIS and remote sensing systems and data for SLM monitoring and management. | • Establishment of LIS/GIS and remote sensing systems and data for SLM monitoring and management was not accomplished. |
| | **Output 2.2:** SLM Good Practice | • Staffs from govt. and private sector are not | • Selected staff (minimum of three) from DEC, | • No training conducted on the application of LIS/GIS/remote sensing data and the system was not |

| | | trained in the application of LIS/GIS/remote sensing data. | PNGFA, DAL, Commodity Industries and DLPP trained in the application of LIS/GIS/remote sensing data for monitoring, interpretation and assessment of land degradation and the efficacy of SLM practices. | established. |
|---|---|---|---|---|
| techniques and the rehabilitation / reuse of degraded lands are promoted and taught to community agriculture trainers and lead farmers through DAL, Commodity Industries and NARI extension outreach and local training programs. | | | | |
| | **Output 2.3:** Establish Coordinating Mechanism for SLM information management. | • Extension officers lack knowledge on SLM good practices and rehabilitation/reuse of degraded lands. | • Agricultural extension officers as trainers of SLM good practices and rehabilitation/reuse of degraded lands. | • Extension officers trained on SLM good practices and rehabilitation/reuse of degraded lands. |
| | | • SLM information is not up to date and irrelevant as they are out dated. | • SLM information is up to date and relevant. | • SLM information not updated. |
| | | | | |
| **Outcome 3**<br><br>Enhance and develop capacities for SLM knowledge management | **Output 3.1:** SLM Knowledge Management System developed is available and used. | • No integrated SLM KM system available. | • One integrated SLM KM System functional in DEC. | • SLM KM system was not established. |
| | **Output 3.2:** SLM Knowledge | • No standard guidelines and protocol to use SLM KM system available. | • A standard guideline and protocol available. | • Since SLM KM system was not developed, standard guidelines and protocol for its use was also not developed. |

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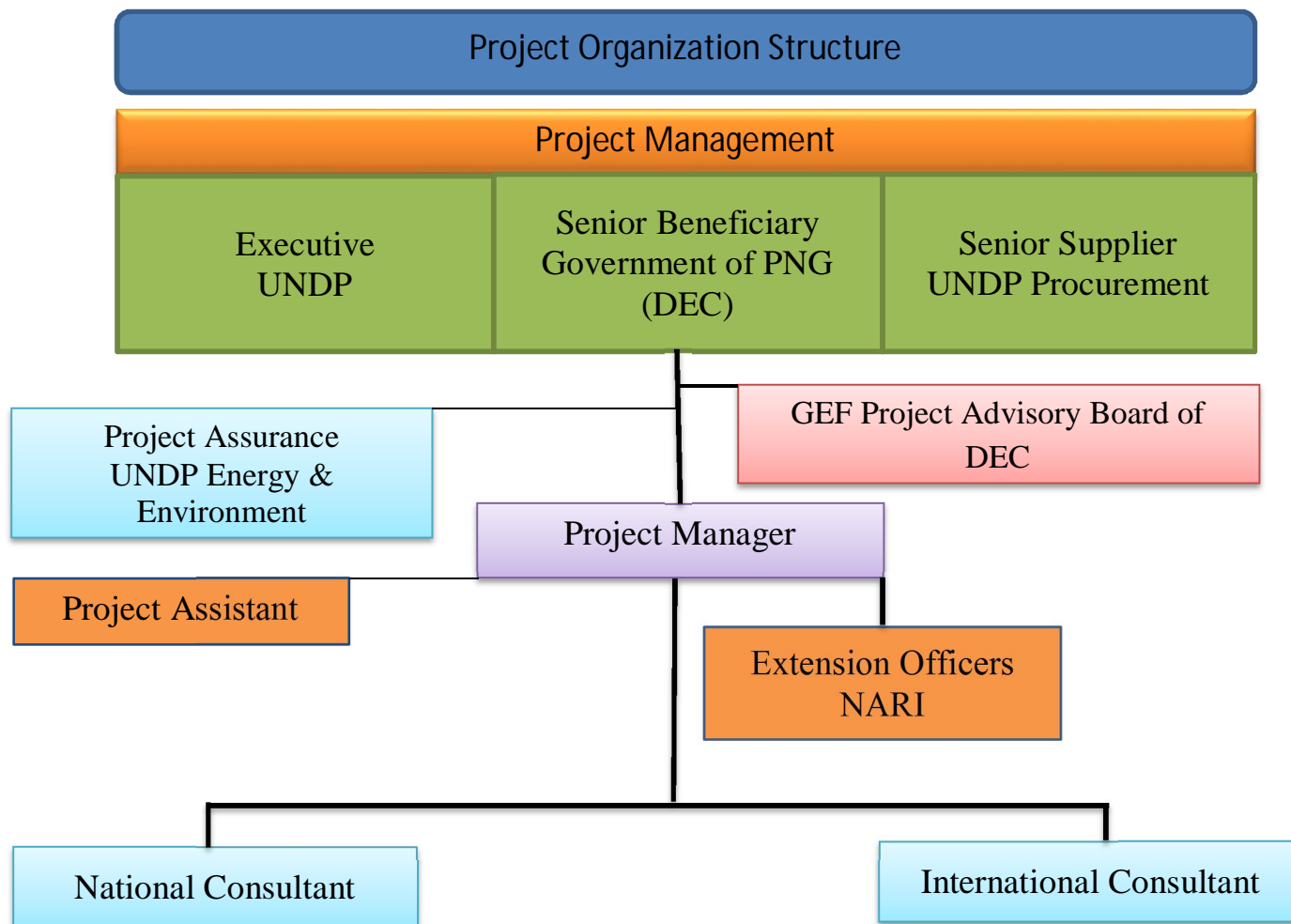| | | | |
|---|---|---|---|
| | Management System Application Guidelines and protocols developed. | | |
| | **Output 3.3:** Capacities in relevant sectors and industries for SLM KM strengthened. | • No SLM communication strategy available at DEC. | • SLM Communication Strategy for DEC produced. | • SLM communication Strategy for DEC not developed. |
| | | | |
| **Outcome 4**<br><br>Complete UNCCD National Action Plan for Papua New Guinea | **Output 4.1:** UNCCD National Action Plan (NAP) for PNG. | • No NAP and SLM investment plan exists. | • 5-year SLM National Action Plan (NAP) and 5-year SLM Investment Plan endorsed by stakeholders and approved by Government. | • Gap analysis conducted to identify policy and legislative gaps.<br>• Draft NAP and Investment Plan developed.<br>• Draft NAP and Investment Plan discussed with stakeholders and approved by stakeholder.<br>• Technical review of draft NAP and Investment Plan was not conducted.<br>• Approval by National Advisory Council and endorsement was not accomplished. |
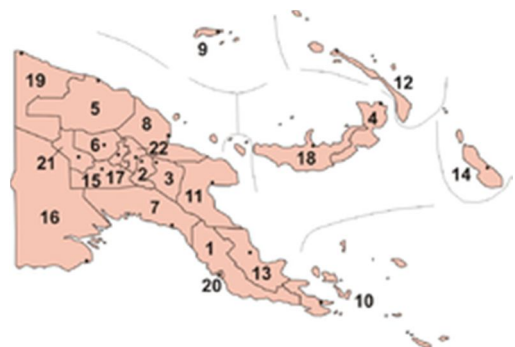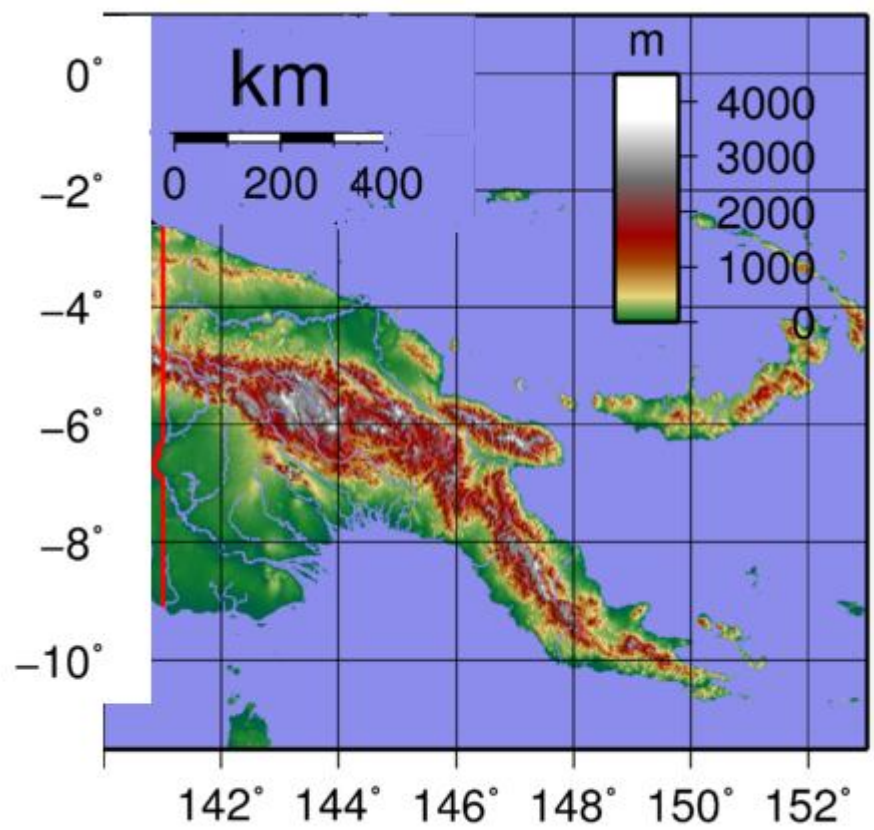
# ANNEX VI: REVISED LOGFRAME

| Outputs | Output Indicators | Activities and Sub-Activities | Risks/Assumptions | Responsibility | Annual Targets |
|---|---|---|---|---|---|
| **OUTCOME 1: Mainstreaming Sustainable Land Management** | | | | | |
| 1.1 Enhanced capacities to mainstream SLM into sectoral policies and plans | • # of relevant government, private sector and commodity industries trained | • Sectoral reports, Corporate, Strategic and Annual Implementation Plans are made available | Sectoral support mobilised and consensus reached. Whole-of-Government Approach | DEC | Q 2; Yr 1 |
| 1.2 Gaps in policies and legislative framework relating to implementation of SLM in PNG identified | • Gaps in policies and legislation affecting implementation of SLM in PNG are identified | • Policies, legislative review, drafted instruments on SLM | Constructive collaboration by all agencies and other players | DEC | Q 4: Yr 1 Q 4: Yr 2 |
| 1.3 SLM interventions and "tools" (SLM Best Practice and Guidelines)are incorporated into key agencies regulatory framework for assessment, approval and monitoring of development projects | • # SLM tools have been incorporated into key agencies' regulatory framework for assessment and approval or development projects | • SLM tools and interventions are published and used | Constructive collaboration by key agencies Government-wide support and commitment | DEC, DNPM, DAL, PNGFA, DLPP | Q1; Yr 2 |
| 1.4 Data related to PNG's localised MDG7 indicators and SLM practices are collated | • Number of localised MDG7 indicators and SLM practices compiled | • PNG's MDG7 Inventory and Reports, SLM audit report, Availability of accurate and reliable in PNG identified | • Constructive collaboration by key agencies | DEC | Q 4; Yr 2 |
| **OUTCOME 2: Develop and enhance human and institutional capacities for SLM** | | | | | |
| 2.1.1 LIS/GIS systems within DEC & other agencies (PNGFA, DAL, Commodity Industries, DLPP) is operational. 2.1.2 Staff with DEC & other agencies (PNGFA, DAL, Commodity Industries, DLPP) regularly us and continuously update with SLM Tools. | • DEC, PNGFA, DAL, Commodity Industries and DLPP are using the operational Land Information Systems (LIS) / GIS and remote sensing systems and data for SLM monitoring and management | • DEC SLM database to be integrated with PNGFA, DAL, Commodity Industries, Mining & Petroleum and DLPP information systems for accessibility. <br>• DEC, PNGFA, DAL, Commodity Industries, Mining & Petroleum and DLPP will identify and collate appropriate SLM data required for this centralised database. | | DEC, DAL, PNGFA, Mining & Petroleum, , NARI, CIC Fresh Produce, OPIC CCI & DLPP | ~~Q 2~~; Q1 Yr 1 |
| | • Selected staff (minimum of three) from DEC, PNGFA, DAL, Commodity Industries and DLPP trained in the application of LIS / GIS / remote sensing data to the monitoring, interpretation and assessment of land degradation and the efficacy of SLM practices | • Conduct SLM capacity needs assessment for DEC PNGFA, DAL, Commodity Industries, Mining & Petroleum and DLPP staff to enhance capacities for use of integrated land information systems / GIS / remote sensing for SLM | | DEC | ~~Q 4~~ Q1; Yr 1 |
| | | • Draw up a training programme staff in the use of integrated land information systems / GIS / remote sensing for SLM applications | | DEC, DAL, NARI, UNDP | Q 1; ~~Yr 2~~ YR 1 |
| | | • Post-training assessments conducted | | DEC, DAL, NARI, UNDP | ~~Q 2 & 3~~; Q 4 Yr ~~2~~ 1 |
| 2.2 SLM Good Practice techniques and the rehabilitation / reuse of degraded | • Agricultural extension officers trained as trainers of SLM good practice and | • Develop appropriate training materials and training course modules in SLM good | | DEC, DAL, NARI, UNDP | Q 2: Yr ~~3~~ 1 |

60

Papua New Guinea – SLM Project Terminal Evaluation Report

| | | | | | |
|---|---|---|---|---|---|
| lands are promoted and taught to community agriculture trainers and lead farmers through DAL, Commodity Industries and NARI extension outreach and local training programs | rehabilitation / reuse of degraded lands | practice and rehabilitation / reuse of degraded lands for training of trainers through DAL and NARI extension outreach and local community-based agricultural skills training programs | | | |
| | | • DAL, Commodity Industries and NARI extension training staff conduct agricultural extension training programs for community trainers and "lead farmers" incorporating SLM good practice and rehabilitation of degraded lands material | | DEC, DAL, NARI, CIC, CCI, Fresh Produce, OPIC, UNDP | Q 4; Yr 3 1 Q1 YR 2 |
| 2.3 Establish Coordinating Mechanism for SLM information management. | SLM information is up to date and relevant. | Establishment of coordinating committee comprising DEC PNGFA, DAL, Commodity Industries, Mining & Petroleum and DLPP for SLM data management | | | YR 1 Q1 |
| **OUTCOME 3:  Enhance and develop capacities for SLM Knowledge Management** | | | | | |
| 3.1    SLM Knowledge Management System developed is available and used | • One integrated SLM KM system functional in DEC | • Gap analysis of all available Land Information | Literature review of SLM KM systems | DEC, DLPP, DAL, NARI, PNGNFA, PNG FRI, Mining and Petroleum, UNRE, UOT, UPNG | Q1/2011 |
| | | • Testing of systems compatibility | Hire of LIS Specialist | DEC, DLPP, DAL, NARI, PNGNFA, PNG FRI, Mining and Petroleum, UNRE, UOT, UPNG, | Q2/2011 |
| | | • Integrate all LIS in DEC's KM systems | Relevant SLM KM systems upgrade and data update | DEC, DLPP, DAL, NARI, PNGNFA, PNG FRI, Mining and Petroleum, UNRE, UOT, UPNG, | Q3/2011 |
| 3.2    SLM Knowledge Management System Application Guidelines and protocols developed | • A standard guideline and protocol available | • Develop a standard guideline and protocol for LIS users | Collate , review and analyse SLM KM systems, standards, guidelines and protocols | DEC, DLPP, DAL, NARI, PNGNFA, PNG FRI, Mining and Petroleum, UNRE, UOT, UPNG, | Q1/2011 |
| 3.3  Capacities in relevant sectors and industries for SLM KM strengthened | • SLM Communication Strategy for DEC produced | • Training workshop reports and surveys | Training and information needs analysis on SLM KM | DEC, DLPP, DAL, NARI, PNGNFA, PNG FRI, Mining and Petroleum, UNRE, UOT, UPNG, | Q 4;  Yr 3 |
| **OUTCOME 4:  Complete UNCCD National Action Plan for Papua New Guinea** | | | | | |
| 4.1 UNCCD National Action Plan (NAP) for PNG | • 5-year SLM National Action Plan and 5-year SLM Investment Plan endorsed by stakeholders and approved by Government | • Preparation of NAP including stakeholder workshops, problem & root cause analysis, and prioritisation of actions | | DEC | Q1/2011 |
| | | • Adoption of NAP by Government & stakeholders, publication of NAP, and dissemination through awareness and media programs | | DEC | Q2/2011 |
| | | • SLM Investment Plan developed | | DEC | Q1-Q2/2011 |

61

**Annex VII: Organizational Structure of Project.**

**Annex VIII: Evaluation Mission (Field Visit) Summary**

The field evaluation mission started from 22<sup>nd</sup> December 2013 ended on 4<sup>th</sup> January 2014. The meeting with stakeholders started from 24<sup>th</sup> of December 2013. Though meeting was arranged with all stakeholders, only few appeared for interaction. TE consultant had meeting with Mr. Maino Virobo, Project Manager and Deputy Secretary, Policy Coordination Wing-DEA, Mr. Sukhrob Khosmukhamedov, Deputy Resident Representative UNDP CO PNG, Ms. Rose Singadam, former manager Terrestrial PA and Ramsar Sites focal point-DEA, Ms. Gwen Maru, UNDP Environment Program Officer, Mr. Joseph Badi, Manager, Acquisition-Forest Policy and Planning Directorate, Mr. Tony Torea, Program Office In-charge, Environment Conservation and Energy, Mr. Leo Aroga, Coffee Industry Cooperation and Ms. Karen Anawe Project Assistant. TE consultant acquired information related project implementation, problems that project faced, experience of stakeholders on the project and its implementation process, issues, suggestions for improvement etc.

Papua New Guinea – SLM Project Terminal Evaluation Report

## Annex IX: Project Deliverables.

- Project Document
- Quarterly reports
- Inception Report
- Annual Work Plans
- Project implementation report (PIR) report 2010-2011
- Project implementation report (PIR) report 2011-2012
- GEF SO2 Biodiversity tracking tool (2008-2012)
- Final project report
- Palm Oil Code of Practice
- Coffee Manual (Draft)
- Cocoa Manual (Draft)
- SLM National Action Plan (NAP) (Draft)

## Annex X     : List of References

- Project Identification Form (PIF)
- Project Document
- Log frame Analysis (LFA)
- Quarterly reports
- Inception Report
- Annual Work Plans
- Financial Data
- Project budget, broken out by outcomes and outputs
- Project implementation report (PIR) report 2010-2011
- Project implementation report (PIR) report 2011-2012
- GEF SO2 Biodiversity tracking tool (2008-2012)
- Final project report
- Palm Oil Code of Practice
- Coffee Manual (Draft)
- Cocoa Manual (Draft)
- SLM National Action Plan (NAP) (Draft)

## Annex XI: Evaluation Rating Table.

| Criterion | Comments | Rating |
|---|---|---|
| **Monitoring and Evaluation** | | |
| Overall quality of M&E | Monitoring design was up to standard but field level monitoring to see the impact of the program was weak. Similarly, project didn't conduct MTR as per provisioned in the plan. | Moderately Satisfactory |
| M&E design at project start up | The design of M&E was up to standard with a fully itemised and cost Plan included in the Project Document covering all the various M&E steps including the allocation of responsibilities. | Satisfactory |
| M&E Plan Implementation | M&E implementation at the grassroots level by the extension officers was good. But the project management level it was weak. As per provision regular contact between UNDP and PMU was made, monitoring and reporting through quarterly and annual reports were made but monitoring by the UNDP and PMU at the field level didn't take place. The impact monitoring was very weak. MTR was not conducted. | Moderately Unsatisfactory |
| **IA & EA Execution:** | | |
| Overall Quality of Project Implementation/Execution | The project was delayed long in the beginning and latter also not able to execute smoothly to achieve its targeted activities. There was problem in execution and implementation of these agencies. | Moderately Unsatisfactory |
| Implementing Agency Execution | DEC managed PMU with PM and an assistant and short term consultant. It was able to bring all sector ministries and relevant non-government institution to discuss issues related to SLM for drafting SLM NAP. It was also able to implement training in three commodity sectors. But it was not able to develop all targeted SLM tools, could not conduct technical review of NAP and endorse it and not able to develop IKM and enhance capacity to utilise IKM for integrated planning incorporating SLM in all sector. | Moderately Satisfactory |
| Executing Agency Execution | Similarly, procurement by the execution agency was very slow which affected activities of the project. Supervision was not sufficient from executing agency specifically at the site level to provide necessary feedback for the project. Regular monitoring through the quarterly and annual reports was average. | Moderately Satisfactory |
| **Outcomes** | | |
| Overall Quality of Project Outcomes | Overall quality the project is not exiting and of as most of the activities remained incomplete. | Moderately Unsatisfactory |
| Relevance | The Project is relevant to the PNG as it has incorporated issues related to SLM in PNG. It is congruent with GEF and national priorities and remains pertinent in the light of the current levels of threat. | Relevant |

| Effectiveness | A review of outcomes to impacts (ROtI) shows the overall likelihood of impacts being achieved is Moderately unsatisfactory as major activities to impact SLM in PNG are not accomplished yet. | Moderately Unsatisfactory |
|---|---|---|
| Cost-effectiveness (Efficiency) | Project management costs were 18.6% of those originally budgeted. Though the cost-effectiveness has been a priority of the implementing partner- DEC and Executing agency UNDP, throughout, comparison of management cost with achievement of the project indicates the project was implementation was not cost-effective. | Moderately Unsatisfactory |
| **Sustainability:** | | |
| Overall likelihood of Sustainability | There are risks associated to sustainability of the project results and overall SLM in PNG. as Project was not able to bring major institution (DLPP) in the project activities and also not able to enhance capacity of relevant institutions in using IKM for informed planning using integrated knowledge on SLM to mainstream SLM. | Unlikely |
| Financial resources | No long term commitment seen from the government. Project could not receive committed funding from the government side. There is uncertainty of financing SLM activities specially sustainability of results of this project. | Unlikely |
| Socio-Political | Very weak. Project suffered political crisis of the country for long time and had affected achievement of the project. There is also possibility of change in interest of the government which could affect sustainability of the results of this project. | Unlikely |
| Institutional framework and governance | Land use issue is very critical in PNG. Project was implemented by DEC while DLPP did not take part in the project activities. DLPP is very important government body that deal land issues. | Unlikely |
| Environmental | Very risky as unsustainable land use practice is going on and project could not address all sectoral issues and also not able to mainstream SLM in development planning, environmental sustainability will remain unlikely. | Unlikely |
| **Impact:** | | |
| Environmental Status Improvement | Impact of the training on three components were effective and has shown its impact on the ground but lack of development of several tools to mainstream SLM, establishment of integrated knowledge management (IKM) and capacity enhancement to use IKM in planning and programming and inability to endorse SLM NAP their impact to the environmental status could not be observed. | Minimal |

| | | |
|---|---|---|
| Environmental Stress Reduction | Farmers started applying sustainable farming of Coffee, Cocoa and Oil Palm after receiving training. This helped to reduce environmental stress. But impact in other sector like forestry, mining and other could not be observed as project was not able to develop and practice several SLM tools, establish integrated knowledge management (IKM) and capacity enhancement to use IKM for helping planning and programming and also not able to endorse SLM NAP so expected broader impact in the environment reduction could not be seen. | Minimal |
| Progress towards stress/status change | Not so much progress. Not able to develop tools and publish for practice, not able to develop IKM and use for planning, and also not able to endorse SLM NAP to mainstreaming SLM. | Minimal |
| **Overall Project Results** | | **Moderately Unsatisfactory** |

Papua New Guinea – SLM Project Terminal Evaluation Report

# Annex XII: Evaluation Criteria.

| Evaluation Criteria/Questions | Indicators | Sources | Methodology |
|---|---|---|---|
| **Relevance:** How does the project related to the main objective of the GEF focal area, and to the environment and development priorities at the local, regional and national level?<br>i) How have the project beneficiaries been satisfied with the project deliverables and outcomes?<br>ii) How has the environment benefited from the project deliverables?<br>iii) What have been the important and successful SLM programs implemented by the project? | • Project objectives and activities related to objective of GEF focal area and priorities at national, local and regional level<br>• Consistency and contribution to GEF focal area objectives and to national development strategies<br>• Stakeholder views of project significance and potential impact related to the project objective | • Project documents, report vs GEF document<br>• Interview with authorities at different level<br>• Field assessment for evidence<br>• Talking to beneficiaries. | • Project report review in the light of GEF document<br>• Interviews with relevant personals<br>• Field observation |
| **Effectiveness:** To what extent have the expected outcomes and objectives of the project been achieved?<br>i) What has been achieved against the intended project objectives (initial objectives)?<br>ii) What are the reported achievements, and facts on the ground? | • Level of achievement of expected outcomes or objectives to date<br>• Long term changes in management processes, practices and awareness that can be attributable to the project<br>• Stakeholder views of project significance and potential impact related to the project objective | • Change in the ground situation of the Land use<br>• Farmers aware on SLM practices<br>• Use of SLM tools<br>• Use of SLM KM system in monitoring and planning.<br>• Capacity of government and private sector enhanced in SLM | • Report with forest status information<br>• Report on land management status<br>• Interaction with the policy level people to ground level communities and field staffs. |
| **Efficiency:** Was the project implemented efficiently in-line with international and national norms and standards?<br>i) Has the project done what it was set for?<br>ii) How the realized outputs were delivered or why expected outputs failed in some cases?<br>iii) What and why the proposed changes are needed? | • Reasonableness of the costs relative to scale of outputs generated<br>• Efficiencies in project delivery modalities Consistency and contribution to GEF focal area objectives and to national development strategies<br>• Changes in | • Financial statements<br>• Project structure and function<br>• Project document and annual reports<br>• Experience of project staffs and other relevant stakeholders | • Analysis of financial statements.<br>• Analysis of project structure and functionalities<br>• Analysis of project circumstances in project document (past and present)<br>• Interaction with relevant stakeholders |

| | | | |
|---|---|---|---|
| | project circumstances that may have affected the project relevance and effectiveness<br>• Lessons learned on best and worse practices | | |
| | | | |
| **Sustainability:** To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?<br><br>i) What has been put in place to ensure continuity of the project (financial, institutional arrangement, socio-economic programs)?<br>ii) What are the environmental risk assessments to sustain long term project result put in place to sustain the project in future? | • Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures)<br>• Implementation of measures to assist financial sustainability of project results<br>• Future co-funding agreement or intent<br>• Observable changes in attitudes, beliefs and behaviours as a result of the project<br>• Measurable improvements from baseline levels in knowledge and skills of targeted staff/collectors, cooperative members etc. | • Project report<br>• Observation in the field<br>• Interview with stakeholders | • Review of project reports.<br>• Observation in the field to see impact on the ground<br>• Interaction with stakeholders |
| | | | |
| **Impacts:** Are there indications that the project has contributed to, or enabled progress towards reduced environmental stress and/or improved ecological status?<br><br>i) What are the projected outcomes of the outputs (income, food security, environment protection, socio-economic development, climate change resilient communities, biodiversity conservation, behaviour change, and gender roles), registered?<br>ii) How can the impact be improved? | • Sectorial development activities addressing SLM code of conducts.<br>• Rise in awareness and skills improved efficiency of the staffs.<br>• Measurable improvements from baseline levels in knowledge and skills of targeted staff/other | • Project Reports<br>• Interview with local collectors.<br>• Interview with cooperatives.<br>• Interview with local authority<br>• Observation in the field. | • Review of project reports/documents.<br>• Interaction with local communities, collectors, local authorities.<br>• Field observation. |

| | | | |
|---|---|---|---|
| | stakeholders.<br>• Measurable improvements from baseline levels in the management functions of the responsible organizations that were targeted by the project.<br>• No more deforestation. | | |

Papua New Guinea – SLM Project Terminal Evaluation Report

# Annex XIII: Evaluation Consultant Agreement Document

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND
AGREEMENT FORM

**Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

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**Evaluation Consultant Agreement Form**[1]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _Arun Rijal_____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _place on date_          Kathmandu, 27.11.2013

Signature: _____

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[1] www.unevaluation.org/unevaluationcodeofconduct

Papua New Guinea – SLM Project Terminal Evaluation Report

## Annex XIV: Evaluator's response to the Comments/Suggestions from UNDP/Stakeholders

| Comments/Suggestion | Response from TE |
|---|---|
| One of the reasons DEC decided to assign its senior officer to oversee the project is because of the request to institutionalise projects for sustainability purposes and an opportunity to build national capacities. I would like this to be captured in this sentence. | When project was going to be implemented by DEC and governed by the DEC's advisory board, having external consultant will not affect the objective of institutionalising for sustainability. |
| It is important to capture that the trainings were targeted at the three main commodities i.e. cocoa, coffee and palm oil hence prioritised selected provinces and not all provinces. | TE is aware that the training was limited to three commodities and to selected provinces but the recommendation is for the future projects. |
| It is important to state correctly that post training interviews could not be undertaken as the project was ending | This is also recommendation for future consideration and the time constraint is mentioned in the text. |
| What do you mean (para 30) by this part of the sentence. Are you referring to the lack of office space for the Department of Environment and Conservation? | As I was told that from August 2011 to June 2013, Ministry had no space. This was mentioned by DEC staffs, project staffs and other persons. |
| Stakeholder outreach and engagement in the project was satisfactory because there was active participation however the short implementation period has limitation for wider stakeholder involvement as the PMU had to wind down (paragraph 51, rating box). | Please notice that it is under heading "Implementation" and you also mentioned earlier and here in your comment also that there was limitation in wider stakeholder involvement in implementation. Moreover, participation of major stakeholder was found lacking which affected project activities. |
| Disagree and recommend satisfactory (rating of implementation approach) | Project was able to accomplish very limited activities and practiced limited adaptive management, major activities were not accomplished so how could it be called satisfactory? Project didn't conduct Mid-term Review which otherwise could provide feedback for improvement. Actually I judged limited accomplishment with consideration to unfavourable situation and rated the implementation approach as Moderately Satisfactory. Analysis of targets and achievement make it easier to understand this rating. |
| I believe this is satisfactory and not moderately satisfactory (rating of UNDP Super vision and Backstopping). | Implementing partners and other stakeholders were not happy with the procurement and fund disbursement and it was taking long time to resolve the problem. If UNDP had made sufficient supervision and backstopping then many of the problems could have been addressed and achievement could be more than this. |
| Please clarify if 78% of 18.6% management costs. I believe the project has kept the management costs because it was only one staff | This calculation is based on the information provided by you. Total actual management expenses comprise 18.6% of the total expenses of the project. Project was not able to complete major activities like NAP review and endorsement and establishment and functioning |

| | of Integrated SLM Knowledge Management system, development of several Codes of practices but more than 78% ($2,33,087.10) of the budgeted management budget (US$2,99,000) was already spent. Hence, it could not be said cost-effective. See para 55 under Project Finance heading for more clarifications. |
|---|---|
| SLM Project approached DLPP during the formulation of National Landuse Policy however, DLPP wanted to lead policy design internally therefore there was a limitation to make immediate and significant policy change on land management issues in the country. As such approaching land issues at commodity level was the better alternative approach. | The intension of this column (Para 95) is that if development of SLM tools, SLM NAP endorsement and Knowledge management system were completed then these could contribute in future policy formulation or amendment. KM system provides information for the future policy and program formulation which make policy and program more realistic and will have more impact on Land management. |
| The only activity pending was technical review and NEC endorsement thus a lot has been accomplished therefore recommend moderately satisfactory | In outcome 1, out of 12 activities only 4 completed, 5 not done and 1 incomplete. Of outcome 2, out of four activities only two done but rest 2 not done. Of outcome 3, out of 3 activities none were done and of outcome 4, only draft NAP including Business plan was develop but technical review as well as endorsement by the government was not done. Without endorsement draft document is of no use.There is risk of wastage of all effort if the review and endorsement is not done soon in case of NAP draft and similar with the training manuals and Code of conducts. But if we analyse achievements then we find counting same activities in more than one outcome like same training achievements counted in both outcomes 1 and 2, information gathering in 1, 2 and 4. So if analysed overall activities and achievement then we find only between 30-40% is achieved. Among the achievement many incomplete and if further work is not carried out to complete then they will be wasted. |
| Training was done for three commodity sectors at farmer, field officers/managers level who will go out to conduct the training during the short implementation period. It would not be cost-effective to reach out to the entire and besides timeframe was too short. I propose rephrase. (para 113) | The section explains financial sustainability beyond project life. There was no commitment from any institution to complete remaining works and also to expand such training activities in the future to other parts of the country so financial sustainability of achievement is uncertain. |