

**UNDP Management Response for
Terminal Evaluation of PNG's Capacity Building for Sustainable Land Management Project
27 January, 2015**

Prepared by: Gwen Maru	Position: Programme Analyst (Environment)	Unit/Bureau: RBAP/PNG/EE
Cleared by: Jorg Schimmel	Position: Assistant Resident Representative (Programme)	Unit/Bureau: RBAP/PNG/Management
Input into and update in ERC: Jorg Schimmel	Position: Assistant Resident Representative (Programme)	Unit/Bureau: RBAP/PNG/Management

Overall comments: UNDP's support to the Government of Papua New Guinea to enhance national and local capacity to improve sustainable land management practices was closely aligned to national development planning frameworks. Specifically, the project focused on cocoa, coffee and oil palm as important export commodities in the agriculture sector that involves many rural farmers. These farmers rely heavily on state institutions to provide essential extension support. However the government's focus on non-renewable extractive sectors contributed to the shift in priority and resources thus affected a range of services to guide sustainable cocoa, coffee and oil palm farming including guidelines and enforcement challenges.

The evaluation therefore found that despite the project's relevance to national development priorities, several challenges affected achievement of planned project results. The project showed good progress within a short-time frame of two years despite late start however the global programme was closing thus premature termination of implementation. Political uncertainties contributed significantly to implementing partner's priorities, project office space, internal capacity and resources for implementation. The implementation modality undertaken by UNDP in a politically complex environment demonstrates its commitment to enhance local capacities including institutionalizing donor funded projects to promote programmatic approach in recognition of national ownership and long-term sustainability.

While the overall project goal was not achieved, UNDP's intervention contributed to IP building network and partnerships with key stakeholders, design of oil palm code of practice and drafts of cocoa and coffee farming training manual for future use improve as well as enhancement of selected farmer capacities. In conclusion, UNDP noted the findings and have put in place measures to address both internal and external factors that will affect implementation of future projects. These measures are outlined below:

Evaluation Recommendation or Issue 1 (point 130): Corrective actions for the design, implementation, monitoring and evaluation of the project

Management Response: Shifting to a Direct Implementation Modality (DIM) is complex. Papua New Guinea is a politically unpredictable environment, theoretically requiring all projects to follow DIM. At the same time, DIM should remain the exception, to ensure projects are supporting the capacity development of national counterparts. To this end, the SLM project was implemented under UNDP's National Implementation Modality (NIM), based on the identification of available Government capacity to institutionalize international support to enhance national and local capacities in the thematic area. UNDP experience shows that 'Country Office support to NIM' helps manage risks.

Key Action(s):	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1.1. UNDP will prioritize NIM programmes/projects to ensure	2015	Energy and	Completed	

response to the country's development needs, but will ensure 'Country Office support to NIM' to manage risks adequately.		Environment		
1.2. UNDP will strengthen programme management capacities within the CO by (i) recruiting for vacant programme positions, and (ii) decentralizing capacity development, authorities and responsibilities to project levels (training, delegation of authority, PMDs).	Q4 2014 and Q1 2015	Energy and Environment; Senior Management	Completed	
Evaluation Recommendation or Issue 2 (point 131): Hire experts rather than assigning government officials as internal project managers, who have proven to be busy and therefore unable to fully commit due to substantive responsibilities.				
Management Response: UNDP understands the challenges of assigning busy government officials as internal project managers and appreciates the recommendation. At the same time, Government counterparts want to be in the lead of project management. DEC's transition into Conservation and Environment Protection Agency (CEPA) provides an opportunity to improve project management and oversight capacity within the Department, including through hiring additional personnel to assist in project support.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
2.1. Under CEPA, UNDP will assist the design of a project support unit for coordinating and managing donor supported initiatives including on the job-training for national government officials.	2015	Energy and Environment	Pending	CEPA transition progress is slow thus UNDP is monitoring closely
Evaluation Recommendation or Issue 3 (point 132): Conduct post-training interviews to assess the impact of development trainings				
Management Response: The CO is considering introducing workshop reports to capture discussions, participants, as well as longer term impact of development trainings.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
3.1 UNDP will strictly adhere to project monitoring schedules to assess impacts of interventions including trainings, including through the introduction of workshop reports.	2015	Energy and Environment; Senior Management	Pending	
Evaluation Recommendation or Issue 4 (point 133): Farmers are not aware of environmental issues thus training should be expanded to other provinces in the country				
Management Response: In a country with rugged terrain, a highly dispersed population, and high operational costs, it is not possible to reach all farmers that require further training. Therefore, in this pilot intervention, UNDP ensured focused and targeted trainings in three critical sectors of cocoa, coffee and oil palm as agreed with the stakeholders during inception phase so that lessons learnt will be replicated in few more selected provinces in the country.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments

4.1. New projects with DEC/CEPA to ensure a more holistic approach in addressing sustainable natural resource management including promoting good land use practices.	2015	Energy and Environment	Ongoing	SLM concerns mainstreamed in new projects
4.2. CO to encourage different ways of capacity development beyond trainings/workshops, to increase coverage and impact of capacity development. This includes using core resources as incentive/seed funding for innovative project approaches.	2015	Energy and Environment; Senior Management	Ongoing	
Evaluation Recommendation or Issue 5 (points 134 & 135): Support finalization of Draft SLM National Action Plan, Cocoa and Coffee Farming Manuals and submit to relevant authorities for approval				
Management Response: The CO does currently not have any initiative under which such a support can be provided. However, the CO will consider integrating this in the future design of relevant projects.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
5.1 N/A				
Evaluation Recommendation or Issue 6 (points 136 & 137): Integrated Knowledge Management system was not accomplished as Department of Lands and Physical Planning and other sectors including industries did not provide information for the databased				
Management Response: Under the Cross-Cutting Capacity Development Project (the follow-up to NCSA), UNDP is assisting DEC to design a new project on Integrated Environmental Information Management System to be implemented in 2015				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
6.1. Ensure DEC's Integrated Environmental Information Management System is inclusive of all sectoral data	2015-2017	Energy and Environment	Ongoing	
Evaluation Recommendation or Issue 7: Delayed procurement delayed project implementation				
Management Response: The Country Office has already improved its efficiency of procurement services, partly by streamlining internal processes and systems, partly by outsourcing big procurements where necessary. Procurement training for both DEC and project staff will need to be provided.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
7.1 Procurement Trainings will be conducted for DEC and project staff	2015-2017	Energy and Environment	Ongoing	

* The implementation status is tracked in the ERC.