

UNDAF Evaluation Management Response				
Evaluation Title/Year:	Terminal PNG UNDAF 2012-2017 Evaluation 2016			
Body Responsible for completing management response:	Evaluation Management Group			
Evaluation recommendation 1:	Planning Vision- Set the new UNDAF five-year planning frame of 2018 -2022 within the longer-term 2030 vision.			
Recommendation to:	UNCT	Priority level (1 to 3):	1	
Management response: Agree				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
1.1 During UNDAF Common Country Analysis and Strategic Planning phase consider long-term (15 year) planning context. Conduct futures scenarios exercise and Ensure this long term strategic planning vision is embedded in the UNDAF strategy and Outcomes.	August – December 2016	Coordinated through RCO & PCC  Validated and endorsed through United Nations Country Team	The vision for UNDAF planning is to be aligned with, and capture, the SDGs and national development priorities. It is important to take a holistic approach to mainstreaming the SDGs ensuring adherence to the principles of the ‘National Strategy for Responsible Sustainable Development for Papua New Guinea’ in every area of the UN’s work, including planning.	Initiated Not Initiated Completed No longer applicable
Evaluation recommendation 2:	Quality data systems strengthening monitoring and reporting- Establish an UNDAF Results Framework, comprised of a reduced number of outcomes/inter-agency outcomes, with stronger baselines, targets and results indicators linked to verifiable data sources.			
Recommendation to:	UNCT	Priority level (1 to 3):	1	
Management response: Agree				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
2.1 During UNDAF Strategic Planning phase prioritize rationalising a reduced number of Outcomes, resulting in a simplified coordination and governance structure.	September- December 2016	UNCT with support from PCC		Initiated Not Initiated Completed No longer applicable
Evaluation recommendation 3:	Quality data systems strengthening monitoring and reporting- Prioritize investment in capacity development focused on strengthening data gathering, monitoring and management systems linked to national obligations for monitoring the SDGs.			
Recommendation to:	UNCT	Priority level (1 to 3):	1	
Management response: Agree				
Key action(s)	Time frame		Tracking	

		Responsible unit(s)	Comments	Status
<b>3.1</b> Mainstream a capacity development response as a key approach throughout UNDAF Outcomes, taking into consideration the following; strengthening systems, promoting and recognising national ownership and working at the individual, institutional and 'enabling environment' levels.	October – December 2016	PCC with strategy validated and endorse by UNCT	The PNG government acknowledges the current gaps in data and encourages all work in this area to conform to the PNG Strategy for the Development of Statistics (SDS 2015-2024). The national priorities of the SDS should be reflected in corresponding UN strategies and responses.	Initiated <b>Not Initiated</b> Completed No longer applicable
<b>Evaluation recommendation 4:</b>	<b>Quality data systems strengthening monitoring and reporting-</b> Review UNDAF monitoring and reporting practices to respond to donor requests for stronger combined annual monitoring pin pointing bottlenecks and identifying agreement on solutions to be implemented in the following year.			
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):	<b>3</b>	
<p><b>Management response: Partially Agree</b></p> <p>The UN in PNG currently does produce a combined Annual Progress Report which includes information on development trends, progress of Delivering as One mechanisms in PNG, the Overall Analysis of delivery rates of the UN programme and reports against the performance of the UNDAF Outcomes as rooted in the Results Matrix. Additionally, the report covers the challenges identified during the year and appropriate mitigation strategies as well as annual financial performance (including the PNG UN Country Fund- the 'One Fund' administered by the Multi-Partner Trust Fund Office).</p> <p>The actions necessary to improve reporting mainly relate to ensuring the next UNDAF has a fit for purpose Results Framework with baseline data and indicators with reliable data sources. Pin pointing of bottlenecks is and should be an ongoing process enabled and enhanced by cross sectoral and development partner, civil society and government engagement with risk logs, lessons learned and mitigation strategies being embedded as core components of the monitoring and reporting functions of the UN.</p>				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
<b>4.1</b> During the M&E phase revise the Framework to ensure both quantitative and qualitative reporting on Outcomes.	Ongoing	RBM sub-committee supported by UN results groups (task teams)		Initiated Not Initiated Completed No longer applicable
<b>4.2</b> Develop capacity of programme staff and partners to deliver results oriented reporting presenting both outcome/output status and financial data per outcome.	Ongoing	RBM sub-committee leading capacity development process		Initiated Not Initiated Completed No longer applicable
<b>Evaluation recommendation 5:</b>	<b>Quality data systems strengthening monitoring and reporting-</b> Include story telling in future programme planning, monitoring and evaluation plans reflecting priority for participatory processes and to ensure a more gender			

	responsive and human rights based approach to programme implementation.		
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):	<b>2</b>
<b>Management response: Agree</b>			
Key action(s)	Time frame	Responsible unit(s)	Tracking
			Comments Status
<b>5.1</b> Develop capacity and awareness amongst UN and implementing partner programming staff on the value and 'how to' of incorporating story telling in programme development and using storytelling as a participatory tool that engages and informs programme stakeholders.	July 2016 - 2017 onwards	RBM sub-committee supported by UN Communications Group	
<b>Evaluation recommendation 6:</b>	<b>Quality data systems strengthening monitoring and reporting-</b> Instigate a dialogue with donors regarding the current practice of earmarking funds within the context of the PNG UN Country Fund to identify the root causes for earmarking and the means of mitigating the negative impacts on joint resource mobilisation and integrated programme planning.		
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):	<b>3</b>
<b>Management response: Partially Agree</b>			
Reasons for current earmarking policies from donors to the PNG UN Country Fund have been subject of discussion with donors and are well understood.			
Advocacy around un-earmarked funds and work to mitigate the negative impacts of earmarking should be cognisant of the needs of donors and work towards a mutually agreeable solution that ensures accountability for results and transparency of decision making.			
Key action(s)	Time frame	Responsible unit(s)	Tracking
			Comments Status
<b>6.1</b> Raise issue of earmarking in annual meetings with key donors.	Ongoing	UNCT lead by Resident Coordinator	
<b>Evaluation recommendation 7:</b>	<b>Comparative Advantage-</b> Undertake an analysis of the UN's comparative advantage against identified country development needs for the period 2018–2022.		
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):	<b>1</b>
<b>Management response: Agree</b>			
Key action(s)	Time frame	Responsible unit(s)	Tracking
			Comments Status

7.1 Undertake a comparative advantage exercise with the UNCT & PCC, with equal consideration of the complementary comparative advantage of partners and government.	June 2016	PCC with participation from UNCT members	On June 17 a comparative advantage exercise was conducted including a SWOT analysis. A report of the workshop was produced including a matrix outlining the major comparative advantage themes identified. This was presented to the UNCT and endorsed as an important reference point and guide in the ongoing UNDAF rollout process.	Initiated Not Initiated <b>Completed</b> No longer applicable
<b>Evaluation recommendation 8:</b>	<b>Governance and Delivering as One-</b> Review the current UNDAF governance structure to rationalise the number of inter-agency outcomes and corresponding task teams. Revive the Quarterly Review Stakeholder Meetings and give renewed strategic focus to the UNDAF Programme Steering Committee to ensure management and accountability by the UNCT and designated Government counterparts.			
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level	(1 to 3):	<b>1</b>
<b>Management response: Partially Agree</b> The UNDAF governance structures will be reviewed and rationalised as part of the response to the second recommendation. While the UN will advocate with the Department of National Planning and Monitoring that the Quarterly Review Stakeholder meetings are revived, the ownership of this decision is with the Government.				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
8.1 Advocate with the Department of National Planning and Monitoring to activate the Quarterly Review Stakeholder meetings.	Ongoing		This work with Government would be under the auspices of the 2015 PNG Development Cooperation Policy (pages 34 – 38). Currently some sectors have active quarterly review meetings while others have lapsed.	Initiated Not Initiated Completed No longer applicable
<b>Evaluation recommendation 9:</b>	<b>Governance and Delivering as One-</b> Ensure non-resident agencies align with and engage in the rollout, programme development and ongoing monitoring of the UNDAF.			
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level	(1 to 3):	<b>1</b>
<b>Management response: Agree</b>				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status

<b>9.1</b> Continue dialogue with non-resident agencies at the UNCT level to discuss engagement in PNG, agree on actions to increase communication and alignment with the current and new UNDAF.	February – December 2016	Resident Coordinator in conjunction with UNCT		<b>Initiated</b> Not Initiated Completed No longer applicable
<b>9.2</b> Include non-resident agencies in UNDAF rollout and formulation including participation in key milestone planning phases.	September – December 2016	RCO	Given the interconnected nature of Agenda 2030- specifically the SDGs- non-resident agencies are important to the UN support to PNG. Ensuring the strengths and expertise of each UN entity is reflected in the UNDAF enhances the 2030 agenda. As a DaO country the UN in PNG should have an empowered Country Team that integrates programmatic and operational functions maximizing coherence, impact, effectiveness and efficiency.	Initiated Not Initiated <b>Completed</b> No longer applicable
<b>Evaluation recommendation 10:</b>	<b>Governance and Delivering as One-</b> Address concerns raised by stakeholders regarding fragmented internal coordination of agencies so as to mitigate the negative effects on country level programme prioritization and the allocation of funds.			
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):	<b>3</b>	
<b>Management response: Partially Agree</b> The UN in PNG is currently in its tenth year as a self-starting DaO country and as such has well developed internal coordination mechanisms as laid out in the UNDAF management and implementation arrangements. There are numerous interagency coordination forums including the outcome results groups (task teams), the UN Communications Group, the UN Operations Management Team, the Programme Coordination Committee (task team leads and UN technical staff) and the UN Country Team.  These structures are well established and enable joint planning, implementation, monitoring and reporting. Gaps in internal coordination between UN agencies are to be addressed through these structures and the rationalised and streamlined management arrangements in the next UNDAF. The external impression of fragmentation is an issue to be resolved through enhanced outreach and communication with development partners, government and civil society including joint participation in relevant working groups, clusters, technical level and sector consultations.				
<b>Key action(s)</b>	<b>Time frame</b>	<b>Responsible unit(s)</b>	<b>Tracking</b>	
			<b>Comments</b>	<b>Status</b>

<b>10.1</b> Continue advocacy and clear communication with development partners about the UN in PNG and the potential of engaging with various Delivering as One mechanisms.	October 2016	UNCT / PCC	UNCT has increased engagement with Government, civil society and development partners on the SDGs.	<b>Initiated</b> Not Initiated Completed No longer applicable
<b>Evaluation recommendation 11:</b>	<b>Governance and Delivering as One-</b> Take note of the positive outcomes attributed to the dedicated coordination support assigned to one task team, to be replicated as an efficient means of improving overall coordination of UNDAF implementation and monitoring.			
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):		<b>2</b>
<b>Management response: Agree</b>				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
<b>11.1</b> Embed lessons learned in next UNDAF instituting good practice as standard operating procedures for results groups.	September – December 2016	UNCT		<b>Initiated</b> Not Initiated Completed No longer applicable
<b>Evaluation recommendation 12:</b>	<b>Governance and Delivering as One-</b> Commence development of a Business Operations Strategy (BOS) Framework for the UN in PNG in support of harmonised Common Business Services, in parallel with UNDAF planning.			
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):		<b>1</b>
<b>Management response: Agree</b>				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
<b>12.1</b> Draft BOS strategy that is coherent with UNDAF.	November 2016- April 2017	OMT	BOS strategy to be reviewed, validated and endorsed by UNCT.	<b>Initiated</b> Not Initiated Completed No longer applicable
<b>Evaluation recommendation 13:</b>	<b>Partnerships-</b> Continue to support the UNRCs role as co-chair of the Development Partners’ Roundtable Forum and build on the UN’s success in leading development partner dialogue in PNG. Engage with private sector and map existing civil society organizations to identify and discuss new and innovative partnerships.			
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):		<b>1</b>
<b>Management response: Agree</b>				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
<b>13.1</b> UNRC as the Chair of the Development Partners Round Table to continue introducing a number of key issues onto the agenda including: SDGs, strengthened monitoring of	Ongoing	UNCT supported by RCO	Ongoing	<b>Initiated</b> Not Initiated Completed No longer applicable

national development planning; opportunities to engage civil society and private sector.				
<b>Evaluation recommendation 14:</b>	<b>Partnerships-</b> In the context of the convening and policy advocacy role of the UN, “reaching those furthest behind first” and “leaving no one behind”, develop specific strategies to bring the voice of civil society and representatives of specific vulnerable and marginalized groups to the decision makers and politicians, with a specific focus on the vulnerable and marginalized with special consideration for Men having Sex with Men, People Living With HIV, transgender people and sex workers, indigenous peoples/traditional landowners, and persons with disabilities.			
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):	<b>1</b>	
<b>Management response: Agree</b>				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
<b>14.1</b> Embed a civil society engagement strategy that “brings the voice of civil society and representatives of special vulnerable groups to the decision makers and politicians” throughout the new UNDAF.	September – December 2016	PCC	Civil society engagement strategy to be reviewed, validated and endorsed by UNCT.	<b>Initiated</b> Not Initiated Completed No longer applicable
<b>Evaluation recommendation 15:</b>	<b>Partnerships-</b> Ensure maintenance plans and budgets are negotiated and agreed with local authorities or responsible beneficiaries at project completion stage or factored into projects to mitigate the redundancy of new systems as a result of lack of resources for maintenance.			
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):	<b>1</b>	
<b>Management response: Agree</b>				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
<b>15.1</b> Facilitate information sharing between national, provincial and local government and programme staff to ensure thorough understanding of decentralization and create mutually supportive synergies enhancing programme sustainability.	Ongoing	UN Task Teams	PCC to ensure UN Task Teams are implementing programmes with a sustainability focus and share information where appropriate on lessons learned and good practice, e.g. <a href="#">PCaB</a> .	<b>Initiated</b> Not Initiated Completed No longer applicable
<b>Evaluation recommendation 16:</b>	<b>Capacity Development-</b> Mainstream capacity development responses across the UNDAF 2018-2022 for both rights holders and duty bearers. This includes consideration of forging the necessary partnerships during the life of the programme to ensure sustainability over the longer term.			
<b>Recommendation to:</b>	<b>UNCT</b>	Priority level (1 to 3):	<b>1</b>	
<b>Management response: Agree</b>				
Key action(s)	Time frame		Tracking	

		Responsible unit(s)	Comments	Status
<b>16.1</b> Fit capacity development response into national capacity development plans ensuring relevance and building on existing examples of good practice.	November – December 2016	PCC	The capacity development response of the UN will follow the recent regulations governing technical assistance and advisory support (Public Employment (Non-Citizens Act) and the Public Service (Management) Act). The 2018 – 2022 UNDAF will build on existing good practice to support capacity development and skills transfer.	Initiated <b>Not Initiated</b> Completed No longer applicable