

Review of Strengthening Disaster Risk Management Project (DRMP) in Papua New Guinea

MANAGEMENT RESPONSE

Initiative Summary

Initiative Name	Strengthening Disaster Risk Management in PNG		
AidWorks initiative number	71223 Papua New Guinea UN Fund Country Fund Contribution		
Commencement date	January 2015	Completion date	June 2019
Total Australian \$	7,968,899.30		
Total other \$			
Delivery organisation(s)	United Nations Development Programme		
Implementing partner(s)	National Disaster Center (PNG)		
Country/Region	Papua New Guinea		
Primary sector	Humanitarian/Disaster Risk Management		
Initiative objective/s	The principal outcome of the project is “Government and civil society at the national and provincial level contribute to the reduced vulnerability of women, girls, men and boys to disaster risks”.		

Review Summary

Review Objective:

The purpose of the review was to:

- a. Evaluate the effectiveness of the project as implemented and as agreed to by DFAT, GoPNG and UNDP and;
- b. To ensure that findings from the review inform DFAT’s ongoing support for initiatives focused on strengthening Disaster Risk Management (DRM) in Papua New Guinea, in particular to determine whether the project as currently designed and implemented remains fit for purpose.

Review completion Date: 16 January 2019

Review Team:

Peter Chamberlain – Team Leader, External Consultant appointed by DFAT

Ken Westgate – External Consultant, appointed by UNDP

Amanda Farry – Team Member, DFAT Canberra

Summary of management response

The review of the Disaster Risk Management Project was jointly managed by DFAT Post in Port Moresby and UNDP (Port Moresby) in consultation with the National Disaster Centre (NDC) of Papua New Guinea. DFAT considers the review to be of good quality and that it sufficiently addressed the questions in the Terms of Reference and the Evaluation Plan.

The recommendations as outlined are based on the review's consultations, discussions and analysis. They relate to improved ways of working in the remaining months of the phase one (1) of the Disaster Risk Management Project (DRMP) implementation until June 2019, and provide ideas for further consideration from July 2019.

Individual management response to the recommendations

Recommendation	Response	Explanation	Action plan	Timeframe
Recommendation 1 <i>The value of a National Disaster Risk Reduction Framework will only be realised through practical implementation. The project should support the development of an action plan to prioritise and implement the commitments made in the framework</i>	Agree	Development of an action plan is essential in implementing the NDRRF to support GoPNG's planned commitments as outlined in the review and MTDP III.	DFAT to follow up with project team. This task is already incorporated in the Annual Work Plan (AWP) 2019 for the DRM Project.	April 2019.
Recommendation 2 <i>The project should assist NDC to prepare a monitoring and reporting plan for the framework.</i>	Agree	Building on R1, development of an M&E tool will prove effective in measuring the outcomes of NDRRF.	DFAT to follow up with project team. This task is already incorporated in the Annual Work Plan (AWP) 2019 for the DRM Project.	June 2019.
Recommendation 3 <i>Socialising and promoting the NDRRF at the sub-national level should be a priority for the project. It should also support implementation in provinces in which it is active.</i>	Agree	Socialising NDRRF in target provinces is critical for provincial stakeholders to recognise and accept ownership of disaster risk management. This will encourage improved planning, budgeting and greater coordination at the sub-national level.	DFAT to review progress with project team who will work with NDC to develop provincial DRM implementation plans aligned to NDRRF.	June 2019.

<p>Recommendation 4</p> <p><i>Project staff should be co-located within the NDC offices, subject to issues with access, power supply etc. being resolved¹</i></p>	<p>Agree in part</p>	<p>The project should be implemented under direct oversight of the NDC, and it is therefore agreed that project staff should be co-located at the NDC office. However, any attempts for co-locating is very much dependent on DPLGA and NDC's commitment in securing and maintaining relevant office space for the project team.</p>	<p>DFAT to consult with NDC and project team at UNDP to confirm arrangements between UNDP and NDC on relocation of project team.</p>	<p>February 2019.</p>
<p>Recommendation 5</p> <p><i>The project should advocate more strongly for adequate resourcing for NDC, particularly for a full staffing complement</i></p>	<p>Agree in part</p>	<p>DRMP project team should seek to advocate at senior GoPNG levels to bolster support for NDC staffing and resourcing, but there are limits to which the project can effect such change.</p> <p>The project could also work at the provincial level to identify potential solutions for Provincial Disaster Office (PDO) staffing.</p>	<p>DFAT to review and consult with project team on the completion of DRM capacity assessments in five pilot provinces.</p> <p>DFAT will also advocate and follow up progress of the development of NDC resourcing plan during Project Steering Committee (PSC) Meetings.</p>	<p>June 2019.</p>

¹ NDC has endorsed this recommendation.

<p>Recommendation 6</p> <p><i>Subject to the development of a strategy to maintain it, the Disaster Loss Database should be established in all provinces so that consolidated national level data can be produced. Potential linkages with other data sources such as the World Food Program's mobile Vulnerability and Mapping (mVAM) should be explored.</i></p>	<p>Agree in part</p>	<p>While important, this will require additional support for sustainability purposes.</p> <p>The longer-term goal of working in all provinces will need to be considered as part of the design process for the next phase of Australian support commencing in 2019.</p>	<p>DRMP project team should develop a costed strategy to roll out and maintain the database for consideration as part of the design phase for next phase of project support.</p>	<p>During Design for next phase of project.</p>
<p>Recommendation 7</p> <p><i>The project should work with the Multi-Hazard Early Warning Centre and to develop an effective early warning system. To do this it must create standard operating procedures for alerting authorities and broadcasters, find methods to formulate simple warnings and advisories</i></p> <p><i>Part of this process should be the strengthening of NDC/RIMES relations, with NDC currently feeling that RIMES is not very responsive to their requests for information.</i></p> <p><i>The review also suggests that increased engagement with communications stakeholders to support the early warning system should be a key direction for the project (see recommendation 18 below).</i></p>	<p>Agree in part</p>	<p>While important, this will require additional support for sustainability purposes.</p> <p>The longer term goal of working in all provinces will need to be considered as part of the design process for the next phase of Australian support commencing in 2019.</p>	<p>To be considered as part of the design process for next phase of support to the sector.</p>	<p>During design stage for next phase of project.</p>

<p>Recommendation 8</p> <p><i>The project should review its approach to DRM mainstreaming at national and provincial levels. It must develop more effective strategies in the next phase of the project based not only on its integration into plans and budgets, but on the provision of training to those who must implement them. It must continue to support the implementation of DRM within MTDP III and build on the success of the Rigo district planning process.</i></p>	<p>Agree in part</p>	<p>The longer-term goal of working in all provinces will need to be considered as part of the design process for the next phase of Australian support commencing in 2019.</p>	<p>To be considered as part of the design process for the next phase of support to the sector.</p>	<p>During design stage for next phase of project.</p>
<p>Recommendation 9 (a)</p> <p><i>The MHRA already developed for existing provinces must be updated to address the concerns outlined. This includes better citation of data sources, acknowledging the limitations of the data available and used in the assessments and seeking peer review.</i></p>	<p>Agree</p>	<p>The MHRA requires reviewing and finalizing prior to publication or release in the five target provinces.</p>	<p>Project Steering Committee to follow up on progress as outlined in the implementation plan and Annual Work Plan.</p>	<p>April 2019.</p>
<p>Recommendation 9 (b)</p> <p><i>On the basis of recommendation 9 (a), the MHRA should be extended to all provinces in PNG to create a national risk assessment data base.</i></p>	<p>Agree in part</p>	<p>The longer-term goal of working in all provinces will need to be considered as part of the design process for the next phase of Australian support commencing in 2019.</p>	<p>Project Steering Committee to discuss as required.</p>	<p>Feb-June 2019.</p>

<p>Recommendation 10</p> <p><i>The project should promote disaster recovery more actively to ensure that it is better integrated into relevant government and DMT processes. This should include advocating for the approval of the frameworks it has produced and the provision of appropriate training and support at national and provincial levels.</i></p>	Agree	In line with Recommendation #3.	Project team will seek to promote NDRFF awareness, including engagement with Provincial Disaster Recovery Plans. DFAT to review progress of draft annual project workplan.	June 2019.
<p>Recommendation 11 (a)</p> <p><i>The Humanitarian Coordination Specialist position should remain as part of an ongoing DRM project.</i></p>	Agree	The role of the Humanitarian Coordination Specialist has proved effective throughout 2018 under current management arrangements.	Development of well-defined ToRs and reporting lines within the project. Design phase to consider continuity of this role.	During design stage for next phase of project.
<p>Recommendation 11 (b)</p> <p><i>The design for the next phase of the project should identify and incorporate measures to reduce the impact of disaster responses on other key aspects of the project. It should be a disaster risk management project – not a humanitarian coordination project.</i></p>	Agree	New project design, scope and TOR needs to take note of this recommendation.	This will be reflected on during the design of a potential new phase of support from July 2019	During design stage for next phase of project.
<p>Recommendation 12</p> <p><i>The next phase of the project should focus on provincial capacity development. It should consider the deployment of local staff to each target province and initiate a small projects fund to enable local DRM stakeholders to address their key priorities</i></p>	Agree in part	While there is merit in this idea, further analysis in terms of budget and administration is required. As such this would need to be considered in the context of new support after July 2019.	This will be reflected during the design of a potential new phase of support from July 2019.	During design stage for next phase of project.

<p>Recommendation 13</p> <p><i>The steering committee should be reconstituted to include only the three key project partners: UNDP, NDC and DFAT. Meetings should be held on a quarterly basis and include discussions of progress and decision making on the basis of up-to-date narrative and financial information. A wider reference group which includes other current members of the steering committee should be formed if there is sufficient interest among these stakeholders.</i></p>	<p>Agree</p>	<p>Project to improve on governance mechanisms as recommended.</p>	<p>New Project Steering Committee arrangements introduced in December 2018. This should be continued in 2019. DFAT will follow up in next meeting in March.</p>	<p>March 2019.</p>
<p>Recommendation 14</p> <p><i>Project management should focus on more integrated project planning and better coordination with relevant UN activities during the next phase of the project.</i></p>	<p>Agree</p>	<p>Identifying potential synergies with other UN agencies and stakeholder activities would improve overall coordination and advocacy of DRM in PNG.</p>	<p>DFAT should monitor and follow up with Project team to conduct stakeholder-mapping exercises in the 5 target provinces.</p>	<p>May 2019.</p>
<p>Recommendation 15</p> <p><i>In collaboration with NDC, the project should strengthen interagency DRM coordination in its next phase and consider the establishment of a coordination platform for agencies engaged in DRM. National and provincial mapping should be included in the design phase as well as a 'dashboard', which makes DRM resources (SOPs, training materials, planning formats, lessons learned) available. The project should consider the appointment of a specific position to support this work.</i></p>	<p>Agree</p>	<p>Identifying potential synergies with other UN agencies and stakeholder activities would improve overall coordination and advocacy of DRM in PNG.</p>	<p>DFAT should monitor and follow up with Project team to conduct stakeholder-mapping exercises in the 5 target provinces.</p>	<p>May 2019.</p>

Recommendation 16 <i>The next phase of the project should make clear its expectations of government at a national and provincial level, with the active support of its key stakeholders. The project should establish benchmarks for provincial support for DRM. Where this commitment is lacking it should consider withdrawing from the province.</i>	Agree	Continued advocacy at all levels is required. This should be linked closely with socialising of NDRFF (Recommendation #3)	To be considered in design of new phase.	During design stage for next phase of project.
Recommendation 17 <i>The project should not consider expansion to other provinces at this stage. Benchmarks for a successful provincial DRM model should be established and expansion considered when these have been attained in one or more provinces.</i>	Agree	Focus should be on completing objectives and activities for the five pilot provinces. Expansion into other provinces will be considered in design for phase two.	DFAT monitor and review development of project implementation plans submitted by project team. The plan outlines clear benchmarks in the existing five pilot provinces for implementation under the draft project Annual Workplan 2019	May 2019.
Recommendation 18 <i>The project should strengthen its engagement with the private sector. Support from telecommunications and media companies in the transmission of disaster warnings is the most important need – but provision of geological and meteorological data and building relations with Chambers of Commerce should also be considered.</i>	Agree	An inaugural workshop with the Connecting Business Initiative (CBI) will directly support further planning in this area.	DFAT to monitor progress as outlined in annual workplan and project implementation guideline. Project team to convene a CBI workshop involving private sector partners, such as Digicel, Oil Search Foundation and Exxon.	April-May 2019.

Recommendation 19 <i>Gender equity should be a strong focus of the project. A gender specialist should contribute to the design of the next phase of the project and gender training should be provided to staff and partners. If a reference group is set up (see Recommendation 1) UN Women should be invited to participate. More active support for people with disability should also be prioritised.</i>	Agree	<p>Inclusion of UN Women in the advisory committee will reinforce this priority area of focus.</p> <p>There should also be closer engagement with gender technical advisers, both in the AHC and One UN Group.</p>	<p>Scoping of proposed new support after July 2019 will utilise gender expert/s to inform design work.</p>	<p>During design stage for next phase of project.</p>
Recommendation 20 (a) <i>The next phase of the project requires a more rigorous design process and document to guide the project and to which it can be held accountable. A theory of change/change model will support better understanding of the project. The process will require support and resourcing from UNDP and DFAT.</i>	Agree in part	<p>A clear theory of change will better guide prioritisation and resource allocation.</p> <p>Engage independent external design team to progress this priority.</p>	<p>This will be reflected on during proposed scoping of new support from July 2019.</p>	<p>During design stage for next phase of project.</p>
Recommendation 20 (b) <i>A Monitoring and Evaluation specialist should be assigned to the project to support the design process, to document project progress and capture and share lessons learned.</i>	Agree in part	<p>An M&E Specialist should be engaged as part of any design team</p>	<p>This will be reflected on during proposed scoping of new support from July 2019.</p>	<p>During design stage for next phase of project.</p>