

Evaluation Report

'THERE ARE PEOPLE IN THE COMMUNITIES, THEY NEED TO BE SKILLED AND STRENGTHENED'

Mazo Touta, Daru 2009



Goglme Community Leaders

"There are many leaders in the communities but very few can influence"

Sister Cathy, Kiunga 2009

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ABBREVIATIONS:

BRG	Bismarck Ramu Group
CBO	Community Based Organization
CC	Community Conversation
CCI	Cross Cutting Issues
CDA	Community Development Agency
CMCA	Community Mining Continuation Agreement
CSDP	Community Sustainable Development Program
CSIP	Community Sustainable Investment Program
DGTP	Democratic Governance Transition Phase
ENBSEK	East New Britain Social Action Committee
HIV/AIDS	Human Immune Deficiency Virus/ Acquired Immune Deficiency Virus
MNCL	Melanesian NGO Center for Leadership
NGO	Non Government Organizations
OTDF	Ok Tedi Development Foundation
OTFRDF	Ok Tedi Fly River Development Foundation
OTML	Ok Tedi Mining Limited
PNG	Papua New Guinea
PNGSDP	Papua New Guinea Sustainable Development Program
PV	Personnel Viability Program
SYOB	Start Your Own Business
TOR	Terms of Reference
WP	Western Province

EXECUTIVE SUMMARY

Several projects supported by the CSDP had highly visible results. The immediate outputs like: buildings, offices, school dormitories, office furniture, office equipment, medical equipment, tanks or water pumps were greatly appreciated by the project partners and the people who benefited. The communities in the vicinity of the project site also are pleased with the support. The effectiveness is evident. Value was certainly added to the capacity of the project partners and the livelihoods of the people in the communities. There was much praise for CDSP - PNGSDP. The rippling effects of the outcomes of the projects were felt by the project partners and the communities. For instance, there is now electricity in a most rural and remote place in PNG. The power helps the church to run three of its main programs and these are: running a sub-health centre, operating four educational facilities and the advancement of their religious beliefs. The houses, the classrooms, the administrative buildings, the health centre at the patrol post and electrical equipment and appliance can now be used. The surrounding communities also benefit. The benefits of the rural electricity program far outweigh the costs of setting up.

There is evidence of multiplier effects. The cost of the service provided remains constant while the benefit cost increases as it ripples outward. For example, the cost of rural electricity could not be compared with the number of lives that were and are continued to be saved by the sub- health centre. The patients go away and bring value to their families, villages and communities.

In addition, the CSDP model has contributed to changes that are rippling outwards into the communities. There are significant changes in the communities. Some changes are been managed well whilst others have either not been catered for due to inadequate resources or lack of capacity or changes have been ignored.

The changes may be at the level of the project partner, the community, CSDP and individuals as well. The challenge for the community and CSDP is to maintain the good changes and see how they can be made permanent. There is a need to explore ways of how to sustain these changes so as to enable sustainability.

The findings of this evaluation also show that several key elements of community and sustainable development interventions were not adequately supported and facilitated by CSDP.

Many social scientists believe that the process of change starts with the people. It is not the medical equipment or the building or the one training that will make change permanent. Yes, there will be improvements in the lives of the people but the change will only be temporary. Change has to be understood first by an individual or group of people and accepted. This change will be trailed (transition phase). For the change to happen and be made permanent, a host of factors in the environment set the scene. This particular change will have to withstand the environmental factors and only when it is fully valued and supported will it become permanent. There needs to be a mind shift at the level of the people to ascribe to new value(s). Only then, will the corresponding behavior and attitude be expressed to achieve particular values. The result of living out this newly ascribed value(s) is to live out the values one has and ensure that the values in action are maintained. The change that starts with the mindset and character and attitude change of the people is complemented with effective community mobilization, advancement and development through effective governance, clear transparency and operational efficiency and good leadership and management. This can and will lead to sustainability.

The evaluation results show that the model and the practices of CSDP may not have considered all the project assumptions, the context of the community and sustainable development intervention and identified all the risks. Practices like the proper consultations, dialogue and communication among the CSDP and many of the development partners in PNG and especially WP and with appropriate government department and officials have been given priority in some instances and

appeared more difficult to do so in other circumstances due to communications and logistics difficulties. The people, especially in the WP have greater needs for timely and relevant information that has to be communicated effectively with them. The use of appropriate and effective community and sustainable development processes were not adequately practiced by all those involved in the projects. Traditional and contemporary leadership structures in especially the WP have been disbanded by so many forces. Many leaders do not have the capacity to carry out their roles and responsibilities. Leaders must be supported as they are the guardians of community values, aspirations and dreams and they drive change. Community conversations can be an effective tool for community and sustainable development processes. The community conversation approach should be used for all community and sustainable development processes.

INTRODUCTION

This is an account of an external evaluation that was carried out from the 7th July 2009 through to the 3rd August 2009.

This evaluation was requested by the PNG Sustainable Development Program (PNGSDP) Limited for the Community Sustainability Development Program (CSDP). CSDP was established by the PNGSDP to promote sustainable development at the community level. The CSDP provides a facility to enable communities to implement their own projects and to assist them to meet their development goals.

The objective of this assignment is to evaluate the effectiveness, impact and sustainability of the Community Sustainable Development Program, and to recommend ways forward.

Both qualitative and quantitative information was sourced from three different sources. A key informant, usually the project manager or coordinator or someone in a leadership role was consulted. The consultations also included members of staff or people who carried out the project and the beneficiaries, the people who received the services from the project partner of the CSDP.

A desk study and a field study were carried out to gather information for the analysis. During the evaluation, the team encountered several factors that increased the value, credibility, validity and reliability of the findings. There were other factors that could have distorted the findings. Risks and risk management was applied throughout to minimize the effects of these factors so that the information was not distorted.

The findings were treated by identifying trends, challenges, issues, concerns and lessons. These were used for Analysis, Suggestions (Alternatives), Recommendations, Risks and Risk Management of each recommendation that was assembled.

Conclusions were based on the overall impression and interpretation of the evaluators after the analysis. There were mixed results in the outcome of the project partners of CSDP and the effectiveness of the grant facility model that was used.

Communication with and among development partners and beneficiaries especially in the Western Province was inadequate. Other areas of concerns and areas of improvement for the CSDP include: Community Entry, Community Development and Community Exit, Capacity Development in the area of Human Resource Development: Training, Mentoring and Coaching of leaders in the communities and the project partners and the development and management of a Baseline Information

BACK GROUND

PNG Sustainable Development Program

The PNGSDP Limited was established to support development in PNG. An important goal of the Company is to advance the general welfare of the people of PNG particularly those of the Western Province, through supporting sustainable community projects. To assist achieve this goal, the Company established the CSDP to promote sustainable development at the community level. The CSDP provides a facility to enable communities to implement their own projects and to assist them to meet their development goals. The level of funding that may be provided by CSDP to any one project ranges between K50, 000 to K250, 000. Projects less than K50, 000 are also considered and approval for these is delegated to the Chief Executive Officer. If a project is approved for funding, the Company will enter into a Community Project Funding Agreement with the project beneficiaries who are normally called the Project Partners in the agreement. Under the agreement, the Company provides funds to procure the works, supplies and services required to implement the project while the Project Partner's responsibility is to manage and implement the project activities. During project implementation, the project partner is responsible for the management of the project and with a supportive and facilitative role played by CSDP staff. Once the project is completed, the Project Partner and the Company hand over the project to the recipient community at which time the Agreement is terminated.

Purpose of the External Evaluation of the Community Sustainable Development Program

The CSDP is going through an operational requirement in which community sustainable projects supported financially by the CSDP are evaluated together with CDSP for results and improvement. The objective of this assignment is to evaluate the effectiveness, impact and sustainability of the Community Sustainable Development Program, and to recommend ways forward. This assignment involves:

- (i) Assessing whether the scope of works has been achieved with completed projects having achieved and sustained their targeted objectives;
- (ii) Examining whether the projects have contributed to the intended objectives of PNGSDP in establishing the CSDP and its specific objectives.
- (iii) Assessing the project selection, evaluation, approval and management system currently used by the program and to recommend improvements where required.
- (iv) Assessing the effectiveness of the CSD Program's project partnership and delivery model adopted by PNGSDP and recommend appropriate models should there be a need to change.
- (v) Providing advice and recommend viable type of projects (based on sectors), methods of implementation and the suitability of implementing partners. This can be based on the success and failures of the projects.
- (vi) Bring to the company's attention any other issues and recommendations which may be relevant to the evaluation and the delivery of CSDP objectives.

Western Province

With a total landmass of 99, 300 km², Western Province (WP) is by far the largest province and is sparsely populated with a population of 153, 304 (2000 census). Topographically, it is mostly swampy in the middle. The southern parts of the province are either permanent or seasonal swamps while the northern part of the province is mountainous. A very large part of the province is not easily accessible. This creates major problems for development. WP is rich in mineral resources and has more wildlife than most provinces. The province is administratively divided into three districts

North Fly, Middle Fly and South Fly. The province is represented in the National House of Parliament by four members, the Governor and three Open Members.

The major economic activity in the province is constituted by the Ok Tedi Mining Limited (OTML) accounting for over half the entire province's economy and 25.7% of the country's entire export earnings. With its sizeable resource base including agriculture, forestry and fisheries, WP has considerable economic potential.

Since the arrival of missionaries in the province, churches have had great impact on the people and their cultures. While government control is spreading, a large percentage of the rural population continues to live an independent existence with little influence from the urban communities. The provincial government continues to rely on churches to complement the delivery of basic services.

National

Papua New Guinea is the largest developing country in the South Pacific region. Its 463,000 square kilometers of land area, a sea area of 3.12 million square kilometers and 600 separate islands make up one of the most diverse repositories of geographic, biological, linguistic and cultural wealth on earth. PNG has more than 5% of the world's biodiversity in less than 1% of the world's total land area.

PNG's population in 2007 is 6.25 million (2000 Census estimate) and growing by an annual average rate of 2.7%. Approximately half of PNG's total population is under 19 years old. Most of the population lives in rural communities based on the traditional village structure and dependent on subsistence farming supplemented by cash cropping. Less than 15% of Papua New Guineans live in urban areas.

PNG has a relatively small dual economy, comprising a formal and informal economy. The formal economy is dominated by large-scale resource projects, particularly in mining and petroleum, and provides a large proportion of government revenue. The informal economy supports 85% of the people through semi-subsistence agriculture. The formal sector employs around 15% of the workforce. PNG has an abundance of natural resources. Despite the potential of these resources PNG's economic performance has fallen short of expectations.

PNG is currently experiencing an economic recovery, with improvements in several macroeconomic indicators. PNG continues to face considerable medium-term economic challenges. Concerns include degraded infrastructure, law and order problems and the economic cost of a large but ineffective public service.

PNG's population has suffered significant declines in living standards in recent years due to worsening economic performance. Although the country does not exhibit the widespread abject poverty present in some developing countries, poor health and social indicators show that poverty is a real problem. PNG's main social indicators, such as life expectancy and maternal and child mortality rates, show improvements since 1975, but are still well below the averages for lower middle income countries. PNG still has limited primary health care. Infectious diseases are claiming many lives, and there are serious public health risks from endemic diseases such as malaria, and an emerging HIV/AIDS epidemic. An estimated 2% of people in PNG carry the virus. In education, the rate of participation in primary schooling is improving, but it remains lower than in most other countries in the region¹.

METHODOLOGY for the EVALUATION

¹ Australian AID brief Country Report of PNG, 2007

CSDP External Evaluation Report, July 2009

The team used a mix of the Interpretive and Positive methodology in the evaluation. Both qualitative and quantitative information was identified by the team. Emphasis was on the stories about the project partnership, the results and the aspects of sustainability. The interpretive approach focused on getting stories from key informants, focused group discussions and meetings (large and small/formal and informal). Open ended questions were posed and stories were allowed to be told at great length. High level of participatory processes that was centered on the Adult Learning Principles and effective communication was the key to allow fluidity in information gathering.

The team consistently (rigorously) briefed and debriefed to refine processes and understand local conditions (social, political and economical situations).

Triangulation of the data sourcing and investigation processes was applied because only a very few of the completed project partners were consulted. Therefore it was important for the team to confirm and reconfirm stories and interpretations.

1. Desk Study (literature review phase)

The evaluation team conducted a desk study as specified in the Terms of Reference (TOR) prior to the actual field/project site visits. The desk study took three (3) days. After the first three days, a meeting between key program staff of the CSDP and the three evaluators was convened. Questions were asked mainly to clarify the working structure and practices of the CSDP. The purpose of the study was for the team to find out general information about the situation so that the questions could be structured properly. More specific information on individual projects and individual situation was gathered.

2. Field Study (field evaluation phase)

After the desk study, a list of organizations was identified along with the project manager, project implementers and people who benefited from the services of the project partners for the team to visit in their respective project location. The projects that were confirmed to be consulted were subjected to the availability of efficient transportation and time availability of the team.

The MNCL evaluation team of three was increased to five as two members of staff of the CSDP program joined the team to gain experience in evaluation and to help the consulted evaluators in their logistics during the field study. This new five member team was now split into two. One team consulted the South Fly while the other visited the projects in the middle and North Fly. The team that went to the South Fly also went to Western Highlands and Simbu Province. The team that went to the Middle Fly went to Madang and Wewak.

Both qualitative and quantitative information was sourced from three different sources. A key informant, usually the project manager or coordinator or a counselor, someone in a leadership role was consulted. Then members of staff or people who carry out the project and then the beneficiaries, the people who have received the services from the project partner of the CSDP.

Mostly semi structured questionnaire was used to guide the evaluators. There were three different questioners with similar questionnaire developed for the key informant, the project implementers and the beneficiaries. Some level of facilitation was used in focused group discussions and larger meetings where more than 6 people attended.

Communication was kept as simple as possible. Gender was always sensitively treated where females interviewed females and male interviewed males. In some cases it was felt that women and men could mix and interview together.

The desk study provided all the information around the intervention logic for each of the project partner. The study revealed the vision, mission, goal, objectives and the input. The study also

provided the team with some sense of a baseline data and key outputs of the projects being supported by the CSDP.

The evaluation team went to the projects to confirm the initial desk study findings and assess the outcomes and possible impacts.

The evaluation team determined and confirmed key indicators for the field evaluation. The questions for the three different groups of people that were interviewed were constructed around the indicators and the critical questions that were raised in the terms of references. The initial findings provided a list of emerging themes, concerns and issues. The team also looked at the unintended results from the projects.

The only other benchmarks that were used besides the project partner goals and objectives was some qualitative comparison with other Non Government Organizations (NGO) doing similar work or other services providers. The Democratic Governance Transition Phase (DGTP) model was also used to compare the model used by CSDP. DGTP is the same organization that was called the Community Development Scheme, from whom, the CSDP grant facility model was adopted from. Several theories around community participation, ownership and social psychology of groups were also used.

The quantitative information was scarce. All information could not be verified. Some of the information was estimates of the true occurrence.

Several factors out in the field which helped in increasing the quality and value of the information gathered were:

- One to one interview
- Note taker /questioner and the moderator
- Briefing and debriefing (preparations)
- Role play and research the questions
- Guided questions
- Focused Group Discussions
- Meeting with the community – awareness and empowering as well
- Before and after the formal interview notes
- Verbal (physical arrangements of the interviews and the conformation
- Good information
- Introduction and the basic rules
- Good facilitation skills
- Good questioning skills
- Good note taking skills
- Allowed extended time for the stories
- Gender sensitivity

The enabling factors mentioned above added value, credibility, validity and reliability of the findings.

There were some experiences in the field that posed problems in that these experiences affected the quality of the feedbacks. There is a chance that some of these could have had some influences in distorting the findings. The team tried its very best to minimize these experiences and cross checked its findings to check how far off these feedback was from the reality. These issues were:

- Logistics, rushed, not enough time, others involvement, no key informants
- Not aware of the projects or the funders, CSDP program staff tries to explain the situation.
- The t' shirt, caps etc. of the company during the interview
- Approach and community entry, the communication protocol, go to OTML and its image
- Communications around logistics, distractions during the interview

- Tiredness after long trips and delays and flight cancellations, we are not hearing the community perceptions
- Community prejudice and our own prejudice
- Evaluators own bias and that of the community

The above could have most likely distorted the findings from the truth (actual situation).

FINDINGS

Analysis, Suggestions (Alternatives), Recommendations

Input, Output, Outcome, Effectiveness, Impact and Sustainability

The CSDP was consistent in using the grant facility to make available grants for their selected project partners. The financial assistance was used to help strengthen the capacity of the project partners to increase the quality of services they provide. The financial supports were for items like: Equipment, machinery, materials, and furniture, transportation, telecommunications and livestock and outsourcing human resources.

The results of implementation the grant facility include social and economic benefits like: community involvement and participation, identification and supporting community leaders, improved access to clean drinking water, better study facilities for students, improved health services, better and safer buildings, improved communication and better relationships between the project partners and with the CSDP.

The outcomes of some of the project visited illustrated some degree of positive changes in pockets of populations especially with the catchments area of the project partners.

The effort put into implementing the grant facility has shown results. These results have certainly added value to strengthening the capacity of the project partners and the improvement in the livelihood of the people in certain communities of PNG.

Below are the findings that show the trend and themes identified by the evaluation team from the practices of the CSDP and the subsequent results. These are the outcomes of the feedbacks from the questions that were developed to identify the effectiveness, impact and the sustainability of CSDP.

1. Communication, Awareness and Information Dissemination

Communication between the project partners and CSDP is very good except for isolated areas of Western Province such as Bamu and Morehead which lack modern communication facilities. All project partners interviewed acknowledged that this has been effective. An interviewer expressed:

<i>CSDP is only a phone call away</i>

The effective communication between the CSDP and the project partners is only for partners with phones and emails that actually work. Several project partners have project offices other than the main office communicating with CSDP that are implementing the program. There is no communication at this level. Half of the people at this level who were interviewed did not even know that the funding support came from the CSDP. One of those interviewed had this to say:

Yupela givim computa, na sia na moni na ino kam toktok na sekim, na nau yupela kam long askim question tasol

The people in the communities who received services from the project partners, especially in WP did not know about the support. Most importantly four (4) leaders who were interviewed did not even know that the projects were funded by the Ok Tedi Development Foundation (OTDF) and CSDP and the cost added up to their share of the trust or the Community Mining Continuation Agreement (CMCA) agreements. These people were not aware that the services were partly funded by the CSDP. This is critical, especially in the WP, where the people's money from the trusts and the CMCA are used. CSDP and SDP have made efforts to address people's perceptions in regard to project funding. Projects in the South Fly and the rest of PNG identified more with SDP. CSDP projects are seen as flag ships for SDP.

The information gathered from the desk and field study reveals that there is some level of lack of communications among key development partners in especially the WP. There is some gap in the communication between the nine (9) trusts, the new entity and the Ok Tedi Fly River Development Foundation (OTFRDF).

There is a high level of misinformation and misunderstanding. These fuels myths and thus spawns bias, prejudice and stereotypes in the communities, especially in the WP. These world views of the people are perhaps the underlying cause of their lack of participation to improve their own livelihood in the context of what is happening around them. There is a need for information in many of the communities that were visited. One of the interviewers expressed that:

Sapos yu go long ples, ol meri na man bai laik stori wantaim yu go inap long moning.

Communication and Participation of the Government

It could not be confirmed if CSDP is communicating with the Government at all. Requests to interview key government officials were made by the evaluating team but the assistance from CSDP in getting feedback from the government officials was unsatisfactory. The three (3) government funding recipients can only confirm the implementation of the project. Several communities, including the two (2) of the three (3) government project partner stated that there is no proper coordination by the CSDP in identifying and implementation of the projects at the district and provincial level. More than half of those interviewed stated that the government was not a player in these projects. Two of these interviewed from a key development partner in WP said that the project does not belong to the Government. An interviewer commented that:

PNGSDP is by passing the provincial government and going straight to the community. The authorities have to know what is happening in terms of development activities so that projects are supported and not duplicated and overlapping.

There have been several comments made by the public in WP that the governor of WP does not see eye to eye with SDP and OTML. That may probably be the cause of delay with projects for the province by SDP and OTML. It is also causing confusion and animosity among the people. A further study or opinion poll survey will have to be carried out to disprove this opinion.

The churches medical and educational services are subsidized by the government. The National Volunteer Services (NVS) and several other NGOs receive grants from the government. The government is the mandated service provider for all in PNG. The government has recognized its inefficiency and incompetence and many great leaders have wanted to work with the NGOs and the

churches. CSDP has not been able to better work with the government in terms of the coordination and implementation of the projects. This places question on the sustainability of the projects.

Communication has to be improved by the CSDP. CSDP works at many levels of the society and with many different individual and groups. CSDP works in the three sectors, the Government, the Business (for profit) and the NGO/Churches (not for profit). The fruit of the work of the CSDP touches some of the most remote parts of PNG.

CSDP needs to improve its level of communication with all development actors and the beneficiaries of the projects partners. CSDP should be looking at a very intensive and comprehensive awareness in especially the WP. CSDP could also improve its national image by talking with the governments of the different province and the district within which it has provided funding support.

It is suggested that:

- CSDP participate regularly in meetings, conferences and forums organized by key development partners in Western Province
- CSDP organize partners meeting in WP and another for the National Project Partners
- Assess and develop the kind of information that is needed at the different levels and among and with the different development actors.
- SDP carry out an awareness and information dissemination campaign on CSDP's role in the Western Province.
- SDP increase the level of communicating, dialoguing and collaboration with the Government.
- CSDP carry out a more in-depth study in WP to determine community held assumptions, misinformation, myths, prejudice and bias.

2. Community Process – Community Entry and Exit

Case Number 1

In 2004, a particular village decided together that they needed water in the village. They decided that they wanted water pipes to be connected to a spring at least 1 kilometer away from the village at the base of a hill. This request was taken to the trust meeting and that was it. The people never heard anything again about their idea. Through time, the chair of the trust was changed and then in 2007, a contractor arrived at this village unannounced. The contractor walked into the middle of the village and started looking for the water. The contractor found the underground stream right in the middle of the village and near the school. This was an ideal place for a village bore water pump to be situated. The contractor started digging and put in the pump. The chair of the trust went to the contractor and asked them what they were doing. The contractor said that OTDF had sent them to put in place the bore water pump for the village. The chairman was not so sure but other people in the village gathered and told the contractor that they remembered asking for water pipes to connect water from the water well in a spring at the base of a hill at least 1 kilometer from the village. The people told the contractor that they did not ask for bore water pump. They also told the contractor that the place in which the contractor was digging was a cemetery and that the place also is the underground rivers of the greater Fly River. The people in the village were told that this job was contracted out and that the pump will have to be put in. The people were reminded that if they have any problems, they should go and deal with OK Tedi. It's been two years since the pump was installed in the village. This pump has not been used for anything of significance. Sometimes the children wash their feet with the pump. The paint on the handle of the pump is still fresh. The grass is green and lush around the pump. The pump is like a monument in the centre of the village. The people still walk a kilometer to get their water. Life is still the same. Their need for water is still the same.

In WP, for many Ok Tedi Community projects community entry is done by the OTDF and other project partners. Sometimes the project partner or the OTDF contracts out the work and the contractor goes in with the project as in the case of the water project in the Middle Fly Area. For a community development worker, the questions are:

What kind of community entry processes did all these players use? How do they answer questions in relation to the project? What facilitative approaches do they use to train people in the skills needed? How do they disseminate information? How do they facilitate a conflict resolution at the time of handing over the project? How do these people leave the community? How do they prepare the communities to sustain the project? What is their definition of sustainability, empowerment, facilitation and participation?

It was found out that there was no training done for the maintenance of the pump, and no test was done to check for heavy metals and bacterial presence. There has been no follow up and no evaluation since than.

It is suggested that:

- All project activities by OTDF or by the OTFRDF or by CSDP are done with a community development facilitator.
- All contractors are accompanied by a skilled and experienced community development facilitator.
- The community development training is budgeted for as an integral part of CSDP field operations and funded by PNGSDP and facilitated by experienced Community Development Practitioners in PNG like the Bismarck Ramu Group (BRG) or the East New Britain Social Action Committee (ENBSEK) and the Community Development Agency (CDA) or other capable entities.
- Community development training is organized for partners of CSDP who are working with remote or rural communities.
- All project staff at the CSDP attends community development training.

3. Community Priorities, Participation and Ownership

Findings in the levels of community participation and ownership are mixed for the Western and the National. In the National projects , the results of the evaluation shows that the community identified the needs that were responded to the project partners. The communities were happy with the project partners and of CSDP for responding to their priority need. In fact the contribution of the community went beyond the 10% as stated in the operational manual. The communities were able to contribute money toward the total amount. The communities have shown elements of ownership by providing security and integrated the project as a community asset and their plans. One such comment was from a project partner:

The chairman of this health facility is like a “bigman”² of a Security firm. He responds to security issues and organizes the community when ever we face security threats. The provision of security by the community is a luxury.

However, for Western Province there were cases of project partner contributions well above the 10% contribution and in other cases only labor and non-financial contribution. In some projects participation by the community was 100% and in others minimal and subsequent lack of ownership of the projects.

Case Number 2

² Pidgin for a leader or a superintendent or supervisor

Several bore water pumps were set up in several of the villages along the Fly River in the Middle Fly District. In one village, there were three bore water pumps. The village people chose only to use one of the pumps closest to the village and completely forgot the other two. The pump that was used a lot had overgrown bushes, grass and was littered with soap, detergent and bleach packaging materials. There were old broken buckets and dishes and all other rubbish lying around this particular pump. There was no proper drainage to remove excess water and all three pumps have not been maintained and or repainted.

The above case clearly shows the lack of community ownership of the project. The findings show that while the pump is certainly providing much needed clean water, it is not really the priority for the people there. The level of participation of the people in building the pump is questionable as the decisions are done in meetings away from the village. The evaluation has established that community entry, communication, monitoring and community exit process has been botched by this project alone. People are generally not intuitive and proactive. They lack the community pride and a sense of community ownership.

A pump project in Gihamu, WHP is a good example of community ownership and participation. This project was driven by their need for water to be close to their houses. The community initiated and wrote up the proposal. They then helped dig the drain from the water source into the community (school) and carried stones from the river up to the tank area to make the base for the tanks. The findings and the visit to the project site showed that the people are organized in such a way that groups are formed to carry out the various responsibilities of the project. The people in this community now do not have to walk to and from the steep climb down to the river and up again. This community is a case of good community mobilization, participation and sense of ownership over a project seen as their initiative driven by the need for easy access to clean and safe water.

There could be more psycho-social and cultural values and principles that could provide more answers for the attitude and behavior of the people in the communities that were visited and the conclusions in this evaluation is yet to be disproved.

Suggestions for improvement is the same as the topic of Community Process – Community Entry and Exit

4. Dependencies, “Cargo Mentality”

The evaluation team identified especially in WP that there are issues relating to the capacity of the people to be part of a change process. There is evidence of different levels of despondency, idleness, dependency and cargo mentality from the part of the people in several of these communities. This conclusion by the evaluators is yet to be further investigated to be disproved. The findings showed high levels of expectation of the people for material (tangible) goods from the trusts, the CMCA, the OTDF and the OTML and from the CSDP.

The respondents did not or could not identify ways of sustaining even a simple chain saw or a bore water pump. When they were asked about how they could contribute toward responding to their needs, most responded with raised eyebrows and silence. In many cases, it was stated by several of the respondents that people are always generally happy about the projects when it is first delivered but soon forget about this project and go back to doing things the way they use to do. This shows that sustainability is not possible without the change in the mindset and community practices. It is important for CSDP to think about programs that help the people ascribe to universal development values and principles that build civil societies.

Most communities that were visited are disorganized and there was no feeling or energy of togetherness or concern - apathy. There is a tendency for the people to expect payments for

services/ involvement in community activities that were for the greater community good. One interviewee made this statement

Nobody wants to work for free, that is why the project has come to a halt.

It is suggested that:

- There be serious consideration to funding programs that provide training by Community Development organizations like BRG, the ENBSEK or the CDA to facilitate their community development training for the local leaders and the people in the communities.

5. Capacity of the Project Partners

All the organizations that were consulted had varying levels of capacity in parts of project planning, monitoring, evaluating and reporting. These varying levels were in the area of skills, knowledge experiences and attitudes. The organizations had different capacities and levels in the area of:

1. Relational

- Capacity in relating to other development actors, networking, coordination, cooperation, collaboration, joint efforts, mutual benefits, and healthy competition

2. Programmatical

- Planning – Capacity in strategic, annual, and action panning
- Monitoring - Capacity to monitor and assess themselves and to improve performance,
- Evaluation – Plan and carry out evaluation

3. Organizational

- Management – Capacity in understanding and differentiating between managing and leading an organization
- Conflict Management
- Financial and Asset Management
- Advocacy
- Reporting - Capacity to evaluate and write reports. This includes acquittals.

4. Resources

- Financial and Asset Management
- Fundraising – raising friends, proposal writing, community support and endorsements

There were some instances where levels of collaborations were observed in the evaluation but these were not significant enough in relation to the kind of projects and the opportunities there were for collaboration and or cooperation. These would have greatly minimized misinformation, misunderstanding, assumptions, bias, prejudice and stereotypes among the development actors and about development ideologies. Subsequently, this could reduce competition and rivalry and increase cooperation and harmony.

It was also observed that projects managed by expatriates, especially within religious institutions tend to meet the requirements of CSDP. This finding alone raises the question of sustainability. Are Papua New Guineans going to continue to rely on health and education services from expatriate and mission administered and governed service agencies? When will Papua New Guineans be able to manage and lead and provide for themselves as Papua New Guineans? How does the CSDP help in sustainability if supporting these kinds of institutions is an efficient and effective trend for CSDP? How could CSDP build the capacity of nationally managed and led organizations? Could CSDP use volunteers to help national organizations? Would these volunteers be from overseas or

from PNG? How could CSDP help in building Papua New Guineas to become better managers and leaders? How could CSDP help in developing leaders in the many remote communities within which it has presence in? Could leadership training be a direction for leaders in especially Western Province? Could leadership and management of sports groups, youth groups, women's group, counselors and church groups be a priority area for CSDP funding?

It is suggested that:

- CSDP consider organizing partners training in WP and another for the National Project Partners in project planning, monitoring, evaluation and stakeholder mapping and analysis.
- The CSDP operational manual includes capacity building programs and these should be encouraged for National NGOs in the training, coaching and mentoring of national community leaders.
- Facilitate Leadership training for all community leaders.
- Establish a sub grant facility for a maximum of K10,000.00 to support small and emerging NGOs or groups (women's group, youth, sports)
- CSDP staff members identify capacity building needs especially in the area of Management and Leadership and support these for project partners.
- CSDP help project partners with volunteers to help build the capacity of especially National NGOs and Community Based Organization (CBO).

6. Relationships at all Levels and with all Stakeholders that are Involved

The findings show that the relationship between CSDP and Project Partners is good. There is evidence of flexibility from CSDP toward some project partners. This relationship is mainly based on the financial agreement. That is, CSDP gives the money and the project partner provides the services and receipts. The agreement is also set on the shared common goals and values.

CSDP's relationship with the community is through the project partner. The interaction with the community is minimal. There is a mix finding in terms of the relationship between the project partner and community. While some have very closely knitted working relationships, others had difficulties in relating. The level of partnership is more positive in projects at the national level but it is a mixed bag for WP with cohesiveness in some projects and a struggle in others.

The closeness of the different stake holders varies depending on their level of involvement with each other on the project. The involvement of the different stakeholders is based on the common goals and objectives of the project which are Sustainability, Health, Education, Infrastructure and Availability of clean drinking water and Electricity. Some partners have established trust and track records of providing the services and therefore it is easier for the people in the community to continue the trust and respect. For example, the working relationship between communities and the Catholic Diocese at Kiunga was very amiable.

The relationship gap is based on the actual working relationship and interaction between the stakeholders and their ready access to resources such as donor funding, phone, fax, internet and email. The findings in both National and WP have shown that in seven (7) out of the twenty (20) organizations visited, there are internal relationship issues among staff members and members of the project partner. There are also issues between the communities and project partners.

At a higher level in Western Province, the relationship issues between the National Government, WP Provincial Government, PNGSDP and OTML are having a negative trickle down effect on the people in WP.

Interviews with the senior staff of PNGSDP have shown that the relationship rift has improved. Despite this improvement, people have already made their conclusions and have their own perceptions on how they feel this relationship issues has affected development and service delivery in the community.

Most of the suggestions for these have been stated above in themes 1 and 2 and espouse greater training exposure at the community level.

7. Government Participation

Besides Boram Hospital in Wewak, there is almost no evidence of the government participating in the project dialogue, communication, coordination, collaboration, implementation, monitoring and evaluation and reporting of the projects supported by the CSDP. In places like the Monfort secondary school in Kiunga, there is evidence that the government is supporting the school to build classrooms. This school is also where the CSDP recently built a girls dormitory and helped equipped the science and computer laboratories. The findings show that there is no evidence that the Government and CSDP are communicating and collaborating in supporting this particular school and the school could be accused of double-dipping. A councillor in a very remote place in PNG reacted strongly when it was posed that the local mission should work with the government and the CSDP to support the communities within the radius of the catchment's area of the mission run station. He said:

Larim na ol church lain na CSDP bai givim mipela halvim. Nau em sios wantaim EU bai givim wara. Mipela no laikim Gavman bai putim han ikam insait. Ol tu wokim wok bilong ol stap. Larim ol stap.

This councillor is from an area where the road system is great. The road is sealed. There is a very good Sub-Health Centre, there are ample numbers of aid posts and the villages are part of the Village Health Program. The villages are clean and there are outward signs of health.

The larger community that surrounds the Mission provider of the health facilities and the school now suffers from complacency toward the government. They watch as the government leaders and managers and officers become totally inactive. The people here will not demand services and democratic governance from the government. What happens if the mission and CSDP and EU do not continue their support? How will these people help build a robust and empowered civil society if they have such attitude toward the government?

There is a lack of trust and great sense of alienation by the people toward the government. But several other people working in the mission stated that much of the relationship and collaboration depends on the individual in the government departments. The people who are project partners have to make an effort to engage the government and inform the people about the sorts of engagements and the outcomes of such. Otherwise, there is grave danger that the people will not be able to demand anymore from the government or be misinformed and misled from their interaction with the project partners who in cases such as this have their activities funded by direct government subsidy.

The finding is showing that in the WP, people want PNGSDP to take on what the government should be providing – allocating all their trust money to pay for government administered school and health services. There is danger to this. When the people are taking over government services, providing for themselves, looking for international funding and local funding to provide the basics in health and education and other services, then they condone and sort of legitimize and endorse

what the government officials are doing. They let the government officials and workers continue to be incompetent, ineffective and inefficient and thus a complete end on the flow of services.

When the people do not demand services, and the breakdown in the democratic governance is extremely rife, the consequences are devastating and long lasting. There will be no law and order, no sort of regulation on all sorts of services, the civil structure and safety net will be crushed. The communities, towns and cities will be governed by rules, regulations and policies that will benefit those in the government only. This is becoming more prevalent because if you look around, there are only a few Lobbing or Advocacy groups in the not for profit sector in PNG, but they don't seem to be vocal and proactive as they should be. All the NGOs are more focused trying to provide services. The churches are providing services. There are no groups, or will, to help people to demand services and democratic governance from the government. There is enough evidence that the people are not demanding the accountability, transparency and services from the government – Lack of information, lack of concern (apathy), lack of confidence in the system, lack of financial support, lack of leadership, lack of organizational skills, distrust of the government, threat and violence on informants are all contributing factors of this.

It is suggested that:

- CSDP organize partners meeting for Western Province and for the National that also include key government officials
- CSDP invite Government official to present government processes in tendering and services delivery to key partners of the CSDP
- CSDP Support Training or workshops on Advocacy and Lobbing
- There be a partners meeting that will include the councillors and various relevant government officers in Western Province based on the role of PNGSDP and the government

8. Church and Religious Group projects and Community Development

There is clear definition in the CSDP operations manual when it comes to supporting the churches or religious groups in contrast to supporting purely religious activities. The findings have shown that there was some level of crossing over from social and economic plans to that of spiritual or religious activities. It is also impossible to say that all the support by the CSDP going to the development of social and economic activities as stated in the proposals is used for the purpose of social and economic activities and not purely religious activities. The case of the SAMO HOUSE raised some concern and animosity in this regard. Two key informants interviewed separately confirmed that income from SAMO HOUSE was used to pay for 28 tickets to go to a church forum. The interviews found out from this church group that they wanted several more material equipment and furniture for the completion of the guest house and to manage it. They asked if CSDP and the government could provide these. In contrast, the church got the initial income from this guest house and used it for an activity geared toward the advancement of their religious beliefs and not for social and economic development.

Further cross checking and confirmation clarified the use of the source of funding for the tickets. The funds used were not directly from CSDP funds for SAMO HOUSE. The funding situation for travel at the time prompted a loan from the income of SAMO HOUSE with relevant consultations. A total of K12, 555.00 was reimbursed to SAMO HOUSE Account.

A case as such is likely to create misunderstanding, animosity and disharmony among church members and the community. Although CSDP is not involved in decisions at this level, it creates an opening for people's perceptions of CSDP funding in a negative way.

In another case with regard to the use of CSDP funding to Churches, is the Daru United Church South Fly Health Project. A dinghy was bought and a room from the Building Enhancement

Program was arranged to provide health services to the community. Interviews with four (4) key informants revealed that the dinghy has been used for personal purposes and the room or office was not used because of leadership conflicts between the church and the coordinator of the health project and the consequent passing on of the coordinator.

CSDP Funds have been put into these projects with minimum or no outputs. Some assets are not used for the project activities but for personal uses.

Other Church partners have coordinated and facilitated CSDP projects effectively like the EBC Gihamu water project, Nazarene Hospital and the Catholic Maria Queen Resource Centre and Notre Dame Secondary school building projects.

There is a tendency to think that religious groups can be better partners than the government or an NGO. This is true in many senses but there is some level of inadequacies due to factors such as church politics, lack of capacity and competency, lack of transparent leadership and management. There is a need for CSDP to adequately check the project proposals and benefits and assess and evaluate the project outcomes appropriately.

There are many civil society organizations that are out there responding to community needs. Many of these are operating to achieve social goals. There are not many out there to increase economic benefits for the people in the communities. The cooperatives are an ideal sort of establishments that have unlimited effects in the community. Not only are these entities pushing for economic goals but their very basis of survival is the social capital in the community. The social benefits of communal ownership, inclusion, participation, respect, sharing and harmony far outweigh the economic benefits. Could this be a group of organizations that CSDP can look at supporting?

It is suggested that:

- CSDP assess the possibility of supporting local women's and sports group activities.
- CSDP Provide financial support to help the establishment or revival of cooperatives
- Review the support to the churches with very specific guidelines based on Economic and social development only
- Monitoring and evaluation of projects after completion be integrated into the guidelines
- Proposals be scrutinized and support given to those that clearly show the output and make positive relations to the immediate, intermediate and long term outcomes and the impact.

9. Leadership

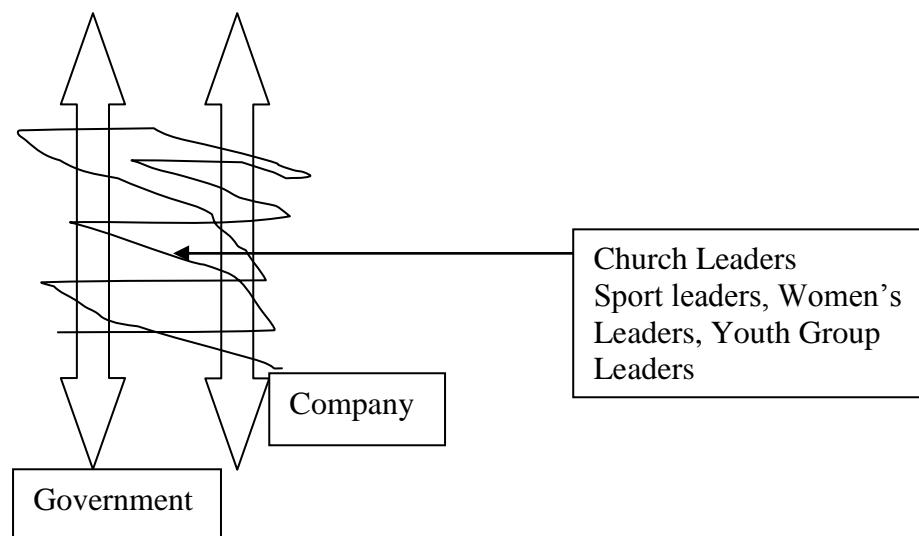


Figure 1.0

The findings in WP, points out that in all the villages (communities) who are part of the nine (9) trusts and the CMCA, it is evident that the political and governance structure is destroyed by the setting up of the trust by the OTDF. The above figure 1.0 shows how the two leadership (government and the trusts – Company) structures almost operate in parallel. The leaders in the church and the other smaller groups tend to intertwine and cross over the two parallel structures. This reengineering of a foreign political structures and systems in the local villages in especially WP may provide explanation of community organization, participation, priorities and ownership of communal interests.

These include:

- No communication between the government services and the OTDF/CSDP through the trust.
- Increase in assumptions and myths
- Increased misinformation, misunderstanding, assumptions, bias, prejudice and stereotypes among the development actors and about development ideologies.
- Increased competition and rivalry
- Lack of corporation
- Lack of trust
- Lack of respect
- Lack of commitment
- Lack of community planning
- Communities do not work together
- Apathy
- Lack of information dissemination
- Lack of community spirit and civil responsibilities
- Lack of community ownership of important community assets

There were several individuals in the communities who were catalysts of change. The change agents provided management and leadership to several of the projects delivered by the CSDP. These people are passionate about development and are respected in the community and can influence. The problem of having this structure is how the change agents can fit into the dynamics at play and influence. There was only one person in WP who could fit this description. Much of the work in WP was done by the church. The result of the feedback from the national partners and leaders in the different communities showed that much of the projects were appreciated and there was great and encouraging leadership at the level of the community who provided resources and mobilized the community attitude to support the development projects.

How does CSDP look out for these people in the process of developing partnerships? How does CSDP maintain their motivation? What are appropriate means of recognitions and rewarding of these change agents? How does CSDP identify these people and assess their performance?

It is suggested that:

- CSDP increase its supports to leadership training especially for counselors and various relevant government officers, change agents and all other leaders.

10.CSDP Processes

Guidelines and Procedures

The template in the guidelines was helpful to several of the project partners who were interviewed. This helped greatly in allowing less time taken to plan and write out the proposal. There was enough understanding of the process/ procedures in accessing funds from SDP. This is clear with the project partner communicating office but not so with several of the implementing offices.

The clarity of the guideline was mainly responses from expatriates in church administered partners. Only three people, one of whom, an English speaker by birth commented that the information booklet has a number of legal and developmental jargons that could better be translated to everyday language.

The process of applying and awaiting feedback from the different offices is still not clear to the project partners, especially in the WP. There is evidence that some implementing offices bypass their main office, the government and other service providers to go directly to the CSDP.

The process is not clear to the people in the WP about how the trusts are involved in supplementing some of the costs. The people do not even know who the key development players are. The people are simply silent receivers of the services.

It is suggested that:

- SDP in conjunction with OTDF carry out an awareness and information dissemination campaign on CSDP's role in the Western Province with regards to the Trusts and other stakeholders.
- SDP increase the level of communicating, dialoguing and collaboration with the Government.
- CSDP carry out a more in-depth study in WP to determine community held assumptions, misinformation, myths, prejudice and bias.

Procurement Process

A particular respondent made this comment:

The way they buy our materials and provide the supplies to us is like us traveling on the road and jump starting the truck all the way to our destination.

The process of procurement is good on the part of the CDS where misappropriating and mismanagement of the finance is minimized greatly. The Former Community Development Scheme (CDS) – now called the Democratic Governance Transition Phase (DGTP) also uses this. The only issue for the CSDP is the increase in tedious workload on the limited staff capacity in the program.

The waiting period or any level of doubts can dramatically affect the motivation in participation in the project as shown in the above comment. The findings have shown project partners in WP and several partners in PNG that the above feeling expressed in the comment is generally shared.

This feeling has greater impact on the project. It affects interest, excitement, enthusiasm, and motivation. In projects where projects rely on volunteerism, this has shown to be the main cause of non participation and incompleteness of the project.

It is suggested that:

- The current procurement process is continued
- CSDP does not carry out procurement for NGOs who has proven track records and can manage finance for themselves and their partners.
- CSDP apply the procurement process for all of its partners who do not have proper financial management structures and systems through well established institution or organizations.
- Review the criteria at which project partners are selected especially in the Western
- Project partners that lack capacity be supported and their capacity be developed

Face of the CSDP

For CMCA projects the CSDP uses the OTDF as project manager and implementer. The OTDF has its own community entry and exit processes. Technical support for CMCA projects is provided by the OTDF on behalf of its projects in these cases. OTDF is the face of the CSDP in these instances in the sense that they implement CSDP counter funded projects. Two members of the OTDF repeatedly stated that CSDP should be its own face in the community. OTDF is OTDF and CSDP should be CSDP. They both stated that:

The people need to see you, talk to you and work with you

Because PNGSDP and CSDP is not a project implementer and relies on project partners and implementers such as OTDF to do this the model has created some level of tension between the OTDF and the SDP through CSDP. The OTDF have a view that the SDP should stick to large impact projects while the OTDF can support smaller projects.

The suggestions for this topic are similar to the one of communications, awareness and information dissemination.

Supports

CSDP is supportive and responsive to its project partners. CSDP is flexible in understanding different partner situations and need. CSDP was quick to respond to partner needs/requests and feedback are usually based on proper following of CSDP requirements and guidelines. The use of local contractors is a plus to the communities as local expertise is used. There is evidence of good communication between the project partners and CSDP.

However, some project partners say that K250, 000.00 funding cap is unrealistic. It is unrealistic because, what this amount of money bought in 2004 when the grant facility was established cannot buy today.

CSDP especially in WP is not seen as supporting community priorities. There are a number of communities who do not think that CSDP is supporting what they need. This view is an evidence of lack of communication and understanding among the development players especially in WP.

It is suggested that:

- CSDP review the current maximum financial support of K250, 000.00
- CSDP carry out a more in-depth study in WP to determine community held assumptions, misinformation, myths, prejudice and bias.

Assessment, Monitoring and Evaluation (Baseline information)

The desk study has showed some level of monitoring but not to an extent where the progress of sustainability can be tracked and measured. There was no evaluation on the project partners where their accomplishments can be fed into the CSDP effort. This evaluation alone does not have the capacity in terms of time to quantitatively measure all completed partners and make reference to the progress and impact in the sustainability for the CSDP.

There is no evidence to ascertain the evaluation team that CSDP has baseline information. But CSDP is responding to needs through its project partners. This evaluation could not establish with confidence if the partners have baseline information and how these are shared with CSDP.

It is suggested that:

- CSDP include as part of the proposal guideline that baseline information is required of the particular project from organizations
- Projects funded by CSDP be monitored after completion for 2 years

Cross Cutting Issues – HIVAIDS, Gender,

Community Conversations (CC) is the strategy that has been supported by the Community Sustainable Investment Program (CSIP) to address Cross Cutting Issues (CCI). The scope of this evaluation does not include CCI. But the findings continue to show that these issues persist in the many different communities in which the project partners are working in. Perhaps this can be better supported or evaluated. It is not clear if gender is taken on by CSDP and if climate change is included as a strategy.

It is suggested that:

- CSDP review its program activities to see how the CCI can be integrated
- CSDP use the CC to address the CCI
- CSDP also use CC to address the Community Entry and Community Exit Processes.

10% contribution

There is a confusion or misinterpretation or misinformation on the idea of the 10% with volunteering and that of community support. In some of the communities, the efforts that are put in, in terms of community support is actually more than the 10% of the support that are necessary for a community to qualify for grant.

It is suggested that:

- CSDP defines more clearly the 10% support by the community and clarify more how this is similar or different to volunteerism.

Volunteerism

In the villages, the people volunteer differently from how today's volunteerism is known and understood. The people in the village would normally get together to volunteer to carry out an activity. There will be food, songs, dance and everyone participates to carry out a project that lasts a day or two and then they go back to their homes. The people in the villages do not have reference point on how they can volunteer for a longer time on a consistent and systematic manner. The people who were interviewed stated it clearly that they needed to go to their gardens and look for food.

The new concept of volunteerism introduced by outsiders where someone volunteers everyday is like paid work. The overseas volunteers that come into PNG with traveling allowance, cars, and work full time adds to the confusion of the volunteer practices. This confusion often causes people to talk about volunteer allowance, travel allowance, and other benefits.

PNG still has the volunteerism culture and spirit, the outside kind of volunteers who come with their cars and allowance are devastating and confusing to the one we have. These need to be clarified so that people are aware. There must be measures to maintain excitement, enthusiasm, energy and motivation and the spirit. The CSDP funding model does not support the natural traditional volunteerism process and practice.

It is suggested that:

- CSDP consider approving and adopting funding support for components such as contemporary society volunteerism such as singing and dancing at project commencement and upon project completion.
- CSDP clarifies how it can support project partners who are heavily dependent on volunteers
- CSDP financially support the volunteer agencies like the NVS, so that volunteers can be sent to communities to work with the people.

11. Multiplier Effects/ Ripple Effects/ Unintended Results

There is enough evidence to show that several of the projects that were supported by the CSDP have had very effective outcomes and impact. In fact these projects had multiplied the benefits and rippled out into the communities. The Personal Viability (PV) and Start Your Own Business (SYOB) trainings have encouraged people to help improve their economic status through small businesses. Other trainings carried out and participation by the people in communities has shown increase in different life skills and knowledge. These had increased self confidence and self esteem and have added more personal and community pride.

Other organizations like Ecoseeds, NARI and Commerce department have been accessed to run capacity building activities and trainings in Morehead. Skills are learnt but there is a lack of motivation and drive to be proactive.

Some positive comments were made for the over the projects:

- ✓ I am happy , my family is happy, my community is happy – City Mission Malolo Printing
- ✓ After sewing training I don't have to buy clothes from the store. My family and the community are well clothed – Personal Viability Training- Morehead
- ✓ Water is at our door step now – Gihamu Water Project
- ✓ Coming to the Golgme Health Centre is like going to a hotel, fast and effective treatment and luxury rooms. – Golgme Health Project

It is suggested that:

- A long term impact study is carried out to measure the rippling effects and to construct a better baseline data.
- CSDP places emphasis in supporting projects that would most likely have multiplier effects

12. Sustainability

It was found that CSDP does not have a standard definition and a set of indicators to measure sustainability. There was also no baseline data to measure the changes with. This is especially true for Western Province. Therefore, the evaluation team decided to use the European Commission agreed definition and set of indicators of sustainability. Sustainability is the increase in the value of the following factors: condition, status, knowledge, attitude, skills, behavior and values.

The CSDP provides sustainability in mainly material (tangible) support. This material support does not have with it an integrated approach to shaping the social, economical, technological and the political landscapes. These are the areas in which the projects are orientated in and are the determining factors of building and cultivating sustainability. CSDP has no control over these factors. The model used by the CSDP does not show the role played by the CSDP in encompassing these landscape.

The factors that are present are: Influential church service delivery agency, adequately resourced church service delivery agency, some level of good leadership, cooperation among the project partners, the people in the communities and those who will benefit.

The factors that are missing are: lack of projects at community level especially in Western Province that are targeted to instill and nurture principles like: Self determination, development and participatory planning, joint efforts with other development actors, community empowerment and the demand on democratic governance. Democratic governance promotes the idea of accountability, transparency and fair process of determining leaders, powers and influence and change. This is especially true for Western Province.

One might argue that the people in WP are already participating through the nine (9) trusts, the CSDP and through the project partners. The findings of the evaluation show that the participation was trivial. For OTDF implemented counterpart projects there was insufficient effort in proper and appropriate community entry and exit, poor effort in dialoguing with especially the beneficiaries of the services was observed. The minimal level of community participation also resulted in the lack of ownership by the community. Inadequate monitoring and evaluation on the part of key development partners and CSDP was observed. Community leadership and influences was scattered. The disruption of the community leadership and influences was a result of the recreation of new political and governance structures by the OTDF and the seeming endorsement of this by CSDP.

In the current arrangements, the community is seen to be participating. But these communities often lack relevant and timely information to actively participate. The people do not have an environment where they can facilitate community conversations and they do not have other appropriate resources, skills, knowledge and attitude to demand democratic governance. It is not about giving water pumps, boats or tanks that sustainability can be achieved. It is about facilitating a process for the communities to orientate appropriate socio-economical and political landscapes so that the communities themselves are able to determine their own future.

It is suggested that:

- CSDP do an impact study on all projects funded to make this their baseline information
- CSDP focus more on developing the Human Resources of WP
- CSDP to define sustainability and identify key indicators to monitor and evaluate the progress and outcome of sustainability
- CSDP to utilize and promote Community Conversations to include all other issues and use this as a community and sustainable development tool in both preselection and post project implementation.

CONCLUSION

The overall findings show that there are projects supported by the CSDP which have had some levels of multiplier effects. Some of these effects actually increased the values of the project partner's capacity to deliver services and the livelihood in the communities. Other projects had rippling effect where the wider community felt several degrees of the changes.

The procurement process of the grant facility model helped to minimize the possibilities of misappropriation and irregular financial reporting from the project partners. But the procurement processes adds more work to the staff of the CSDP. The cost of procurement has risen since the grant facility was set up. The value of goods and services that could be afforded with K250, 000.00 five years ago, is not the same today. In addition, the 10% contribution and volunteerism is unclear to the project partners and needs to be communicated clearly.

The evaluation was rushed in especially the WP. As a result, the consultations with key informants were insufficient to enable a more comprehensive study and thus more reliable conclusions on the

effectiveness of the model. It is clear that WP does not have the capacity to have sustainable projects. The people are not generally inclined to change. WP does not have a civil society that is vibrant with civil society groups advocating for different interest. The relationships of the government, CSDP and the OTML are not providing an enabling environment for change.

The level of consultations, dialogue and communication among the CSDP and many of the development partners in PNG and especially WP is not adequate. This is the same for government department and officials. Communication to project partners using the email and phone is good. But people especially in the WP have greater needs for timely and relevant information that needs to be communicated effectively with them. It is important that the communication among all the service agents is effective because many of the people who were involved in the CSDP and the project partners are not familiar with the appropriate and effective community development processes.

There are many leaders in villages, communities and groups but only a few can really influence. Traditional and contemporary leadership structures in especially the WP have been scattered. Many leaders do not have the capacity to play out their roles and carry out their responsibilities. Leadership in Lobbying and Advocacy projects are scarce and there is a need for the CSDP to support projects carrying out activities around networking, collaborating and cooperation among development partners.

The definition and views on sustainability from the staff of the CSDP and key partners of the CSDP is still not clearly understood and aligned. CSDP does not have a clear definition and one clearly defined set of indicators for sustainability. In addition, there are no baseline data and no clearly defined set of indicators for measuring the progress and outcomes of sustainability. This may also have resulted in the inadequacy in monitoring and evaluation by CSDP and the project partners. There is a need for capacity building for the project partners of the CSDP. There is a need for capacity building for the small and emerging CBOs or NGOs in PNG who can help CSDP achieve its goals. There are some project partners that are church based and administered by expatriates. These church administered services agencies have sufficient capacity to enter into an agreement and implement a project with the CSDP. But the definition of religious activities as stated in the operational manual is still unclear and there are no standard practices in the kind of support that are offered to these service delivery agencies.

Community conversations that is currently used for HIV/AIDS by the CSDP can be used for all cross cutting issues that is still prevalent in many of the communities. This is a good tool for community development processes in the community.

RECOMMENDATIONS:

Communication, Awareness, Information Dissemination Networking

1. CSDP participate regularly in meetings, conferences and forums organized by key development partners in especially Western Province
2. CSDP organize project partners meeting in WP and another for the National Project Partners
3. Assess and develop information that is needed at the different levels and among the different development actors.
4. CSDP carry out an awareness and information dissemination campaign on CSDP's role in the Western Province.
5. CSDP increases the level of communicating, dialoguing and collaboration with the Provincial and District Level Governments.

Community Entry, Community Development and Community Exit

6. All project activities by Ok Tedi Development Foundation or by the Ok Tedi Fly River Development Foundation or by CSDP are done with assistance from well trained and experienced community development facilitator.
7. CSDP engages a community Development agency to carry out all community entry processes

Capacity Building - Human Resource Development: Training, Mentoring and Coaching

8. Community development training is organized for project partners of CSDP who are working with remote or rural communities.
9. Community development training for project partners is facilitated by experienced Community Development Practitioners in PNG like the Bismarck Ramu Group, the East New Britain Social Action Committee or the Community Development Agency.
10. All staff members of CSDP attend the community development training.
11. Facilitate Community Development and Leadership training for all community leaders.

Improvement for the Operational Manual

12. Manual should include financial support and guidelines for capacity development of national NGOs.
13. Creation of a sub grant facility that has a maximum of K 10,000.00 for small and emerging NGOs or groups
14. Review the support to the churches with very specific guidelines based on economic and social development outcomes only
15. Monitoring and evaluation of projects after completion be integrated into the guidelines
16. The current procurement process is continued
17. CSDP should not carry out procurement for NGOs who has proven track records and can manage finance for themselves.
18. CSDP continue to apply the procurement process for all of its partners who do not have proper financial management structures and systems through well established institution or organizations.
19. Develop a new set of the criteria for which project partners are selected for Western Province.
20. CSDP review the current maximum financial support of K250, 000.00
21. CSDP defines more clearly the 10% support by the community and clarify more how this is similar or different to volunteerism

22. CSDP financially support volunteer agencies so that volunteers can be sent to communities to work with the people.

Areas most needed for Financial Assistance

23. CSDP Provide financial support to help the establishment or revival of cooperatives
24. CSDP support training or workshops on Advocacy and Lobbying

Baseline Information

25. CSDP carry out a more in-depth socio – economic study in WP to determine community held assumptions, misinformation, myths, prejudice and bias and the socio-economic status.

Recommendation	Assumptions	Risks
Communication, Awareness, Information Dissemination Networking		
1. CSDP participate regularly in meetings, conferences and forums organized by key development partners in especially Western Province	Key development partners will invite CSDP There are many of the forums in the WP CSDP has the capacity to participate.	So much time is given to participating in meetings that little is given to responding to the issues or needs Lots of actions items or meeting lessons and this can be confusing
2. CSDP organize project partners meeting in WP and another for the National Project Partners	Project partners will be willing to participate The agendas for the meetings are clear Processes in place to respond to issues raised at the meetings	Partners not participating The meeting will be hijacked Meeting outcomes not implemented
3. Assess and develop relevant information that is needed at the different levels and among the different development actors	People have the capacity to comprehend the information The information is timely and correct	In pamphlets and broachers, information tend to lose its meaning Not clear about what is appropriate, relevant and timely Not clear about the audience
4. CSDP carries out an awareness and information dissemination campaign on CSDP's role in the Western Province.	SDP and CSDP are clear on their roles and responsibility and how the whole services delivery mechanism in especially Western Province is organised.	Expectations of people will increased Misinterpretation, misinformation, miscommunication, Increased demand on CSDP to provide services
5. CSDP increases the level of communicating, dialoguing and collaboration with the Government.	SDP and CSDP are clear on their roles and responsibility and how the whole services delivery mechanism in especially Western Province is organised.	PNGSDP take on Governments responsibilities Expectations of people will increased Misinterpretation, misinformation, miscommunication, Increased demand on CSDP to provide services

Community Entry, Community Development and Community Exit		
6. All project activities by Ok Tedi Development Foundation or by the Ok Tedi Fly River Development Foundation or by CSDP are done with assistance from well qualified and experienced community development facilitator (experts).	Community willing to go through the community development processes Communities willing to participate. Ok Tedi and the contractors are willing to work together with community development facilitators	No community development facilitator in the local area Community processes are botched Leadership conflict Increase the idea of cargo development Lack of inclusion and ownership
7. CSDP engages a community development agency to carry out all community entry processes	Community willing to accept community development agency Communities willing to participate	No community development agency in the local area Community development agency doesn't have the capacity.
Capacity Building - Human Resource Development: Training, Mentoring and Coaching		
8. Community development training is organized for partners of CSDP who are working with remote or rural communities.	Project partners willing to participate There are qualified and competent training providers	Partners not interested Training is not up to standard After the training the people will not advance the goals of the project partners and CSDP
9. Community development training is facilitated by experienced Community Development Practitioners in PNG like the Bismarc Ramu Group, the East New Britain Social Action Committee or the Community Development Agency.	The training providers have the capacity to train The training providers want to train CSDP see the importance of going through with this training	No training provider Training is below standard Training does not respond to the need Project partners are not participating
10. All project staff at the CSDP attends community development training.	Staff members have the time to attend CSDP takes this seriously	Staff members are taken away from their work Staff members may not see this as a need Staff members may not be able to implement what they learn
11. Facilitate community development training for community based leaders	Leaders have the time to attend Leaders takes this seriously	Leaders are taken away from their work Leaders may not see this as a need

		leaders may not be able to implement what they learn
Improvement for the Operational Manual		
12. The operational manual should include financial support and guidelines for capacity development of national NGOs.	NGOs can identify their needs NGOs can improve and develop their organisation The financial support will be for capacity development The NGOs can manage the change	Finance will be misused Lack of capacity to identify needs The capacity development process is too long The capacity development process is not completed May not see the support for development
13. Include in the current grant facility a model that has a maximum of K 10,000.00 to support small and emerging NGOs or groups (women's youth, sports) and provide small grants for support by the	These organizations have adequate administration and management systems and structures CSDP have the capacity to manage such a grant facility	The capacity development process is too long for such organizations Misappropriation Conflict of interest CSDP goals not achieved
14. Review the support to the churches with very specific guidelines based on economic and social development outcomes only	Standard and guidelines for the support of churches are in place Church groups are clear with the definitions of social, economical and advancement of religious beliefs.	Finance will be misused Lack of capacity to identify needs Do not understand the definitions Conflict of interest in choosing church groups Personal bias and prejudice Groups still use some of the money to advance their beliefs
15. Monitoring and evaluation of projects after completion be integrated into the guidelines	This is carried out CSDP has the capacity to carry out CSDP has a monitoring and evaluation system in place	CSDP can be seen as interfering in project partners work No proper information to make plans and make decisions No baseline Not really clear of the status of the projects

		and the partners CSDP has limited capacity
16. The current procurement process is continued	This minimizes misappropriation CSDP has the capacity to continue with this	Partners are not helped in building capacity around financial management
17. CSDP should not carry out procurement for NGOs who has proven track records and can manage finance for themselves and their partners.	Have a proven track record Have reliable suppliers Have financial management capacity The well established organization have a good understanding with their partner	Funds are misused Lack of capacity to manage funds Partnership between the well established organization hits a snag
18. CSDP continue to apply the procurement process for all of its partners who do not have proper financial management structures and systems through well established institution or organizations.	Have a proven track record Have reliable suppliers Have financial management capacity	Funds is misused Lack of capacity to manage funds
19. Develop new criteria for which project partners in Western Province can be selected	There are small and emerging CBOs and NGOs in Western Province These organizations have adequate administration and management systems and structures CSDP have the capacity to manage such a grant facility	No such partners is found in the Western Province Misappropriation
20. CSDP review the current maximum financial support of K250, 000.00	This amount does not have the same value as it was 5 years ago	Less number of projects are funded The current amount is not enough for some project
21. CSDP defines more clearly the 10% support by the community and clarify more how this is similar or different to volunteerism	CSDP sees this as important to help the process The community have the capacity to understand the significant difference of the two concept and how these affect their work	Misinterpretation, misinformation, miscommunication, Destruction of the spirit of volunteerism Lack of participation by the community Further distort the true meaning and practice of volunteerism

22. CSDP financially supports Volunteer agencies so that volunteers can be sent to communities to work with the people.	Volunteer agencies have the capacity to respond to the need CSDP has in place an instrument or systems and structures to engage such an agency	Volunteers are not accepted in the communities The agency does not have the capacity CSDP does not have the capacity to manage a working partnership as such CSDP may not see this as a way forward
Areas most needed for Financial Assistance		
23. CSDP Provide financial support to help the establishment or revival of cooperatives	Community want to work together There is leadership in the communities There are commercial activities in the communities	No leadership in the community Individualism has taken over the communities People are not working together There are no markets There are no commercial activities in the communities
24. CSDP Support Training or workshops on Advocacy and Lobbying	There are advocacy groups There are other interest groups This is in line with the CSDP goals and values	Political backlash Impressions from public that CSDP is not neutral Impressions from public that CSDP is bias, prejudicial, political, supporting individual interest groups etc.
Baseline Information		
25. CSDP carry out a more in-depth socio – economic study in WP to determine community held assumptions, misinformation, myths, prejudice and bias and the socio-economic status.	CSDP has the capacity to organize such study Communities will participate and provide the information The Government and the OTFRDF will participate in the study	CSDP does not see this as important CSDP will not have baseline information Information is distorted Increased misunderstanding and misinformation and misinterpretation Decisions are based on hear say and not from hard evidence.

APPENDIX 1: LIST OF INTERVIWEES

1. List of People who were consulted

Port Moresby

1. Ps. Mike- General Manager, City Mission
2. Malalo Screen Boys
 - Jeffery
 - Laskam
 - Amaku
 - Kobby
 - Jason
 - Micah
3. Nawi Navo- Training Coordinator, City Mission Farm
4. Janet – Administration Officer

CSDP Staff

1. Jethro Apinas - Senior Projects Officer (National)
2. Ginia Siaguru – Program Assistant
3. Iabomai Ataia – Program Assistant
4. Sam Tupou- Senior Projects Officer (Western Province)

SDP Staff

5. David Sode – Chief Executive Officer
6. John Kassman – Engineering Project Manager
7. Patricia Kila – Acting Director Mine Closure Unit
8. Camilus Midire- Chief Program Officer

Central Province

1. Sr. Vicky- Community Health Worker, Mainohana
2. Br. Robert McLoughlin- Mainohana High School Principal

Western Province

1. Mr Tau Kokoha, Capacity Building Coordinator- United Church, Daru
2. Rev. Tom Gia, Morehead United Church
3. Mr. Mazo Tauta- Capacity Building Coordinator
4. Rev. Bisai- Senior Pastor, United Church, Daru
5. Mr. Jerry Maine- Secretary, United Church, Daru
6. Mr. Ibina Pasiya- Principal, Awaba Secondary School
7. Ps. Neneya Walaga, Evangelical Church in PNG, Awaba
8. Damel Junior, Visula Arts Teacher, Awaba Secondary School
9. Laole Daeki, Awaba Ward Councilor
10. Mr. Stace Duaba, Farm Manager, Awaba Secondary School
11. Bamu Community (25 men)
12. Mr. Issac Ipi- Balimo Projects Officer
13. Mr. Asigabo Asivi- Education Superintendent, South Fly

Western Highlands

1. Mr. Joseph Laka, Health Secretary, Baptist Union
2. Gihamu Community of 54
3. Sr. Mary Vivette- Principal, Motre Dame Girls Secondary
4. Students of Notre Dame (6 Girls)
5. Sr. Miriam- Principal, Mari Kwin
6. Sr. Regina, Maria Kwin
7. Regina Nembane-Beneficiary, Maria Kwin
8. Mary Atobu-Board of Directors member, Maria Kwin
9. Mr. Wallace Kintak- Principal, Nazarene School of Nursing
10. Sr. Leah Kambua- Deputy Principal, Nazarene School of Nursing
11. Sr. Maria- Senior Tutor, Nazarene School of Nursing
12. Sr. Elizabeth- Director of Nursing, Admin Committee, Nazarene School of Nursing
13. Sr. Dare- Lecturer, Nazarene School of Nursing
14. Female students (4)

Simbu Province

15. Mr. Peter Onguglo-Deputy principal, St. Mary's Vocational Centre
16. John Brown- English Teacher, St. Mary's Vocational Centre
17. John Nime- Project Coordinator, St. Mary's Vocational Centre
18. Arnold Tropa- Assistant Project Coordinator, St. Mary's Vocational Centre
19. Monica Kelly- Agriculture Teacher, St. Mary's Vocational Centre
20. Female Students (7)
21. Matheu Lagau- Program Coordinator
22. Benedict Onguglo- Accountant, Catholic Diocese of Kundiawa
23. Bishop Anton Bal, Bishop of Diocese of Kundiawa
24. Mr. Henry McSiwi- Chairman, Gogmle Health Centre
25. Martha Asanga- Sister, Gogmle Health Centre
26. Pema Kuma- Community Health Worker, Gogmle Health Centre
27. George Kelly- Community Health Worker, Gogmle Health Centre
28. Kenneth Copland- Local HIV/ AIDS Counsellor, Gogmle Health Centre
29. Beneficiaries of Gogmle Health Centre (6 women)
30. Bonifas Kokia- Community Leader, Gogmle
31. Pualus Iwaide- Community Leader, Gogmle
32. Peter Siwi- Community Leader, Gogmle
33. Kaspar Kokia- Community Leader, Gogmle
34. Andrew Kunoma- Community member, Gogmle
35. Margaret Kokia- Community Member, Gogmle
36. Clare Gende- - Community Member, Gogmle

APPENDIX 2: GUIDING QUESTIONS FOR EVALUATORS

2.1 SEMI – Structured Questionnaire for the Beneficiaries of the project:

We are really looking at the Context of the Project. We are looking at the Power and influence in the community and most importantly the Outcomes and Impacts.

The Situation (*context*)

- Tell us a little bit about the community here?
- Who are the leaders in the community?
- Who has been influential in bringing in changes in the community (good and Bad Changes?)

The Project and the Changes (*outcomes and impact*)

- One of the changes is (*talk about the Project supported by the CSDP*). This was financially and technically supported by the PNGSDP.
- Can you tell us about this project?
- What are some changes in the community as a result of this project?
- (*probe for numbers if you have to e.g. Number of people using the water tap. Talk to the village recorder to get the population of the village*)

Way forward for Improvement and Community Participation

- What do you think the project really have to do to respond to the community's needs?
- How would you like to participate in supporting the project?

2.2 Semi – Structured Questions for the Project Partners

Evaluation of the Community Sustainable Development Program of the PNG Sustainable Development Program

The objective of the assignments is to

- evaluate the effectiveness of CSDP,
- impact of CSDP
- sustainability of CSDP

- and to recommend ways forward for CSDP.

Situation in the Community and the organization

1. Describe the situation in the community you work in?
2. Tell us about your organization or group?

PNG Sustainable Development

3. What do you understand about the PNG sustainable development program?
4. What is your view of sustainable development projects?

Partnership Arrangement - Relationship

5. Describe the kind of relationships you have with the PNG SDP?
6. What are the key elements that build and strengthen relationship in development work?

Community Participation:

7. Describe the level of support of the community (villages, social groups) you work with and work in?
8. Are communities happy with what they have received from the services that you have provided?
9. What among the people (individuals and social groups) have participated in your projects?
10. How many volunteers are involved in your project?
11. What are the roles of the volunteers in the projects?
12. Who else in this area are also involved in the same kind of work you are doing?

The model and Financing

13. Is K250, 000.00 enough as a grant for development work for your NGO?

Yes/No

Explain why

What capacity needs do you have so you can better manage the money?

14. Describe the processes or steps did you have to go through to apply and receive the grants from PNGSDP?
15. How much time, money and people did you use in the steps in applying for this grant from PNGSDP?

16. What do you understand about your obligation in the contractual agreement with PNGSDP?

Supports from PNGSDP

17. What is the level of support that you have got from the officers of PNGSDP after you have got the financial support from the PNGSDP?

List the kind of support:

List other supports need

What should be done by you and by PNGSDP so that you access the support?

Results

18. What do people do differently as a result of getting and using the financial support from the PNGSDP?

19. List down the activities you have carried out?

20. Make a list of people (individual or groups) who have benefited from the activities that you have carried out?