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**Australian Centre for
International Agricultural Research**

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project **Coordination of coffee project suite
in Papua New Guinea**

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1 Acknowledgments

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2 Executive summary

The aim of this project was to coordinate a flow of key information between the 3 ACIAR coffee projects, ASEM/2004/042, ASEM/2004/017 and ASEM/2004/047 and to the Contract Manager, identifying synergies where possible, without unduly burdening any project with extra bureaucracy.

21 days were allocated annually to cover in-country travel and home based communications.

The project implementation consisted of 5 missions to PNG over a 2 year period along with a range of home based email communications between key stakeholders. Key outcomes of the project were as follows;

- An ACIAR Coffee Projects Coordination workshop at CRI in 2007.
- Joint field surveys between the Postharvest project (ASEM/2004/017) and the Coffee Green Scale project (ASEM/2004/047).
- Project progress and mission briefings to Country Manager and Program Manager.
- Communication of key information between the 3 project teams based in Sydney, Perth and UK and coordination of travel plans of team members to facilitate overlapping in-country.
- Coordinating the flow of key project documents and other useful coffee industry information such as monthly CIC coffee bulletins.
- Pursued topics of mutual benefit for projects such as the coffee symposium concept proposed by the Collaborative Marketing Project and the investigation and proposal of technical options for improving email communications with CRI.
- Highlighted CRI staff work load priorities across the 3 projects.

Reviewed the planned ACIAR Coffee Berry Borer Project, "Incursion Prevention and Management of Coffee Berry Borer (CBB) in Papua New Guinea (PNG) and Indonesia (South Sulawesi and Papua)".

3 Introduction

It was decided that three ACIAR Coffee focused projects and partnered with CIC/CRI in PNG would benefit from an experienced coffee specialist to coordinate and find synergies between the 3 projects.

21 days per year were allocated to the consultant to coordinate a flow of key information between the 3 ACIAR coffee projects, (ASEM/2004/042, ASEM/2004/017 and ASEM/2004/047) identifying synergies where possible, without unduly burdening any project with extra bureaucracy.

4 Terms of reference

The Terms of Reference for the Coordinator, ACIAR PNG Coffee Projects was as follows:

Coordinate a flow of key information between the 3 ACIAR coffee projects, ASEM/2004/042, ASEM/2004/017 and ASEM/2004/047 in PNG and the Contract Manager identifying synergies where possible, without unduly burdening any project with extra bureaucracy, via the following specific tasks:

1. Under this contract visit PNG once per year in addition to the two scheduled trips per year under ASEM/2004/047 coinciding with visits from project personnel from the above ACIAR projects. This additional visit under this contract is to be of approximately 5 days duration (on the ground) or 7 days including travel. Extend the two trips scheduled under ASEM/2004/047 by a total of 5 days per year to interact with the other two projects. Report verbally to the contract manager and write a short summary report of each trip
2. Read project proposals, annual reports and other reports emanating from the projects (3 days per year)
3. Make recommendations to the contract manager regarding opportunities for improving goals or implementation aspects of the 3 projects and opportunities for advancing the synergies between the 3 projects (2 days per year).
4. Facilitate the flow of information between the 3 projects by acting as a 'clearing house' for electronic project and other related documents and a very limited number of non electronic documents (2 days per year)
5. Interact with the 3 project leaders regarding their travel plans to PNG with a view to coinciding trips from the 3 projects where possible (2 day per year).

5 Methodology

The project was implemented with five missions to PNG over the 2 year contract, interacting with CIC/CRI personnel, PNG coffee industry stakeholders and personnel from the 3 projects. When not in mission to PNG the project was managed by home based electronic communications, relying on email and telephone communications to stakeholders.

6 Achievements against activities and outputs/milestones

No milestones were specified in the contract however the contract listed specified activities.

1. Visit PNG once per year and report verbally to the contract manager and write a short summary report of each trip. **Done - Mission Reports prepared.**
2. Read project proposals, annual reports and other reports emanating from the projects. **Done - Reports read.**
3. Make recommendations to the contract manager regarding opportunities for improving goals or implementation aspects of the 3 projects and opportunities for advancing the synergies between the 3 projects. **Done - Via mission reports, emails, telephone conversations.**
4. Facilitate the flow of information between the 3 projects by acting as a 'clearing house' for electronic project and other related documents and a very limited number of non-electronic documents. **Done.**
5. Interact with the 3 project leaders regarding their travel plans to PNG with a view to coinciding trips from the 3 projects where possible. **Done.**

7 Key results and discussion

Results, outputs and activities achieved during the mission as follows:

- A combined project meeting in February 2007 of the three ACIAR coffee projects where semi-formal presentations were made by each project leader about their respective projects with inputs from various team members and CRI staff. Good discussion was held around each project. There was also good involvement from CRI staff with all key staff involved in the project presentations.
- The meeting was attended by:
- Dr Peter Baker, of the Green Scale Project, (ASEM/2004/047)
- Dr Peter Batt and Dr Ron Murry-Prior of the Collaborative Marketing Project (ASEM/2004/042)
- Dr Robert Driscoll, Dr Wendy Shaw and Mr. Anthony Marsh of the Post harvest project (ASEM/2004/017).
- Steve Layton of AT projects arrived at the end of the meeting and gave a presentation of ATproject's work in PNG.
- All key CRI staff from each of the projects attended the meeting.
- Coordination between Green Scale project ASEM/2004/047 and Postharvest Projects ASEM/2004/017 resulting in a combined field survey conducted by CRI staff.
- Communication of key information between the 3 project teams based in Sydney Perth and UK.
- Coordination of travel plans of team members to facilitate overlapping in-country.
- Coordinating the flow of key project documents and other useful coffee industry information such as monthly CIC coffee bulletins.
- Pursued topics of mutual benefit for projects such as the coffee symposium concept proposed by the Collaborative Marketing Project and the investigation and proposal of technical options for improving email communications with CRI.
- Coordination of CRI staff work loads between the 3 projects.
- Identified and encouraged the 3 projects to use "AT Projects" innovative communication skills to produce DVDs and Radio broadcasts to disseminate project activities and outcomes

8 Impacts

The purpose of this contract was to coordinate a flow of key information between the 3 ACIAR coffee project, ASEM/2004/042, ASEM/2004/017 and ASEM/2004/047 in PNG and the Contract Manager identifying synergies where possible. Impacts from this activity are likely to have improved the effectiveness and overall impact of each the three projects but no specific impacts were identified.

9 Conclusions & recommendations

9.1 Conclusions

The concept of employing a coordinator with specific technical experience the in the PNG coffee sector had good merit.

The 3 projects were provided with good information flows from each of the other project activities and some synergies were identified. However as the projects were designed with differing technical focus, and the team members of each project were focussed on their own specific project requirements and generally had short in-country missions which meant there were limited opportunities to find meaningful synergies between projects.

Travel plans of the 3 project team members were communicated to all projects but travel times for the 3 project teams were quite rigid, fitting around consultancy and university time tables and did not allow for much flexibility.

9.2 Recommendations

Having a coordinator for the 3 ACIAR coffee projects was useful in finding synergies and facilitating good communication between the 3 projects partnered with CRI.

However, as ACIAR had a large presence in CRI with 3 ongoing projects and the coordinator had a good overall view of CRI operations, the coordinator's role may have had more impact if ACIAR had an active and articulated plan to work with CRI in a broader range of areas such as longer term strategic planning, capacity building, scientific strengthening and creating relevance within PNG coffee industry.

While ACIAR is now in the final phase of successfully implementing the 3 coffee projects with CRI and a new Coffee Berry Borer project is about to begin, it is felt by many stakeholders in the coffee industry in PNG that CRI is in need of institutional strengthening, capacity building and re-focussing on its relevance to the PNG coffee industry. While this role may not be within the core mandate of ACIAR, it would appear that undertaking International Agricultural Research will have improved impact if ACIAR can also actively strengthen the capacity of the organizations like CRI to be the leading and relevant organizations in their respective industries.

It is recommended that for any future ACIAR coordinator role, that role be broadened to include areas such as institutional development, capacity building, industry relevance and other crosscutting issues.