SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE

United Nations
Peacebuilding

PBF PROJECT DOCUMENT
(Length : Max. 12 pages plus cover page and annexes)

Country: Papua New Guinea
Project Title: Creating Conditions for Peace in PNG Highlands **Project Number from MPTF-O Gateway (if existing project):**

PBF project modality:	**If funding is disbursed into a national or regional trust fund:**
☐ IRF ☒ PRF *ALS*	☒ Country Trust Fund ☐ Regional Trust Fund **Name of Recipient Fund: PNG Country Fund**

List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc): UNDP (CA); IOM; UNFPA, UN Women
List additional implementing partners, Governmental and non-Governmental: Hela Provincial Government; Southern Highlands Provincial Government; Catholic Diocese of Mendi, Melanesian Institute, Voice for Change
Expected project commencement date[1]: 1 October 2020 **Project duration in months:[2] 30 months** **Geographic zones for project implementation: Hela and Southern Highlands Provinces**
Does the project fall under one of the specific PBF priority windows below: ☐ Gender promotion initiative ☐ Youth promotion initiative ☐ Transition from UN or regional peacekeeping or special political missions ☐ Cross-border or regional project
Total PBF approved project budget* (by recipient organization): **UNDP:** $ 2,075,162 **IOM:** $ 575,732 **UNFPA:** $ 671,529 **UN Women:** $ 677,576 Total: $ 4,000,000
*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.
Any other existing funding for the project (amount and source): Nil Project total budget: **$ 4,000,000**

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[1] Note: actual commencement date will be the date of first funds transfer.
[2] Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

PBF 1st tranche:		PBF 2nd tranche*:	
UNDP:	$ 1,452,614	UNDP:	$ 622,549
IOM:	$ 403,012	IOM:	$ 172,720
UNFPA:	$ 470,070	UNFPA:	$ 201,459
UN Women:	$ 474,303	UN Women:	$ 203,273
Total:	$ 2,800,000	Total:	$ 1,200,000

Project description:

The trajectory of violent conflict in Papua New Guinea's Southern Highlands and Hela provinces over the last 30 years is concerning. As of end 2017, there were anecdotally 40 separate ongoing internecine conflicts across Hela province which had led to more than 300 deaths and an estimated 100,000 people displaced without accounting for the extent of human rights abuses including gender-based violence and sorcery accusation-related violence and the entrenched marginalisation of women and youth. Exacerbated by weak local governance, these conditions pose a multi-dimensional challenge to economic and human development in both provinces. This highly fragile situation compounded by the presence of a large and highly lucrative extractive project and the proliferation of firearms, places incredible pressure on the realisation of human rights, social and structural stability and human development and is at severe risk of a downward spiral of violence, death and disorder. Recent studies into these developments suggest that the volatile situation is building up towards a crisis point that is in urgent need of intervention to create enabling and stabilising conditions for peace.

Having identified the unique drivers of conflict in Hela and Southern Highlands provinces, the project will work to implement key peacebuilding interventions including strengthening **infrastructures for peace** through establishing networks of community mobilisers as well as young women, establishing peace centres as neutral spaces for interaction and mediation, youth hubs for empowering youth complemented by capacitating youth leaders in peacebuilding, and enhancing capacity of traditional/local leadership in conflict management. The project will also enhance intra- and intergroup **dialogue and mediation** through directly supporting community-level conflict mediation, supporting the role of women mediators, and facilitating local peace conferences. Through training of local and provincial leadership in conflict sensitive development, local level governance and decentralisation, facilitating the development of and implementation of community peace for development plans through small grant projects, facilitating access to basic services, supporting provincial-level conflict-sensitive development planning, establishment of feedback mechanisms to enhance institutional accountability and conflict monitoring and mapping for early warning and early action, the project will **strengthen local governance** and post-conflict recovery efforts.

The project builds on evidence and growing consensus globally, but also borne out through the UN's recent experiences in the Highlands that humanitarian, development, and peacebuilding efforts are complementary and need to reinforce each other, to urgently respond to the current state of volatility and fragility in Hela and Southern Highlands provinces by engaging earlier to prevent violent conflict and reduce humanitarian need. Beyond complementing and harmonise ongoing efforts across the peace-security-development nexus, the project aims to catalyse further investment in urgent local peacebuilding efforts from government, bilateral and multilateral donors, and the private sector.

In-country project consultation and endorsement process prior to submission to PBSO:

Hela Provincial Government; Southern Highlands Provincial Administration; UN Country Team. As part of identifying outcomes, outputs and activities for the UN's Highlands Joint Programme (which the PBF project will directly contribute towards), participatory consultations were conducted with communities and local stakeholders coupled with high-level consultations with the PNG National Government, the Hela and Southern Highlands Provincial Governments, key development partners (including Australia, EU, Japan, South Korea, New Zealand), private sector, faith-based and other civil society stakeholders. UNCT was consulted on the project focus and the participating UN organisations.

Project Gender Marker score: _2_[3]

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[3] **Score 3** for projects that have gender equality as a principal objective
Score 2 for projects that have gender equality as a significant objective
Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 15% of budget)

46% of the total project budget allocated (**$ 1,835,373**) will directly support gender equality and women's empowerment.
Project Risk Marker score: _1_ [4]

Select PBF Focus Areas which best summarizes the focus of the project *(select ONLY one)*: _2.3__ [5]

If applicable, **UNDAF outcome(s)** to which the project contributes:

Outcome 4.1 - By 2022, government agencies and non-government organizations working on good governance, peace and security have capacity and leadership to undertake measures to combat corruption, prevent violence and provide access to justice

Outcome 4.2 - By 2022, government agencies have a results-based, transparent and accountable governance system and equitable delivery of services

Outcome 4.3 - By 2022, people in PNG live in a safe and secure environment that allows them freedom to exercise their political, social, economic, civil and cultural rights enshrined under the Constitution

If applicable, **Sustainable Development Goal** to which the project contributes:
SDG 5; SDG 10; SDG 16

Type of submission:	If it is a project amendment, select all changes that apply and provide a brief justification:
☒ **New project** ☐ **Project amendment**	**Extension of duration:** ☐ Additional duration in months: **Change of project outcome/ scope:** ☐ **Change of budget allocation between outcomes or budget categories of more than 15%:** ☐ **Additional PBF budget:** ☐ Additional amount by recipient organization: USD XXXXX **Brief justification for amendment:** *Note: If this is an amendment, show any changes to the project document in RED colour or in* *TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.*

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[4] **Risk marker 0** = low risk to achieving outcomes
Risk marker 1 = medium risk to achieving outcomes
Risk marker 2 = high risk to achieving outcomes
[5] **PBF Focus Areas** are:
(1.1) SSR; (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;
(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;
(3.1) Employment; (3.2) Equitable access to social services
(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

PROJECT SIGNATURES:

United Nations Development Programme (UNDP)	Representative of National Authorities
███████████ **Dirk Wagener** Resident Representative, UNDP PNG *Date & Seal* 22 10 2020	███████████ Kisut Samuti Secretary, Department of National Planning and Monitoring *Date*
International Organization for Migration (IOM)	**Peacebuilding Support Office (PBSO)**
███████████ **Lance Bonneau** Chief of Mission, IOM PNG *Date & Seal*	███████████ *Name of Representative* Assistant Secretary-General, Peacebuilding Support Office *Date& Seal* 12 November 2020
United Nations Population Fund (UNFPA)	
███████████ Mariette Rahmen Resident Representative, UNFPA PNG Date & Seal	
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	
███████████ **Susan Ferguson** Representative, UN Women PNG *Date & Seal* 07/10/2020	
Head of UN Country Team	
███████████ Gianluca Rampolla United Nations Resident Coordinator (PNG) *Date & Seal*	

I.   Peacebuilding Context and Rationale for PBF support

a) **Conflict analysis**.

The trajectory of violent conflict in Papua New Guinea's Southern Highlands and Hela provinces over the last 30 years is concerning. Based on local church sources, as of end 2017, there were anecdotally 40 separate ongoing conflicts across Hela province which had led to 313 deaths and an estimated 100,000 people displaced. These conflicts also resulted in 77 primary and secondary schools affected being destroyed or closed, 35 Health facilities are affected, 305 churches are affected and reportedly approximately 1,500 local small businesses are directly affected. The current large number of unresolved inter-group conflicts has also been corroborated by other trusted sources which point to between 54 conflicts in Hela province (according to confidential private sector sources) and up to 85 conflicts across both Hela and Southern Highlands provinces (according to ICRC estimates). The lack of systematic conflict tracking, and monitoring contributes to the lack of accurate conflict mapping data.

As these cycles of conflicts have weakened social systems, impeded service delivery, eroded civic trust in both traditional and modern governance institutions and legitimized a culture of violence, the impact has been particularly devastating for many thousands of people. Livelihoods are perennially threatened, and entire communities have been displaced adding to tensions. Exacerbated by weak governance, these highly fragile conditions pose a multi-dimensional challenge to economic and human development with both provinces displaying some of the lowest human development indicators in the Asia-Pacific. While conflicts have generally been localised, the incidence of violence remains widespread and is continuous while the risk of contagion to other parts of the country remains. For example, in 2017 over 12,000 trauma cases presented to Tari Basin hospital, itself catering to a catchment of approximately 500,000 people. Fighting between and within many areas occurs along tribal lines and can be triggered by a variety of reasons leading to injury, death, the destruction of property and grave human rights violations. The impact of conflicts is particularly grave for women as they experience a disproportionate burden of responsibility for sustaining livelihoods and food security within the household and wider community when communities are directly impacted by ongoing inter-group violent conflicts. Studies have indicated situations where women and girls are obligated to sell sex or marry to buy food or access food gardens or obligated to have sex with hired fighters in exchange for their services. Where unaccompanied women and girls are displaced from their land by conflict, they are highly vulnerable and exposed to severe risk of sexual abuse.

This situation places incredible pressure on the realisation of human rights, social and structural stability and human development. Key factors that have contributed to this highly complex situation include intensified zero-sum resource competition; the proliferation of homemade and factory-made firearms; the presence of a large unemployed and disenfranchised youth population; the inflation in the "price" of peace due to elevated compensation negotiations; increased demographic pressures on arable land within delineated tribal/clan boundaries; the growth of "hired" gun men and militia; the presence of some educated youths challenging traditional leadership roles; the blanket impunity for perpetrators due to the lack of rule of law; changing fighting rules of engagement (to include targeting of women and children); increased wealth disparities due to resource projects; increased cash circulating in communities; the spread of mobile phone connectivity; and the declining influence of traditional leaders and traditional dispute resolution mechanisms.

This highly fragile situation compounded by the presence of a large and highly lucrative extractive project and the proliferation of firearms is at risk of a downward spiral of violence, death and disorder. Recent studies into these developments particularly by Jubilee Australia and other independent researchers cautioned that the increasingly volatile situation is building up towards a crisis point that is in urgent need of intervention to create a stabilising effect and prevent a further escalation. To not intervene with urgency would risk a situation that lead to a severe escalation towards civil conflict where the state's authority could be directly challenged with observers urging the need to learn from the traumatic experiences leading up to the Bougainville Crisis two decades ago. This has even prompted Papua New Guinea's Prime Minister to mobilise global support through the UN Secretary-General and the Peacebuilding Commission in 2019.

Both Hela and Southern Highlands provinces experience violent internecine conflicts of varying scale. While these conflicts are largely underpinned by similar causal factors ranging from demographic pressures to lack of economic opportunities, rent-seeking behaviour and lack of access to an effective formal justice system, observed trends suggest that these conflicts can manifest themselves differently in each province. Inter-group conflicts in Southern Highlands province can be broadly attributed to competition for the goal of political influence and power within the province while in Hela province, inter-group conflicts are often crudely characterised more as 'tribal' conflicts linked to intensified resource competition over 'land, women and pigs'. Intra-group conflicts within communities have often originated from individuals or whole clans within individual communities ("tribe") falsely representing or misrepresenting communities externally either to claim communal landownership or collective community positions. Intra-group conflicts have also been known to be triggered by alleged theft, local jealousies and domestic disputes or incidences of gender-based violence that escalate into inter-group conflicts due to external marital connections. Where the PNG LNG project has been operational since 2014 (primarily in Hela province as well as where the pipeline to the Papua Gulf traverses Southern Highlands Province), incidence of violent conflicts have arisen due to the perceived lack of or unequal distribution of benefits from the gas project (i.e. royalties, equity, development grants etc.) or disputed landownership of project impacted locations. However, conflicts directly attributable to benefits distribution/sharing remains largely localised in project impact areas and does not appear to account for conflicts beyond these locations triggered by other conflict factors. Nevertheless, it is worth considering the implications (if any) of the close association between extractive companies and agents of the PNG state against a backdrop of the persistent challenge of widespread instability and communal divisiveness observed in both provinces.

The complex relationship between root and intermediate causal factors as well as the triggers of conflicts in the Highlands are summarized in Fig.1 below:

Crisis/Conflict

TRIGGERS

Gender Based Violence	Loss of Elections	Land Disputes	Accidental Injury/death	Polygamy
Sorcery Accusation Related Violence	Perceived unfair redistribution of state/extractive wealth	Stealing/ Theft	Natural Hazard	

INTERMEDIATE

Compensation as Restorative Justice	Gender Inequality	Large disenfranchised youth population	Lack of sustainable livelihoods	Zero-sum political competition
Trust deficit in formal justice system	Erosion of traditional leadership	Lack of Employment	Lack of income	Political Patronage
Lack of peaceful conflict resolution mechanism	Lack of experience/ empowerment	Proliferation of Firearms	Lack of basic services	Nepotism/ Cronyism
Lack of rule of law	Improved mobile phone connectivity	Warlordism	Lack of coping mechanisms to shocks	Corruption
		Drug and Alcohol Abuse	Displacement from natural hazards	Bias/Partiality

ROOT

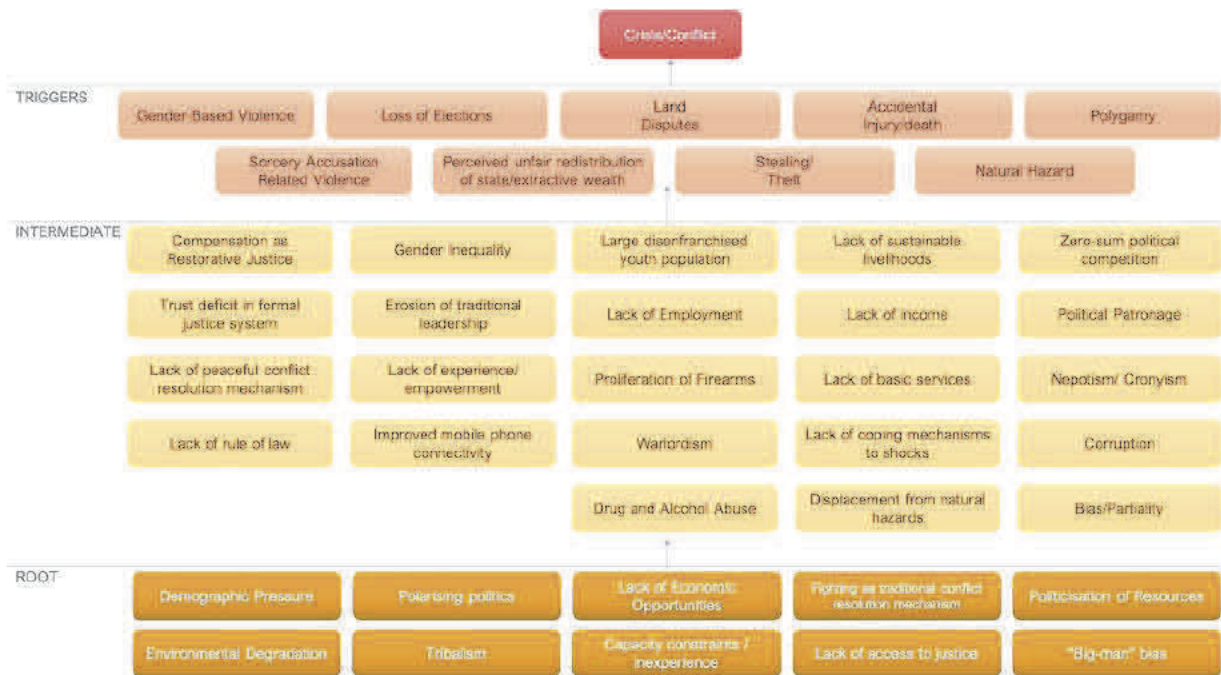| Demographic Pressure	Polarising politics	Lack of Economic Opportunities	Fighting as traditional conflict resolution mechanism	Politicisation of Resources
Environmental Degradation	Tribalism	Capacity constraints / inexperience	Lack of access to justice	"Big-man" bias

Fig. 1 Summary of Conflict Triggers and Causes (Highlands Conflict Analysis 2020)

Social cohesion and peaceful co-existence between and within Highlands communities have been severely tested and eroded due to a trust deficit and weakened community conflict resolution mechanisms underpinned by intensified competition for access to services as well as the emergence of unmet and often misplaced expectations of increased access to wealth through the presence of large extractive operations in the last decade. The proliferation of illicit firearms as a response to intensified competition, the supplanting of traditional weapons and increased circulation of cash in the local economy has undermined the ability of traditional and community leaders to prevent and manage conflicts. Lacking the necessary and appropriate conflict prevention and management capacities and mechanisms, local actors are unable to act as effective agents of peace. A large disengaged youth population has also contributed directly to conflicts due to the lack of educational and employment opportunities with male youth being attracted to be paid fighters while existing gender roles exclude women (particularly young women) from participating in and leading community-level peacebuilding efforts. Confidence in government institutions has also been undermined by gaps in authorities' conflict prevention and management efforts at the local level due to the lack of appropriate skills and tools to identify and mitigate conflict triggers/causes. This is further compounded by the lack of institutionalised inclusive local governance involving the participation and decision-making of marginalised groups such as women and youth to ensure equitable and conflict-sensitive development interventions which address root and intermediate causes of local conflict.

Traditionally, governance in Highlands communities was decided in *hausman*[6] (akin to a community council) chaired by chiefs and headmen who commanded respect and authority,

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[6] *Hausman* and *hausmeri* were traditional bases of governance, politics, planning of cultural ceremonies, law and order, education in the PNG Highlands where social and cultural issues of the community were discussed and

and maintained social order, and law and order. Decisions passed in the *hausman* were respected and implemented for good governance. Chiefs, headmen and elders also took on the role of inducting, training, educating and correcting deviant behaviours of the men and initiated youth. While the introduction of external cultural values and norms coupled with modern education has challenged and eroded the governance role of traditional leaders, this has been further undermined by youths gaining access to firearms. The increasing complexity of conflicts with disproportionate scale of human and economic consequences has also severely tested the skills and ability of traditional leaders ill-equipped to resolve conflicts and manage the need for restorative justice particularly from a rights-based approach. The need to strengthen the capacities of traditional leadership is therefore critical in creating localized and sustainable conflict management mechanisms which complement the formal justice system and sustain peace.

Beyond enabling traditional leadership and strengthening traditional conflict management capacities and mechanisms, recent experience has demonstrated that women and youth in communities have the potential to contribute as local agents of peace.

Although women and girls are often erroneously viewed by male leaders as having little capacity to reason and hence contribute to peacebuilding, the well-recognized and prescribed roles of women as carers (i.e. as mothers and wives) acting as strong emotional wellsprings while engaging and educating community members also are an important asset in the peacebuilding process within communities. Though women are largely excluded from formal peace processes and have a limited role in formal decision-making, they have more conventionally played an active and important enabling role in creating the necessary conditions for peace and reconciliation in informal processes, particularly as connectors and messengers. Despite structural, cultural and social barriers to women's abilities to act collectively such as common local belief in the Highlands in women and girls' lack of intelligence; low literacy rates impacting self-confidence, limited number of local kinship connections, local norms and security threats preventing freedom of movement and voice, and distrust and jealousy of other women engendered by polygamy and economic dependence upon a husband, women are increasingly working together to help mediate peace between warring groups in the Highlands particularly as insider mediators. They are foregrounding their roles as carers and as relatively impartial parties by leveraging on informal networks, utilising religious and state symbols such as crosses and national flags, as well as drawing on custom (e.g. gift exchange) to emotionally appeal for fighters' empathy and a cessation of violence.

Through capacity building trainings which focused on increased knowledge and understanding on the causes and mitigations of conflict, peacebuilding processes, the importance of gender equality and empowerment of women in peacebuilding processes, female community mobilisers in Hela Province supported in the GYPI project gained confidence to conduct awareness campaigns in their communities, acted as inside mediators and facilitated mediation for warlords and tribal enemies, and supported referrals for sexual violence cases to relevant authorities. For example, two women who previously participated in peacebuilding training provided by the GYPI project led a march/protest in Tari to demand for political support to stop indiscriminate killings following the fatal incident in Tagali

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resolutions were passed for members of the community to execute. The *hausman* and *hausmeri* also functioned as institutions to address political, cultural and social issues, and were responsible for communicating values and passing knowledge from generation to generation.

involving the deaths of women and children in July 2019[7] while there was significant reduction on consumption of alcohol in public places and youth-led community cleaning efforts in Koroba Station following awareness raising efforts by a GYPI-trained community mobiliser in Koroba District (Hela Province). In 2020, another woman leader also led the arrangement of temporary shelter for displaced women and children following an inter-group fight in Tari (Hela Province). Acting as agents of change, women who have undergone capacity building are now perceived as role models to other women in their communities in terms of organising their communities and family lifestyles. This has generated further interest and demand among other women to be similarly trained and become agents of change themselves.

Correspondingly, youth increasingly see themselves as having constructive roles[8] to play in peacebuilding, especially in information dissemination, mass mobilisation and mediation particularly after receiving training. Youth capacity building focused on self-management and UNSCR 2250 and male advocacy. Targeting primarily youths from both provinces involved in substance abuse, the self-management training supported the youths in their initial process of self-realisation and provided them the tools to give up negative practices, improve their decision-making and enhance their self-esteem. One success story from Tari involved a young man whose biological brother was murdered by a neighbouring tribe. Instead of seeking retribution through a violent response as is the norm, the man made a conscious decision not to retaliate but to forgive the act in order to break the multi-generational cycle of violence and to avoid burdening future generations. The man is now a pastor in his local church where he blends in the self-management principles and tools with religious sermons.

Training on UNSCR 2250 previously supported by GYPI the was designed to train targeted youth in Southern Highlands and Hela Provinces understand how conflict erupted and provide them with tools to manage and resolve the conflicts back in their communities. A case study involved a young man from Koroba District (Hela Province) who had set out to purchase a firearm with the intent of participating in inter-group conflicts his community was involved in. Following the training, he gained the realisation that the money could be better used instead of contributing to violence and went on to become a deputy district administrator today. In another noteworthy example, thirty youth from Kuperi (Hela Province) who received training have now formed an association, Grassroots Peace Building Action Team (GPAT) with the objective of working with youth to disengage from inter-group fights and focus on acquiring life skills training to sustain their livelihood. To date, they have embarked on rice cultivation as part of the life skills training supported by the local Catholic Church.

For young women, establishment of networks is critical to aggregating their voices to advocate for their rights and expanding their role in community peacebuilding and decision-making. For young men, particularly those involved in or at-risk of contributing to violent conflict, support in self-management is vital to reorientate their perceived roles, identities and expectations towards positive outcomes. However, there is also need for support from male leaders and traditional community elders to recognise the potential of young women and men to contribute to their communities by supporting their initiatives and growing the capacity of

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[7] In July 2019, inter-group violence erupted in Tagali, Hela Province, resulting in at least 24 fatalities with at least 16 women and children including 2 pregnant women. Of particular concern in this incident according to local observers were the non-discriminatory tactics of targeting unarmed civilians including women and children which was seen as a distinct deviation from traditional rules of engagement.
[8] Based on feedback from youths in focus group discussions conducted in both Hela and Southern Highlands Provinces; youth leaders in Hela Peace and Development workshop, Komo Peace Conference, as well as youth self-empowerment training supported by the GYPI project.

youth to redefine their roles. Initiatives by local youth such as the establishment of the Hela Peace Foundation[9] need to be further encouraged and supported.

Of note, the role of neutral and impartial mediators and facilitators has gained increasing prominence in achieving peace, giving rise to demand for local civil society actors such as church leaders (often perceived as accountable to and representing higher authority) to play such a role. From 2018 to 2019, the Catholic Diocese of Mendi facilitated negotiations which led to peace agreements in two long-standing inter-group conflicts. This church-led pilot intervention was directly supported by the UN. These ceasefire agreements do not yet translate to a final and complete resolution of these conflicts as full traditional restorative justice requires conclusion of mutual reparation payments which could take years as affected communities need to mobilise sufficient resources for "compensation". However, the peace agreements provide a sufficiently stable environment to initiate peacebuilding, recovery and development efforts. As these agreements remain fragile, these need to be reinforced with urgent peacebuilding and recovery interventions to prevent a return to violence by creating both incentives and disincentives coupled with responsive and constructive avenues for peaceful conflict resolution. These supportive interventions need to consciously take into account do-no-harm principles and mitigate the risk of women and girls bearing disproportionately the "price of peace". Such situations may arise when women and girls may be obligated to marry earlier or sooner than usual in order for relatives to access bride-price wealth to finance reparations or "compensation". Conversely, young women may be pressured to marry in order to seal the peace agreement and promote peaceful relationships with former enemy groups at the expense of educational opportunities and their personal agency while refusal to contribute to such arrangements may lead to social marginalisation within her community.

While there are ongoing parallel efforts by development partners to improve rule of law by strengthening the formal justice system, the need for mechanisms and structures to address community demands for restorative justice (including reconciliation and recovery) without resorting to violent conflict remains largely unmet particularly in the form of support to enable transition from conflict and sustain peace. The current lack of systematic monitoring as well as timely and accurate data collection on conflicts creates a highly reactive approach to conflict mitigation. The establishment of a robust conflict monitoring system enables government and partners to mobilise and undertake early action to address potential conflicts before escalation and to determine impacts, trends and patterns of conflict to inform and adjust peacebuilding efforts.

To succeed in achieving lasting peace and sustainable development in the Highlands requires a holistic, multi-programmatic response that works across the peace-security-development nexus. Drawing on the UN-World Bank Pathways for Peace framework, a series of interlinked and mutually reinforcing pathways to peace have been identified to be operationalised within the UN Highlands Joint Programme (HJP). These include:

1. Empowering women and youth
2. Building resilient communities
3. Strengthening disaster risk management

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[9] The Hela Peace Foundation was founded by a group of young professionals from Hela in 2019 to participate and contribute meaningfully to peacebuilding in Hela Province. The association was officially incorporated in March 2020.

4. Strengthening the rule of law
5. Enhancing social cohesion
6. Improving government services
7. Strengthening leadership

These pathways are designed to be implemented and sustained over the time required to address the structural issues that lie at the heart of the system, including patterns of exclusion and institutional weaknesses and adapt incentives for actors to manage conflict without violence and sustain peace. Within the context of HJP, the project will primarily implement interventions within Pathways 1, 2 5 and 7, and directly will contribute to the programme outcomes of 1) increasing capacity of communities to promote and demand for peace and social cohesion, 2) building capacity of traditional/non-traditional leaders and service providers to integrate peacebuilding strategies into service delivery and 3) enabling people-centred, proactive and transparent/accountable systems to support effective leadership that promotes peace and security. These will in turn support complementary outcomes within the programme.

Through planned interventions, the project seeks to affect key driving factors of tensions and conflict specifically:

a. Triggers
  i. Gender-Based Violence
  ii. Perceived Unfair Distribution of State/Extractive Wealth

b. Intermediate Causes
  i. Gender Inequality
  ii. Large Disfranchised Youth Population
  iii. Lack of Empowerment
  iv. Lack of Peaceful Conflict Resolution Mechanisms
  v. Erosion of Traditional Leadership
  vi. Bias/Partiality
  vii. Compensation
  viii. Lack of Trust in Justice System
  ix. Drug and Alcohol Abuse
  x. Lack of Access to Basic Services

c. Root Causes
  i. Fighting as Traditional/Habitual Conflict Resolution Mechanism
  ii. Lack of Access to Justice
  iii. Capacity Constraints/Inexperience
  iv. Politicisation of Development

These will be implemented concurrent to interventions seeking to affect other driving factors of tensions/conflict being targeted within the HJP framework. While the project will engage all groups within each target community, project interventions aim to work primarily with

specific groups of key stakeholders namely, <u>women,</u> <u>youth,</u> <u>traditional and community</u> <u>leaders,</u> <u>local government officials,</u> and <u>private sector actors.</u>

b) Project alignment with/existing Governmental and UN strategic frameworks, ensuring national ownership and complementarity with other relevant interventions

The project aligns to PNG's Medium-Term Development Plan III (2018-2022) which integrates localized SDG indicators and underpins the priority development process by contributing to five of the eight key results areas and six goals in the MTDP III. It contributes directly to PNG's UN Development Assistance Framework (2018-2022) primarily through the 'Peace' outcome of "by 2022, Government and non-governmental institutions demonstrate improved transparency, accountability, delivery of justice and promotion of peace and security". The project is also firmly aligned to the Hela Road Map for Peace and Development agreed in 2019 which outlined a common road map for Government and development partners to support priority sectors including: **peacebuilding; conflict prevention; conflict management and recovery; local leadership strengthening, youth and women's empowerment focused on target locations**. The road map also called on the UN to support the coordination of local peacebuilding and conflict prevention efforts to which the project will partially contribute to.

Since 2018, the UN has regularly held numerous close high-level consultations with leaders in the conflict-affected Provinces of Hela and Southern Highlands including the PNG Prime Minister, Deputy Prime Minister, and the Governors of Hela and Southern Highlands Provinces, on identifying entry points for UN support to peacebuilding and conflict prevention in the Highlands. This included engaging with the Peacebuilding Commission in October 2019 and May 2020. Of note, the Prime Minister sent an official letter to the UNSG in August 2019 seeking additional PBF support for 'peacebuilding initiatives and conflict resolution support' in the PNG Highlands. The PNG Government's commitment to peacebuilding efforts in the Highlands culminated in the Prime Minister and the Governor of Hela Province hosting DSG Amina Mohammed for a visit to the Highlands in March 2020 and presenting the UN with PGK10 million (USD 3 million) to kick-start the implementation of the UN's Highlands Joint Programme.

Funding contribution for this project is the second directly supporting the implementation of the HJP and the UN's first significant matching contribution to the PNG Government's initial PGK 10 million contribution. This will serve to further operationalise the UN's programmatic support to the PNG Government's peacebuilding efforts as a key component of the HJP while concurrently strengthening the trust and deepening the relationship between the UN and the PNG Government.

Having implemented a PBF-supported Gender and Youth Promotion Initiative (GYPI) project in the Highlands since 2018, the project builds on the results and key lessons from the GYPI project particularly in terms of the efficacy of strong baseline assessments of target communities to gain appreciation of its unique set of root causes of conflict; conduct of Community Peace for Development Trainings and Empowerment Trainings; sensitization and empowerment trainings for selected key target groups to enable mindset and behaviour change; self-management clinics; UNSC2250 sensitization trainings; youth leadership, conflict resolution and trainings; and male advocacy training; and innovative peacebuilding tools such as development of Community Peace for Development Plans and youth activities as peace dividends (i.e. youth sports initiatives, community peace-based initiatives). Inclusive

decision-making through collective participation enhanced voluntary support and communal ownership in activities aimed at building peaceful and changed communities through mobilization of community leaders and gatekeepers; support to and involvement of the provincial stakeholders for sustainability as stakeholders; close coordination among participating UN organisations; and implementing through and with trusted local partners. Relevant community facilitation teams, community mobilisers, LEP coordinators, women and youth leaders and local authorities capacitated in peacebuilding, mediation and conflict resolution through the GYPI project will be re-engaged in the new project with lessons learnt from GYPI informing community engagement and partnership approaches.

The SPOTLIGHT Initiative (SI) is being implemented by the UN across PNG including in Hela and Southern Highlands provinces. With SI focusing on the strengthening of capacities of key institutions charged with coordination and implementing PNG's Gender Based Violence (GBV) strategy by working with law and justice sector to improve the quality and reach of basic services for survivors of intimate partner violence/domestic violence, and building the capacity of local organizations including groups led by youth and those facing multiple and intersecting forms of discrimination, SI addresses factors of conflict/violence prevalent in Hela and Southern Highlands, and directly contributes to the HJP outcomes while complementing the outcomes of the project.

In parallel, an Australian Government-funded program to support the law and justice sector - Justice Services and Stability for Development (JSS4D) has been implementing activities in both Hela and Southern Highlands provinces that complement the project and more broadly the objectives of the HJP. These include Law and Justice community awareness, local initiatives for Law and Justice Strengthening, strengthening Village Courts and Land Mediation, and improved coordination between Law and Justice Stakeholders within each province and between respective provinces and national actors.

Private sector actors (ExxonMobil PNG and Oil Search) operating in both provinces continue to implement a range of initiatives which contribute to addressing both triggers and underlying causes of conflicts, complementing the project's objectives. Implemented within their respective project impact areas and on occasion also more broadly in the provinces, these include local sports for peace initiatives, community livelihood improvement efforts, strengthening school governance and administration as well as educational infrastructure, supporting provincial women's forum and initiatives for women's participation in decision making, as well as strengthening provincial health authorities.

The International Committee of the Red Cross also contributes to efforts in conflict prevention and sustaining peace in both provinces by undertaking post-conflict humanitarian response; public awareness campaigns on prevention of sexual violence and attacks against public infrastructure such as schools or hospitals, encouraging respect for human life and humanitarian principles, as well as supporting post-conflict recovery in affected health and education facilities.

Critically, the project will support improved coordination and enhance integrated planning of complementary peacebuilding interventions by development, humanitarian and private sector actors as collectively requested by provincial governments and stakeholders, and to catalyse greater investments in priority sectors which contribute to sustaining peace.

II.   **Project content, strategic justification and implementation strategy (4 pages max Plus Results Framework Annex)**

a) **Project description**

Working in both Hela and Southern Highlands provinces, the project will focus on strengthening local infrastructures for peace, enhancing dialogue and mediation, strengthening local governance and supporting post-conflict recovery efforts by increasing capacity of communities affected by conflict to actively promote and demand for peace and social cohesion. It will also include capacitating local leadership and service providers with enhanced knowledge and skills to integrate peacebuilding strategies while fostering inclusive and conflict-sensitive governance and service delivery approaches.

Working along the entire continuum of peacebuilding from conflict prevention to active conflict management and post-conflict recovery, the project specifically will:

a. Support women in assuming leadership and decision-making roles in established community peacebuilding mechanisms while supporting youth to play constructive roles in sustaining peace. While traditional gender roles prevent women from participating in decision-making, the role of women in peacebuilding at the community level as insider mediators is gradually gaining acceptance. There is need to continue to support the transformation of gender norms and strengthen supportive mechanisms to enable women (particularly young women) to contribute to insider mediation, decision-making and playing leadership roles. The alienation of male youths, particularly ex-fighters, from their communities, coupled with lack of educational and employment opportunities contributes to cycles of inter- and intra-group violence. Supporting male youth reintegration efforts contributes to longer-term peacebuilding.

b. Enhance local peacebuilding processes by directly supporting conflict resolution efforts while building peacebuilding capacities of local communities and churches/faith-based organizations. Social cohesion and peaceful co-existence between and within Highlands communities have been eroded due to a trust deficit and weakened community conflict resolution mechanisms underpinned by intensified competition for services. This erosion is compounded by traditional leaders lacking the necessary conflict prevention and management capacities to constructively intervene and therefore, it is critical therefore to strengthen existing and growth new conflict resolutions mechanisms, capacitate key local actors to sustainably play the role of agents of peace while creating conditions for peace by directly supporting conflict management efforts including community mediation of ongoing inter- and intra-group conflicts.

c. Strengthen capacities of leaders and service providers to address different dimensions of peacebuilding and deliver inclusive and conflict-sensitive services. Local provincial and sub-provincial authorities (including administrative and political leaders) often lack the skills and tools to support communities as agents of peace to prevent and manage local conflicts including identifying conflict triggers/causes and mitigation tools, and capacities to enable effective local level governance. Strengthening competencies of local authorities to effectively manage conflicts reinforces transparency and accountability, inclusive governance and decentralisation efforts while enabling communities' access to justice.

d. Establish physical and non-physical institutional arrangements that enable local peacebuilding efforts. While there are ongoing efforts to strengthen the formal justice system, there are insufficient mechanisms and structures to address community needs for restorative justice (including reconciliation and recovery) without resorting to violent conflict. Support is essential to enable transition from conflict and to consolidate local peace agreements.

e. Establish systematic approaches to generate evidence base to inform peacebuilding programming while building local capacities on peacebuilding and conflict information management. The current lack of systematic conflict monitoring as well as timely and accurate data collection on conflicts creates a highly reactive approach to conflict mitigation. The establishment of a sustainable conflict monitoring system and a community response mapping feedback mechanism enables government and partners to mobilise and undertake early action to address potential conflicts before escalation while being able to assess impacts, trends and patterns of conflict to inform and adjust peacebuilding and broader development programming.

f. Institutionalise inclusive, accountable and conflict-sensitive service delivery arrangements by supporting increased involvement of communities and local civil society in decision-making and planning processes. Current provincial, district and LLG development planning approaches (particularly during annual and medium-term local planning cycles) do not adopt a conflict prevention and peacebuilding perspective that enable social cohesion. Additionally, planning is often undertaken in a non-participatory manner which contributes to communities' lack of trust in local authorities and social contract between the state and people leading to breakdown of rule of law. Beyond supporting much needed political participation (particularly for women), there is need for institutionalised inclusive governance involving the participation of marginalised groups such as women and youth, underpinned by institutional accountability mechanisms and informed by conflict-sensitive approaches, to ensure equitable development initiatives that affect root and intermediate causes of local conflict.

By implementing these interventions, the project will affect the identified triggers, intermediate and root causes of conflict:

a. Triggers:

  i. Gender-Based Violence. Through male advocacy on inclusive decision-making and expanded community roles of women and youth and strengthening community-based referral pathways for survivors of violence (including gender-based violence, sexual exploitation and abuse, and trafficking).

  ii. Perceived Unfair Distribution of State/Extractive Wealth. By supporting and facilitating highly inclusive and conflict-sensitive community and local government development planning (including unfulfilled development promises by the extractive industry); community mobilisers as community coordination points for service delivery, and localised post-conflict needs assessment to link at-peace communities with post-conflict recovery assistance and long-term development efforts by both government and extractive industries.

b. Intermediate Causes:

  i. Gender Inequality. Through strengthening of women mediator's capacity, supporting of inclusive community facilitation teams on peacebuilding and development planning, behaviour change gender norms in domestic roles while capacitating traditional/non-traditional leaders and service providers (provincial and district authorities and ward councillors) with gender-responsive and youth sensitive leadership/conflict management skills.

  ii. Large Disfranchised Youth Population. Through building capacities of youth leaders, self-management workshops focusing on youth fighters and those affected by substance abuse; and provision of youth-friendly spaces and resource centres as a tangible outlet and peace dividend for turning away from violence.

iii. <u>Lack of Empowerment</u>. Supporting networks of young women empowered to advocate for their needs, empowering community mobilisers to act as effective community coordination points for service delivery, advocacy training (based on EVAW within Melanesian communities) for ward councillors and community leaders to be agents of change/peace advocates focusing on gender-based violence and youth leadership, establishing community-led support and referral mechanisms in rural communities.

iv. <u>Lack of Peaceful Conflict Resolution Mechanisms</u>. Capacitating local traditional community/tribal leaders, provincial and district authorities with leadership/conflict resolution skills while directly supporting facilitated mediation of ongoing conflicts with access to neutral spaces in centres for peace and reconciliation. Post-conflict recovery and sustaining peace will be enabled by inter- and intra-communal conflict assessment/scoping and supported with sustained community support including inclusive community facilitation teams on peacebuilding and development planning, development of community peace for development plans, and inter-community small grants projects as confidence-building measures.

v. <u>Erosion of Traditional Leadership</u>. Training of local traditional community/tribal leaders with leadership/conflict resolution skills to effectively engage with increasingly complex conflicts.

vi. <u>Bias/Partiality</u>. At the community level, inclusive community facilitation teams support local leadership and communities on peacebuilding and development planning while inclusive District Peace Conferences and sub-national integrated development planning focus on strengthening conflict-sensitive service delivery by both government and private sector.

vii. <u>Compensation</u>. Sustained support to community recovery efforts and facilitated mediation to temper inflated compensation demands and focus on other constructive aspects of restorative justice.

viii. <u>Lack of Trust in Justice System</u>. Establishing community-led support and referral mechanisms for rural communities particularly strengthening community-based referral pathways for survivors of violence (including gender-based violence, sexual exploitation and abuse, and trafficking).

ix. <u>Drug and Alcohol Abuse</u>. Supporting youth affected by substance abuse through self-management and empowerment workshops.

x. <u>Lack of Access to Basic Services</u>. Sub-national integrated development planning anchored in participatory development approaches focused on sustaining peace.

c. Root Causes:

i. <u>Fighting as Traditional Conflict Resolution Mechanism</u>. Training of local traditional community/tribal leaders with range of conflict resolution skills and tools without resorting to violence.

ii. <u>Lack of Access to Justice</u>. Through supporting facilitated mediation of ongoing conflicts and community-based referral pathways for survivors of gender-based violence to complement ongoing efforts (by development partners) to strengthen formal justice institutions.

iii. <u>Capacity Constraints/Inexperience</u>. Combination of capacity building and technical assistance to enhance sub-national integrated development planning and conflict-related information management.

iv. <u>Politicisation of Development</u>. District Peace Conferences and sub-national integrated development planning anchored in participatory and conflict-sensitive development approaches focused on sustaining peace.

b) **Project result framework**

See **Annex B**.

c) **Project-level 'theory of change'**

Underpinned by the UN and World Bank's Pathways for Peace framework and firmly aligned to the UN Highlands Joint Programme's theory of change, the project logic posits that - if there is a collective focus on addressing the root causes of violence and conflict in the Highlands, then duty bearers and rights-holders will be increasingly empowered, so that a critical enabler for peace and development is strengthened to support the achievement of sustaining peace. Below is the causal relationship between the proposed interventions and the expected peacebuilding results:

IF women, men and youth affected by conflict are provided with constructive ways to engage with each other in their communities, and with local government structures to include community priority needs and give voice to marginalized populations;

IF women, men and youth are provided with the appropriate appreciation, understanding, knowledge and tools to adopt peaceful approaches in responding to situations of conflict;

IF women and youth are actively engaged in effective community peacebuilding mechanisms that address inter- and intra-group conflict;

IF the positive benefits of including women and youth community peacebuilding mechanisms are recognised by community leaders and promoted through advocacy and reiterated by behavioural change campaigns;

IF community members (including representatives from local institutions) have the know-how and institutional support when faced with key spoilers (i.e. male combatants) and choose opportunities that reinforce peace and social cohesion;

IF community members have increased positive inter- and intra-group relationships (both bridging and linking social capital);

IF government is able to demonstrate inclusive, equitable and conflict-sensitive access to priority basic services in target locations;

IF responsible and transparent leadership is practiced at government and community levels;

THEN participation in violent conflict will reduce; the potential for future outbreaks of violence will be mitigated, ongoing conflicts can be resolved through peaceful means and the propensity for conflict escalation reduced; social capital (horizontal dimensions of social cohesion) will be enhanced, leading to safer, more equal and prosperous societies;

government institutions will begin to understand the importance of peace for development; and trust in government and state institutions (vertical dimension of social cohesion) will increase.

BECAUSE

Members of communities affected by conflict in the Highlands particularly women and youth (rights holders) are more engaged to play constructive peacebuilding roles within their communities and hold duty bearers to account for peace (Outcome 1);

Spoilers (particularly young male fighters) are reorientated towards positive roles and reintegrated into communities (Outcome 1);

Inclusive sub-national structures and mechanisms for sustaining peace are in place and sustained (Outcomes 1 and 2);

Community members change behaviours to be more resilient, inclusive, tolerant, and cooperative to promote peaceful co-existence (Outcome 1);

Local leaders are equipped with effective skills and tools to integrate peacebuilding strategies into their leadership roles (Outcome 2);

Government stakeholders (duty bearers) understand how they can effectively manage government processes to contribute to peacebuilding. (Outcome 3);

Service delivery and distribution of government and other resources are more equitable (Outcome 3).

The interventions have been selected based on the human-rights based behavioural change approach of the HJP. Outcome 1 is based on the theory that if the project is successful, we will see sustainable local peacebuilding mechanisms underpinned by women and youth empowerment and improved gender equality. This is one aspect of institutional behaviour change the project is seeking. Outcome 2 focuses on both local and government duty bearers while Outcome 3 is aimed at behaviour change within local government institutions. The rigorous consultation process undertaken during the design of the HJP identified the roles of sub-national actors in the peacebuilding process, as well as the opportunities and challenges to engage women and youth in peacebuilding (particularly learning from the GYPI pilot project).

d) **Project implementation strategy**

The project implementation will be underpinned by the following key cross-cutting principles:

a. <u>Joint Targeting and Implementation</u>. The project's success will be underpinned by a joint targeting approach by the RUNOs that identifies specific communities based on agreed selection criteria (e.g. communities undergoing post-conflict recovery, community commitment). A collective UN approach will be taken to the facilitation and development of community plans which will then inform the implementation of multi-sectoral activities in selected communities in a phased and coordinated manner. The joint implementation approach will be underpinned by a set of common standard operating procedures including common community engagement practices closely facilitated by the HJP's field-level programme coordination and management team.

b. <u>Human Rights-Based Approach</u>. Peacebuilding should be commensurate with access to human rights and justice. Therefore, a human rights-based and people-centred approach

underpins the project that seeks to reach the most vulnerable to address inequalities, promote rightsholders' participation and enhance accountability, which lie at the heart of conflict and underdevelopment in both provinces. It is however recognised that efforts to increasing access to basic rights of one group may bring about an increase in social conflict, or efforts to prevent social conflict may inadvertently reinforce an unjust status quo and as such would require very deliberate consideration of and preventing unintended negative consequences.

c. Gender Mainstreaming. A human rights-based approach to development and gender mainstreaming are complementary and mutually reinforcing. Gender equality and women's empowerment permeates all the project activities, in addition to the specific women's and youth empowerment activities. The situation of both women and youth, and the structural causes of conflict, exclusion and poverty, cannot be addressed without providing these distinct target groups with a voice and space to participate in decisions affecting them uniquely.

d. Coordinating with Local Authorities. Recipient UN organizations will work closely with respective provincial and sub-provincial authorities (particularly sectoral leads) in the implementation of project activities as well as provide regular progress updates to respective provincial coordination and monitoring committees within the HJP's government accountability framework.

e. Interagency Coordination. Agencies will coordinate closely with the Programme Coordination and Management Team and plan jointly in practice to avoid overlaps and ensure appropriate phased implementation. Nominated lead agencies for specific target locations/communities will lead coordination with other implementing agencies in the multi-sectoral implementation of activities.

f. Neutrality and Impartiality. In such delicately poised operating environments lacking in mutual trust, all UN personnel unwavering adherence to neutrality and impartiality is of paramount importance in relation to specific tribes/communities, political figures and private sector actors. This could range from balanced site selection (based on needs assessment) to being observed travelling together with non-neutral actors and individual UN personnel conduct. To be perceived as biased or partial seriously compromises the entire UN's operational space (and not just the agency's), risks damaging community access and acceptance and completely undermines the project and more broadly, the HJP.

g. Do No Harm. Operating in a highly complex and delicate operating environment requires a deep appreciation of conflict triggers and dynamics to prevent causing more harm to beneficiaries. Consciousness of sensitivities such as customary nature of land ownership and risks of jealousy triggering additional conflict would shape the programme's targeting strategy coupled with conflict-sensitive approaches such as building common ownership of services and community mobilisation. The project will consciously implement interventions that take into account recent do-no-harm research in PNG which suggests that empowerment of a single group within a community can potentially cause more harm than good by amplifying perceived inequity.

Specifically, project interventions will be implemented at various levels to affect community-level changes as follows:

a. Community-level Implementation. Building on the experience of establishing networks of community mobilisers in Learning, Empowerment and Protection (LEP) Centres as local level peacebuilders and insider mediators, the project will expand the number of networks (consisting at least 50% women) and LEP centres in communities within target

districts in both provinces so they are able to provide effective community coordination points for service delivery including accessing community-based referral pathways for survivors of gender-based violence and other basic services as identified in extensive community consultations conducted since late 2018. Within target communities, capacity building efforts aimed at training local traditional community/tribal leaders in leadership and conflict resolution skills (drawing on successful local and regional models and with accompany tools to manage increasingly complex conflicts) coupled with deliberate behaviour change interventions to transform gender norms in domestic roles and decision-making will create enabling conditions for more responsive capacity to sustain peace. Communities in conflict (e.g. in Tagali, Pureni, Sugu Valley), particularly traditional community/tribal leaders of those communities who would have received leadership and conflict management training, will benefit from sustained support as neutral intermediaries in mediation efforts and follow-up community support from faith-based organisations informed by conflict assessments while communities coming out of conflicts (e.g. Pai, Tigibi, Komo) will undergo post-conflict needs assessment to identify sex and age disaggregated recovery needs and entry points for developing Community Peace for Development Plans (CPDP). By delivering training for inclusive community facilitation teams on peacebuilding and development planning, a more intensive and inclusive community process will be supported by the project to develop CPDPs in seven communities in Hela and Southern Highlands provinces. CPDPs will be developed with participation of women and young people using IOM's well-established Community-based Planning methodology that adopts whole of community intensive planning sessions that facilitate an enabling and constructive dialogue between diverse socio-economic groups in targeted communities affected by conflict. Particular consideration is given to ensuring the inclusion and participation of women and youth in the community along with other often marginalized groups (e.g. PLWD). Predicated on Training for Transformation methodology, the CPDP process, will facilitate consultations and trainings among diverse representatives from the community in order to critically assess factors and triggers undermining community stability that lead to conflict and consensually identify and design initiatives and small community project/s that promote peacebuilding and pathways to community growth and development. In this respect, communities will be supported toward achieving a shared vision of peace and stability that is reinforced by strategies to mitigate and resolve conflict. Beyond the community planning processes to develop CPDPs, the project will support priority community projects identified through the CPDPs by providing small inter-community grants and technical support as confidence-building incentives that reinforces inter-communal partnership and joint ownership while linking other HJP community-based interventions (e.g. livelihoods, WaSH, early childhood centres), private sector community projects and government development plans (DSIP/PSIP) to individual CPDPs as tangible peace dividends. Through addressing specific causal factors and in a manner that demonstrates mutual benefit to both sides of a conflict, reconciliation and mutual trust and benefit can be achieved. In particular, women and youth representatives will be able to provide a voice for particularly disenfranchised segments of the community whose input is essential in ensuring success of the CPDPs as initiatives that are reflective of the needs of the whole community. These target communities will have LEP centres and community mobiliser networks established that act as natural entry points for the CPDP process to engage with women and youth to identify community problems and solutions that they can lead. Further, project beneficiaries will be asked how the project has contributed to their sense of value and investment in the community as well as their changed roles in the community and influence in community decision-making. As part of these intensive planning

processes, the possibility of developing community by-laws to reduce triggers for violence will be tested. Community by-laws have been successful in preventing inter-group or tribal fights in other parts of the Highlands such as a set of laws that prohibit sorcery accusations, making home brew or using drugs and addressing issues with male combatants. This will require buy-in from young men using the *MenEngage* methodology for consensus. These by-laws can then be registered in the District Court and monitored by concerned community members and community police.

b. District/LLG-level Implementation. At the District/LLG level, local authorities (district officials, LLG presidents and ward councillors) will receive training good leadership and conflict management skills as they are often involved in conflict mediation efforts. Equipping local authorities will ensure consistency in approaches and enable them to support conflict management efforts of traditional community/tribal leaders in a sustainable manner. Given that a majority of the local officials are men, male advocacy training will also target councillors to create awareness on GBV and imperatives for women and youth leaderships and encourage acceptance of more open and inclusive decision-making and involvement in conflict management. Building on the success LLG peace conference organised in Komo LLG in November 2019, at least eight inclusive District or LLG Peace Conferences will be organised in target locations as platforms for dialogue to allow for the articulation of community-specific demands for peace and development, create space for community-led ground-up peacebuilding initiatives, catalyse additional support from government, development and private sector actors, to create local ownership of peacebuilding and development efforts while closing the accountability loop by having government, development and private sector actors present progress against development priorities. Creating such infrastructures for peace and development beyond the operational corridors of extractive companies is also necessary to address prevailing perceptions of communities within these corridors benefitting disproportionately from the presence of resource extraction projects while ensuring social accountability of private sector actors.

c. Provincial-level Implementation. To support systematic mapping of inter- and intra-communal conflicts and more importantly to provide essential early warning and triggering of early action interventions, a conflict monitoring team will be established to monitor potentially emerging conflicts based on local networks and maintain a comprehensive database on conflicts. Where violent conflicts have occurred, the team will collaborate with humanitarian actors (such as ICRC) to report on consequences (including humanitarian impact and incidences of human rights abuses) and determine from key informants the causal factors of the conflict. Working closely with the information management officer and human rights officer in the HJP's programme coordination and management team, the conflict monitoring analyse indicators and trends will provide the UN system (and local government officials) with early warning for emerging risk of conflict to enable proactive interventions to prevent escalation into violent conflict. The conflict mapping database will be linked to the PNG Community Response Map (CRM), which helps track and analyse the feedback being collected, by drawing on information received by established feedback mechanisms and strengthen institutional accountability by linking feedback to relevant local authorities. Conversely, data collected by the conflict mapping team can feed into the CRM's analysis. To ensure sustainability and capacity building, local authorities will be trained in conflict mapping methodology and use of tools. The conflict mapping effort will be complemented by the continued application of the well-established IOM Displacement Tracking Matrix (DTM) tool which is used to profile and track displacements. The methodology is applicable to various contexts and

often provides early indications of emerging conflicts and continues to track situations of humanitarian consequences that would feed into conflict mapping as well as humanitarian response. Similarly, local authorities will continue to benefit from skills transfer on Monitoring & Evaluation, Data & Evidence collection.

Building on successful models of supporting local government in integrated development planning efforts, particularly in Rigo district (Central Province), the project will directly support local level government and districts in both provinces in an intensive effort of conflict-sensitive local development planning to develop integrated development plans paying particular attention to being conflict-sensitive and addressing causal factors of conflicts resulting from imbalanced development efforts. Provincial and district officials will be trained in peacebuilding, conflict-sensitivity, and inclusive governance to ensure that the intervention will enable more inclusive and participatory approaches to the provinces and districts' regular annual and five-year planning cycles including involving women and youth voices as well as drawing on feedback from communities through CPDPs, peace conferences, and the CRM while catalysing investments from government (e.g. PSIP, DSIP), development and particularly private sector partners intended to benefit whole provinces or districts beyond the narrow operational corridors ('project impact areas') of extractive companies.

At the provincial level, the project will continue working towards the establishment of Highlands Peace and Reconciliation Centres (HPRC) as neutral meeting spaces accessible in both provinces to convene dialogue between warring factions; conduct a range of peacebuilding training (e.g. training of Women Mediators, conflict prevention; conflict management; leadership training), and peacebuilding presence in this area. Such centres will also act as a provincial hub and support LEP centres (acting as satellite peace centres) across the two provinces. Similar to district and local authorities, provincial authorities will also receive training in leadership and conflict management skills to further capacitate their involvement in conflict mediation efforts. Complementing the HPRC, a youth resource centre will be established in each of the two provinces as youth-friendly spaces for out-of-school youths (total of two to be established). This is in line with the PNG Youth Policy's concept of establishing youth community incubation hubs to act as a launching point for youth-centred programmes by the National Youth Development Authority, various community youth affiliates, or youth-run NGO programmes. Building on experiences of establishing youth centres in Bougainville and drawing on traditional functions of *hausman* and *hausmeris*, these centres will act as hubs for accessing counselling, mentoring, skills training as well as linking with educational and employment opportunities (including livelihood opportunities implemented by FAO as part of the HJP). Self-management workshops targeting youth fighters and those affected by substance abuse could also be conducted in the planned youth resource centres as will training to build capacities of youth leaders to actively lead aspirations enshrined in UNSCR 2250.

Also, at provincial level, the project will undertake behaviour change efforts through engaging with youth and women's groups including an awareness-raising campaign by field monitors, peace advocates, and peace mediators as well as facilitating advocacy of both women and men's (including youth) mediation roles within communities. Male advocacy will be further employed to sensitize men within the various hierarchy levels in the societal structure in the provinces to address gender-based violence and promote gender equality, inclusive decision-making, and a culture of respect and peace. This will be complemented by establishing networks of young women empowered to advocate their collective needs to decision makers including at peace negotiations, development of

CPDPs, planned district/LLG peace conferences, and at sub-national integrated development planning.

Specific to the natural resources conflict dimension, the project will not seek to directly address challenges involving implementation of existing benefits sharing scheme (i.e. royalties and equities etc.), accessing funds being held in trust by the government or holding companies which are rooted in highly contested issues including the original landowner identification process. Neither will the project aim to be involved in the process of re-negotiating a new fiscal agreement between the Government and the extractive project's joint-venturers – a key recommendation by Jubilee Australia in its seminal research on the PNG LNG project. Instead the project will seek to address the effects of lack of access to basic services and ineffective development planning due to unfair, unequal or in some cases non-distribution of both state and extractive resources. At the community level, key interventions include facilitating the development and implementation of community peace for development plans and/or post-conflict recovery assistance including catalysing investments from extractive companies as well as strengthening community mobiliser networks as community coordination points for existing basic services already supported by extractive companies (e.g. health and education facilities). At the district and provincial level, the project will focus on directly supporting conflict-sensitive local government development planning processes particularly seeking the contribution of extractive companies to fulfil implementation of High Impact Infrastructure development promised within the PNG LNG project's Umbrella Benefits Sharing Agreement. In addition, planned District Peace Conferences will be leveraged as key platforms to increase accountability of extractive companies at the local level by taking stock of relevant infrastructure and social development benefits disbursed while creating space for community feedback including addressing unfulfilled benefits sharing as well as emerging social and/or environmental impact of extractive operations.

The project will target beneficiaries in Hela and Southern Highlands provinces. In Hela, five priority Local Level Government (LLG) areas were identified through primary and secondary information of LLGs with the most or severe outbreaks of violent conflicts in the last 5 years and were subsequently validated and endorsed at the Hela Peace and Development Workshop in Oct 2019 by the Hela Provincial Government, the PNG National Government, development partners, private sector, churches and other civil society stakeholders. The anticipated direct beneficiaries will be from: 1) communities in conflict, 2) communities coming out of conflict and 3) communities in post-conflict recovery located within the five priority LLGs below identified through community-level post-conflict needs assessment as well as community peace for development planning processes:

LLG	Total[10]	Male	Female
Komo	18,907	9,832	9,075
Hulia	41,642	21,654	19,988
Hayapuga	18,047	9,384	8,663
Tagali	10,672	5,443	5,229
South Koroba	20,938	11,097	9,841
Total in Hela	110,206	57,410	52,796

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[10] Based on 2011 PNG census.

In Southern Highlands province, Kagua-Erave, Nipa-Kutubu, and Mendi-Munihu districts have been prioritized. Disaggregated beneficiary numbers for each targeted community will be available upon community assessment and beneficiary registration.

Province	Districts	Total	Male	Female
Hela	Komo-Magarima	96,153	49,440	46,713
	Tari-Pori	79,441	40,977	38,464
	Koroba-Kopiago	75,855	38,478	35,377
	Sub-total	**251,449**	**128,895**	**120,554**
Southern Highlands	Kagua-Erave	74,139	39,069	35,070
	Nipa-Kutubu	147,005	75,426	71,579
	Mendi-Munihu	144,629	74,865	69,764
	Sub-total	**365,773**	**189,360**	**176,413**
TOTAL		**617,222**	**318,255**	**296,967**

Communities adjacent to target communities (i.e. post-conflict communities or communities in conflict) will also indirectly benefit from increased access to basic services to be coordinated by the project through improved freedom of movement and increased availability of services within the districts.

In order to optimise field-level programmatic cooperation and coordination against the backdrop of a highly complex and challenging operating environment, an HJP Programme Coordination and Management Team (PCMT) will be established based in Mendi, SHP. The project will directly support the establishment and operations of the PCMT.

The PCMT will play a critical role in ensuring economies of scale and complementary joint action (including site selection, phasing of activities) based on the comparative advantages of the various UN agencies for maximum impact. The PCMT also supports critical coordination with local stakeholders and local authorities and engagement with target communities. Specifically, the project will support one-year staffing costs of the Programme Coordinator to head the PCMT as well as one-year operating cost of the PCMT (inclusive of office and travel costs). Other interim positions within the PCMT are being prioritised for funding by Hela Provincial Government. Beyond the first year, the staff and operational costs have been prioritised for pipeline funding[11].

III. Project management and coordination (4 pages max)

a) Recipient organizations and implementing partners

Recipient organisations have been implementing stand-alone and joint peacebuilding activities in Hela and Southern Highlands provinces since end 2018 with organisation-specific field offices (IOM) well-established in both provinces. As part of operationalising the UN Highlands Joint Programme, a Joint UN Field Office in Mendi (Southern Highlands) is expected to be established by October 2020 as a base for field operations in the province for all participating UN organisations in the joint programme including the four project recipient organisations. A Joint UN Field Sub-Office in Tari (Hela) is also expected to established by 2021.

Given the scope and scale of the project, it is critical to leverage on the organizations best placed to implement the project. Based on local experiences particularly in the Highlands,

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[11] Funding supported for the PCMT is highly anticipated from KOICA from 2021 based on ongoing consultations with the donor.

technical knowledge and comparative advantages, the project recipient organizations will be as follows:

UNO	Focus Areas
UNDP	- Convening agency - Integrator of HJP (and PBF) interventions in accordance with HJP programme logic and implementation principles - Outputs 1.2; 2.1; 3.1; 3.2; 3.3
IOM	- Recipient organisation for ongoing GYPI project - Outputs 1.2; 3.1; 3.2
UNFPA	- Recipient organisation for ongoing GYPI project - Outputs 1.1; 1.2; 2.1; 3.1
UN Women	- Recipient organisation for ongoing GYPI project - Outputs 1.1; 1.2; 2.1; 3.1

Based on the principle of leveraging on comparative strengths of local actors such as NGOs and civil society, the project aims to work through as many local partners as appropriate. However, due to the continued limited presence of credible NGOs and civil-society organisations[12] in both provinces coupled with low capacity, the project will see recipient UN organisations directly implement many of the planned activities. The project will complement this by working with relevant civil society and community actors particularly faith-based organisations leveraging on their deep local relationships, local knowledge or context specific technical expertise (i.e. conflict mediation, conflict analysis).

Implementing partners identified to date include:

Name of Organisation	Focus Area
Catholic Diocese of Mendi	Facilitated mediation of conflicts
Melanesian Institute	Highlands Peace and Reconciliation Centres
Voice for Change	Behaviour change campaigns, referral pathways for GBV survivors (including safe houses)
National Youth Development Authority	Youth Resource Centres

b) **Project management and coordination**

As this project which directly operates within the framework of the Highlands Joint Programme and contributes directly to its outcomes and outputs, it will be implemented under the overall leadership, guidance and direction of the HJP's Programme Steering Committee (PSC) co-chaired by the UN Resident Coordinator and includes the RUNOs' Heads of Agencies (or designate with delegated authority). The PSC will provide oversight and

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[12] The limited presence of and low capacity of NGOs and civil society organisations in both provinces is not unique to this project and has presented implementation challenges during the 2016 El Niño response and 2018 earthquake response as well as development efforts by bilateral donors, community affairs initiatives by private sector actors, the UN (including the PBF-supported GYPI project).

strategic guidance to the work of the project and review progress towards results. The Committee will convene as per outlined in the Programme Steering Committee Terms of Reference with consideration of project matters as a standing agenda item.

In addition to providing day-to-day oversight of the project implementation including close coordination with other recipient organisations as well as with the HJP Programme Coordinator and the HJP's Programme Coordination and Management Team (PCMT), UNDP, as the lead recipient organisation, will chair the Project Technical Committee. The Project Technical Committee will comprise designated technical leads from the RUNOs, the Peace and Development Advisor (RCO), donor representative as well as representatives of implementing partner organizations as required.

Specifically, an international technical lead/coordinator (P3 FTA) will be recruited by UNDP, as the lead recipient organisation, to manage and coordinate implementation and partnership engagement and to provide technical, managerial leadership while concurrently implementing UNDP's project activities and acting as UNDP's RUNO project focal point. RUNOs undertook careful cost calculations and extended deliberations considering the need for cost-effectiveness against the overall risk to PBF's significant investment in the Highlands and RUNOs' duty of care in such an operating environment. It was concluded that in this unique situation, an international UN staff is _essential_ given the acutely demanding aspects on this lead role particularly having to operate in high-risk environment (Duty Station E) on an extended basis and the profoundly complex and deeply politicised nature of the planned interventions. It was also agreed that the lack of international technical lead/coordinator would fundamentally compromise the ability of RUNOs to successfully implement the project.

The technical lead/ coordinator is directly responsible to UNDP Resident Representative for the effective implementation of project activities and will interface with the leadership of each RUNO. This will be the only international
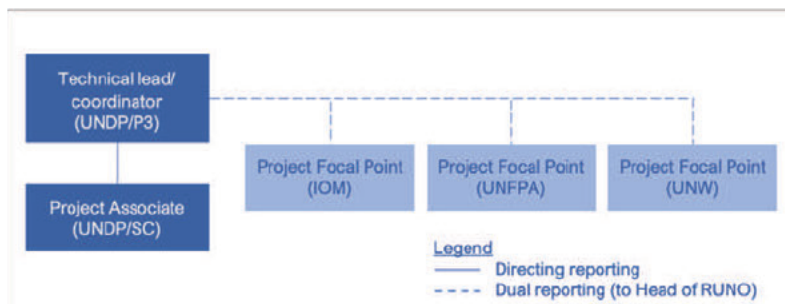

Fig. 2 Organisation of PBF Highlands Project Management Team

position in the project management team which will also comprise a national project associate and RUNO project focal points (one each to be assigned by IOM, UNFPA and UN Women) to oversee implementation of respective RUNOs' activities. The recruitment of national staff will be a delicately managed process to maintain the UN's neutrality and impartiality in the Highlands. All project staff and personnel inclding the project management team will 100% funded by this project. As proposed by the UN RC with the endorsement of UNCT, the project will also support a maximum of half-year costs of the HJP Coordinator (P4 FTA) to kick-start interagency field coordination of programme activities.[13] This position is not expected to directly implement project activities but rather to support project implementation through leading effective field-level joint targeting and planning for the UN in the Highlands.[14]

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[13] Staff costs of the Highlands Joint Programme Coordinator (P4 FTA) beyond the first six months (funded by PBF) will be prioritized for funding particularly through the HJP's current funding pipeline including from KOICA.

[14] Excluding the additional costs of supporting 6 months costs of the HJP Coordinator, project staff/personnel costs directly supporting project implementation constitutes 21% of the project's value. Inclusive of the HJP Coordinator

The field-based project management team will be responsible for ensuring day-to-day management of project activities and ensuring delivery of the project outputs. The team will also oversee project monitoring and reporting, as well as the work quality of project staff and any consultants during implementation. Notably, the team will coordinate closely with the HJP's Programme Coordination and Management Team on the micro-planning of project activities to ensure overall coherence viz a vis other planned HJP activities and HJP's programme logic in line with joint implementation principles.

The RUNOs' project focal points will also oversee knowledge management activities including collating and consolidating lessons learned from the project as well as supporting community engagement efforts particularly in responding to community feedback while providing technical support to enhance implementation of project activities and deputizing for the PC as required. Through the HJP's PCMT and the lead agency's M&E team (UNDP), the team will have links to RCO's M&E focal point, the UNDAF Peace Priority Working Group and the UN joint M&E Working Group at large. The team will also oversee the M&E plan of the project coordinated by the appointed agency.

The team will be supported by a Programme Operations Associate (POA), under the guidance and direct supervision of the Programme Manager. The programme and finance associate will assist the project team in the day-to-day administrative support to facilitate achievement of the project outputs consistent with UNDP's Programme and Operations Policies and Procedures and put in place processes to maximize the project performance in operations. The POA will be responsible to assist the project team and RUNOs in the strategic financial management, efficient procurement, logistical services and ICT management.

c) **Risk management**

Potential Risks	Probability	Severity	Mitigating Strategy
Occurrence of major man-made or natural hazard (including pandemics) affecting either/both provinces leading to negative humanitarian impact, increase in accusations of sorcery/witchcraft and associated violence, and delay in implementation of planned PBF activities	High	High	• Seek support of donors to reprogramme or review implementation timeline of activities • Reprogramming of planned activities to respond to immediate humanitarian needs • Proactive community engagement campaign to explain causes of hazard and impacts
Increase in violence due to unresolved local political tensions or escalation in unresolved issues around distribution of extractive benefits	Medium	High	• Interventions to have built-in capability to pivot, re-programme or absorb delays • Comprehensive pre-crisis safety and security plan to be developed, exercised and maintained • Establishment of local early warning networks

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costs, staff/personnel costs amount to 25% of the project's value.

			• Close coordination with local security forces
Loss of national and sub-national government support due to evolving priorities or change in government	Low	High	• Establish and actively maintain broad-base support from political stakeholders • Formalising government support through integration into UN's joint annual workplan and • Encourage government co-financing of complementary activities
Loss of community trust and community access	High	High	• Implement deliberate community engagement activities including drawing broad-base support from influential stakeholders
Neutrality & impartiality perceived to be compromised	High	High	• Deliberate programme to initiate all UN personnel deployed in the Highlands on UN's values, expected appropriate behaviour • All UN personnel to individually sign code-of-conduct
Attempts by local stakeholders to inappropriately influence programme implementation	Medium	High	• Maintain appropriate checks and balance in programme implementation • Communicate that the UN operates in a strictly principled, neutral and impartial manner in accordance with mutually agreed criteria based on evidence
Activities implemented to urgently demonstrate results not properly carried out, and leave the most vulnerable groups in beneficiary targeting	Medium	High	• Project design, beneficiary selection and implementation principles to guide work planning • Monitor risk and oversight by programme steering committee
Reinforcement of clientelism practiced by local implementing partners	Medium	Medium	• Careful selection of potential implementing partners based on • Capacity building of local implementing partners particularly socialisation of UN's values and operating mode, expected appropriate behaviour

			• Design and structure activities to mitigate opportunity for potential clientelism • Close monitoring of activities

d) Monitoring and evaluation

The project will apply a mixed-method M&E approach, including measuring the change of key indicators from baseline to end line, as well as a non-random case-control study, where the key indicators of intervention areas will be compared to non-intervention areas. Assigned field monitors from individual RUNOs will be trained on the quarterly reporting and will be supported by the technical manager/coordinator. Recipient agencies will conduct joint field monitoring visits supported by RUNOs' existing M&E capacities[15] including design of monitoring tools and analysis. Key indicators are rooted in SDGs related to peacebuilding, the UNDAF and the Highlands Joint Programme.

Monitoring and Evaluation activity	Cost	Methodology	Timeframe
Baseline assessment	$50,000	Includes quantitative survey and semi-structured interviews with key stakeholders i.e. local government officials, civil society and private sector partners and community members. This will also map recent and ongoing conflicts, as well as existing peace processes. Set up as a case-control study including a survey for qualitative and quantitative data needs as per HJP results framework.	Sep-Nov 2020
Quarterly Monitoring / Field Monitoring	$40,000	A joint quarterly monitoring tool will be developed for routine data collection and measure against implementation targets. This will be supported by periodic field monitoring visits.	Quarterly
The Mid-term and Annual Review	$20,000	Annual Review will use project monitoring tool, and optimize on the consultations aligned with UNDAF Annual Review. This will be to update data and measure progress toward output results and inform priorities and strategies for the remainder of the project life.	Sep/Oct 2021
End line Assessment	$50,000	Comparison for the baseline assessment and final measurement of project achievement.	Oct 2022
Independent Evaluation	$40,000	Independent measurement of the programmatic impact.	Oct 2022
M&E TOTAL	$200,000		

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[15] Three of the four RUNOs (UNDP, IOM and UN Women) have existing in-country M&E technical expertise that will be mobilized to support the project monitoring.

e) **Project exit strategy/ sustainability**

As the 30-month project is implemented within the framework of the Highlands Joint Programme, sustainability of both the project and programme outcomes will be addressed at two levels:

a. At the community-level, project outputs are underpinned by three working principles:

    i.   Participatory methods. Employment of such methods in in the development of community-led women and youth driven peace initiatives (e.g. Community Peace for Development Plans) ensures that initiatives are ground-up, have broad-based local demand and ownership, and will continue beyond the project.

    ii.   Capacity building. Capacity building up of both rights-holders (general community, women and women), duty-bearers (traditional leaders) and enabling environment (e.g. churches and other civil society groups) in essential peacebuilding skills, techniques and tools allows for continued employment of these competencies and will be absorbed into local knowledge base once proven effective. Local peacebuilding mechanisms once established and similarly proven to be effective will also continue to be maintained through community effort.

    iii.   Innovative Resourcing. While community contribution is key to local ownership of peacebuilding mechanisms and processes, institutionalisation and expansion of mechanisms requires commitment of local resources i.e. from local government (PSIP/DSIP); community-held wealth such as royalties from extractive projects (e.g. Mineral Resources Development Company/MRDC); as well as direct investment from private sector operating in both provinces (e.g. ExxonMobil PNG and Oil Search). Through interventions such as supporting implementation of CPDPs, resources from these key stakeholders will be leveraged.

b. At the overall project-level, there is recognition from stakeholders including the PNG Government (national and provincial); civil society, churches, local communities etc, that peacebuilding in the Highlands requires sustained and concerted efforts beyond the project. To this end, the project will work towards:

    i.   Institutionalising conflict-sensitive methods across the peace-security-development nexus. By capacitating provincial and local authorities with essential peacebuilding skills, techniques and tools, and directly supporting integrated development planning processes, duty bearers will be empowered to further apply peacebuilding principles in all manner of local governance and service delivery beyond the project.

    ii.   Sustaining peace through collective effort. Within the scope of the HJP, the recipient organizations (and UNCT) have developed a resource mobilization strategy aimed at addressing current (up to $30 million) and future peacebuilding needs for the Highlands. These needs will be addressed by leveraging further investments from the PNG Government as well as traditional multilateral (e.g. World Bank) and bilateral donors (e.g. Australian, New Zealand, Japan) anchored in the Hela Peace and Development Road Map. The Road Map was jointly committed to by the PNG Government and development partners in 2018. To date, KOICA and New Zealand have expressed strong indication of their intention to contribute to peacebuilding outcomes in the Highlands on top of financial contributions from the Hela Provincial Government. By demonstrating tangible results and continued advocacy, further contributions from the PNG Government can also be leveraged. The project will also work towards securing public-private

partnerships, particularly with ExxonMobil and Oil Search and will work to secure innovative contributions including commitment to long-term accompaniment, political and technical support, financial backing and other endorsements for peace catalysing resources beyond PBF's initial investment. This will create an opportunity to expand on implementing effective and innovative peacebuilding approaches while working across the peace-security-development nexus.

IV.   Project budget

See **Annex D**.

<u>**Annex A.1**</u>: **Project Administrative arrangements for UN Recipient Organizations**

(This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;

- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;

- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations' headquarters.);

- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist

Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline

Timeline	Event
30 April	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
Certified final financial report to be provided by 30 June of the calendar year after project closure	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (http://unpbf.org) and the Administrative Agent's website (http://mptf.undp.org).

Annex A.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
30 April	Report **Q1 expenses** (January to March)
31 July	Report **Q2 expenses** (January to June)
31 October	Report **Q3 expenses** (January to September)
Certified final financial report to be provided at the quarter following the project financial closure	

Unspent Balance exceeding USD 250 at the closure of the project would have to been refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (http://unpbf.org) and the Administrative Agent website (http:www.mptf.undp.org)

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

➢ Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation

➢ Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE**: If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches)

➢ Produces an annual report that includes the proposed country for the grant

➢ Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE**: If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.

➢ Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project[16]

➢ Demonstrates at least 3 years of experience in the country where grant is sought

➢ Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

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[16] Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex B: Project Results Framework (MUST include sex- and age disaggregated data)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
Outcome 1: Communities affected by conflict in the Highlands have increased capacity to promote and demand for peace and social cohesion		Outcome Indicator 1a: Conflict-related injury and deaths per 100,000 population, by sex, age and cause Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	End-line assessment report	TBC
		Outcome Indicator 1b: Proportion of community members in target communities who believe that local communities and local peacebuilding actors are better equipped to support local conflict resolution processes, by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	End-line assessment report	TBC
		Outcome Indicator 1c: Proportion of women in target communities participating in/ contributing to peacebuilding within communities, by age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	End-line assessment report	TBC
		Outcome Indicator 1d: Proportion of youth in target communities participating in contributing to peacebuilding efforts within communities by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	End-line assessment report	TBC
	Output 1.1 Women and youth supported for leadership roles in established community peacebuilding mechanisms and decision-making in domestic and community settings.	Output Indicator 1.1.1: Women's self-rating of their level of self-confidence to effectively contribute to local conflict resolution processes in target communities. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	FGD and community survey reports and monitoring and support visit reports. Data collection biannually	TBC

	• Activity 1.1.1 Strengthening Women Mediator's capacity to perform (UN Women) • Activity 1.1 2 Establish network of young women empowered to advocate their needs to decision makers (UN Women) • Activity 1.1 3 Build capacities of youth leaders to actively lead aspirations enshrined in UNSCR 2250 (UNFPA) • Activity 1.1.4 Delivery of family teams training to transform gender norms in roles and decision-making in livelihoods (UN Women)	Output Indicator 1.1.2: Young women's self-rating of their level of ability to effectively advocate their needs to decision makers (particularly in inclusive decision-making) in target communities. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	FGD and survey reports and monitoring and support visit reports. Data collection biannually	TBC
		Output Indicator 1.1.3: Number of instances where trained youth leaders act as catalysts to prevent or reduce violence during incidence of conflicts. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	Monitoring mission report and conflict monitoring mapping and analysis reports	TBC
	Output 1.2 Peacebuilding skills and tools are entrenched in communities and churches/faith-based organizations • Activity 1.2.1 Delivering training for inclusive community facilitation teams on peacebuilding and development planning (IOM) • Activity 1.2 2 Development of community peace for development plans (IOM) • Activity 1.2 3 Inter-community small grants projects (linked to CPDPs) as confidence-building measure that reinforces inter-communal partnership and joint ownership (UNDP) • Activity 1.2.4 Support to peace building awareness-raising campaign by field monitors,	Output Indicator 1 2.1: Proportion of community members in target communities who believe that respect for community compacts/by-laws is essential for sustaining peace and that violence is an unacceptable response to conflicts/disputes, by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	FGD and community survey reports and monitoring reports	TBC
		Output Indicator 1 2.2: Number of costed community peace for development plans developed and partially supported in implementation. Baseline: 5 (subject to baseline assessment) Target: 12 (cumulative)	Monitoring report	TBC
		Output Indicator 1 2.3: Proportion of community members in target communities implementing inter-community projects who feel that inter-community social cohesion has been strengthened (linking social capital) by sex and age. Baseline: TBC (subject to baseline assessment)	FGD and community survey reports and monitoring reports	TBC

	peace advocates, and peace mediators (UN Women)	Target: TBC (subject to baseline assessment)		
	• Activity 1.2 5 Training of local traditional community/tribal leaders with leadership/conflict resolution skills, and in local level governance and decentralisation (UNDP)	Output Indicator 1 2.4: Number of trained local traditional community/tribal leaders who feel confident of leading local conflict resolution processes, by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	FGD and community survey reports and monitoring reports	TBC
	• Activity 1.2 6 Facilitate Male advocacy interventions targeting male population (including youths) (UNFPA) • Activity 1.2.7 Facilitate male advocator's capacity to perform mediation role at community level (UN Women)	Output Indicator 1 2.5: Proportion of male community members (including male leaders) in target communities who believe that women and youth play critical roles in local peacebuilding efforts, by age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	FGD and community survey reports and monitoring reports	TBC
	• Activity 1.2 8 Conduct of inter- and intra-communal conflict assessment/scoping, facilitated mediation and follow-up community support (UNDP)	Output Indicator 1 2.6: Number of reported violent conflicts in target districts/LLGs supported with conflict-management assistance including facilitated mediation. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	Monitoring report and conflict monitoring, mapping and analysis reports.	TBC
	• Activity 1.2 9 Self-management workshop for youths focusing on youth fighters and those into substance abuse (UNFPA)	Output Indicator 1 2.7: Proportion of youth (particularly youth fighters) trained on self-management and conflict management skills feeling confident to participate in local peacebuilding efforts, by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	FGD and community survey reports and monitoring reports	TBC
Outcome 2: Traditional/non-traditional leaders and service providers have enhanced knowledge and skills to integrate peacebuilding strategies into service delivery in conflict affected areas in the Highlands		Outcome Indicator 2: Percentage of population in target communities confident that duty bearers possess improved capacity to practice conflict sensitive and inclusive local level governance, by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	End-line assessment report	TBC
	Output 2.1 Duty bearers are capacitated with gender-responsive	Output Indicator 2.1.1: Proportion of community members accessing services or peacebuilding	FGD and community survey reports and LEP	TBC

	and youth sensitive leadership/conflict management skills to address different dimensions of risk and improve local governance • Activity 2.1.1 Continue to build capacity of community mobilisers in Learning Empowerment and Protection Centres so they are able to provide effective community coordination points for service delivery (UN Women) • Activity 2.1 2 Training of provincial and district authorities with leadership/conflict resolution skills and in local level governance and decentralisation (UNDP) • Activity 2.1 3 Male advocacy training for village councillors focusing on GBV and youth leaderships (UNFPA)	or empowerment information through community mobilisers and/or LEP centres by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	centre and community mobiliser reports.
		Output Indicator 2.1.2: Number of trained provincial and district officials who feel confident of supporting local conflict resolution processes and practice conflict-sensitive local level governance, by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	FGD survey reports	TBC
		Output Indicator 2.1.3: Proportion of male village councillors in target communities who believe that women and youth play critical roles in local peacebuilding efforts and all forms of violence should be rejected (including GBV), by age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	FGD survey reports	TBC
Outcome 3: Public institutions in the Highlands have people-centred proactive and transparent/accountable systems to support effective leadership that promotes peace and security		Outcome Indicator 3 a: Percentage of target population who believe that local service delivery has become more equitable, accountable, inclusive and conflict-sensitive, by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	End-line assessment report	TBC
		Outcome Indicator 3 b: Frequency of violent conflicts in target locations with access to equitable and accountable local service delivery. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	End-line assessment report	TBC
		Outcome Indicator 3 c: Percentage of target population who believe that access to formal	End-line assessment report	TBC

		and/or informal justice has improved, by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)		
	Output 3.1 Physical and non-physical institutional arrangements supporting/for local peace and development efforts established including post-conflict needs assessments • Activity 3.1.1 Youth Friendly spaces hub youth resource centres for out of school youths (UNFPA) • Activity 3.1 2 Community-led support and referral mechanisms for survivors of violence are accessible to rural communities (IOM) • Activity 3.1 3 Support post-conflict needs assessment to link at-peace communities with development assistance (as peace dividends) (UNDP) • Activity 3.1.4 Establishment and sustaining the operation of the Highlands Centre for Peace and Reconciliation (UN Women) • Activity 3.1 5 Strengthen community-based referral pathways for survivors of gender-based violence (UN Women)	Output Indicator 3.1.1: Proportion of youth in catchment communities who access youth empowerment services through established Youth Resource Centres, by sex and age. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	Youth resource centre reports and FGD and community survey reports	TBC
		Output Indicator 3.1.2: Number of duty bearers in target provinces who feel confident of referring survivors of violence to appropriate services, by sex and age. Baseline: TBC (subject to baseline assessment) Target: 100%	FGD and community survey reports	TBC
		Output Indicator 3.1.3: Number of post-conflict communities in target districts supported with needs assessments and recovery assistance. Baseline: Nil Target: 10	Assessment reports	TBC
		Output Indicator 3.1.4: Proportion of traditional community/tribal leaders in target communities who feel confident of accessing peacebuilding support/services at established peace centres including as neutral spaces for peace negotiations and mediation. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	FGD and community survey reports	TBC
		Output Indicator 3.1.5: Number of survivors of gender-based violence accessing community-based referral pathways. Baseline: TBC (subject to baseline assessment) Target: TBC (subject to baseline assessment)	Client registers, reports. Data collection: Quarterly	TBC

	Output 3.2 Information systems (including community feedback mechanisms) established to generate evidence and transfer knowledge on peacebuilding and conflict, and to support early warning and early action • Activity 3.2.1 Establish Community Response Mapping through missions and transfer skills on Monitoring & Evaluation Data & Evidence collection on Displacement Profiling & Tracking (IOM) • Activity 3.2 2 Conduct regular tracking monitoring & mapping of inter- and intra-communal conflicts to support early warning and triggering of early action intervention (UNDP)	Output Indicator 3 2.1: Proportion of trained government officials confident in sustaining responsive community feedback loops between communities and local government, by sex and age. Baseline: TBC (subject to baseline assessment) Target: 100%	FGD survey reports, monitoring reports	TBC
		Output Indicator 3 2.2: Proportion of government, development actors and private sector programming are informed by and early action interventions (by government and/or UN) triggered by sustained UN-led conflict monitoring, mapping and analysis. Baseline: TBC (subject to baseline assessment) Target: 80%	Client survey, monitoring reports, records of planning discussions endorsed development and/or response plans	TBC
	Output 3.3 Inclusive and conflict-sensitive accountability arrangements are articulated to ensure involvement of communities and local civil society in decision-making particularly through provincial, district and LLG-levels conflict-sensitive development planning and service delivery. • Activity 3.3.1 Conduct of inclusive District Peace Conferences to create platform for community-driven peace initiatives and generate momentum for peace (UNDP) • Activity 3.3 2 Inclusive and conflict sensitive sub-national integrated development planning (UNDP)	Output Indicator 3 3.1: Percentage of participants in District Peace Conferences who believe that social cohesion (vertical and horizontal) has been enhanced through increased inclusive dialogue and transparency (including with relevant private sector actors), by sex and age. Baseline: TBC (subject to baseline assessment) Target: 80%	FGD and community survey reports	TBC
		Output Indicator 3 3.2: Proportion of province/district development plans being developed and implemented are guided by conflict-sensitive considerations (including downscaled conflict analyses, do-not-harm principles, peacebuilding outcomes). Baseline: Nil Target: 100%	Records of planning discussions, endorsed development and/or response plans	TBC

Annex C: Checklist of project implementation readiness

Question	Yes	No	Comment
1. Have all implementing partners been identified? (Please list all implementing partners identified to date)	☐	☒	To date, the Catholic Diocese of Mendi, the Melanesian Institute, Voice for Change, and the National Youth Development Authority have been identified.
2. Have TORs for key project staff been finalized and ready to advertise?	☒	☐	At least 50% of project staff TORs have been finalised and ready to advertise while the other TORs are currently undergoing development subject to approval of the project staffing structure.
3. Have project sites been identified?	☒	☐	Some project sites have been identified based on inputs from ongoing activities in HJP (particularly in Hela province) while additional project sites are yet to be determined. These will be identified through a combination of baseline assessment; project inception and planned consultation with key stakeholders within framework of HJP.
4. Have local communities and government offices been consulted/ sensitized on the existence of the project?	☒	☐	Communities and relevant national and sub-national authorities have been consulted on the project interventions proposed within the framework of the Highlands Joint Programme
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?	☒	☐	• Preliminary analysis was completed based on context analysis completed in Oct 2018 and updated in June 2020. • Lessons and insights from GYPI Highlands project and other ongoing

	☒	☐	interventions have been incorporated during project design
6. Have beneficiary criteria been identified?	☒	☐	Depending on intervention: • Communities in violent conflict; • Communities having reached peace agreements and recovering from conflict • Communities at risk of violent conflict
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	☒	☐	Project sites identified to date are in line with the Hela Peace and Development Roadmap signed between the Provincial Government and Development Partners (including the UN).
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	☒	☐	Lead agency responsibilities, interagency coordination, governance and management arrangements are explicitly explained in the prodoc and in line with the joint implementing approach of the Highlands Joint Programme
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	NA		• Baseline assessment, • Recruitment of key project personnel, • Conclusion of partnership agreements with implementing partners • Establishment of joint sub-office in Tari (Hela)

Annex D: Detailed and UNDG budgets (attached Excel sheet)