UNITED NATIONS DEVELOPMENT PROGRAMME

IC/PNG/2024 International Consultancy:
Evaluation Expert

Final Evaluation:

"Creating Conditions for Peace in PNG Highlands"

"Preventing Climate-Induced Conflicts through Empowered Women Leadership"

"Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province, Papua New Guinea"

Consolidated by Marcelo Lages Murta
Based on the Terminal Evaluation Report prepared by Cliff Bernard Nuwakora and Siriosi Jessica

Port Moresby, Papua New Guinea
December 2024

#	Project	Project ID	Agencies	Implementation period	Budget (US$)	Area of intervention
1	Creating Conditions for Peace in Highlands, PNG	MPTF-O Gateway: 00125111	UNDP UN Women UNFPA IOM	10/Dec/2020 31/Mar/2024	4,000,000	Hela and Southern Highlands Provinces
2	Preventing Climate-Induced Conflicts Through Empowered Women Leadership	MPTF-O Gateway: 00129773	UNDP IOM	20/Dec/2021 15/Mar/2024	1,500,000	Hela and Southern Highlands Provinces
3	Gender transformative psychosocial support for peace and community resilience in Hela Province, Papua New Guinea	MPTF-O Gateway: 00130034	UN Women UNFPA	10/Jan/2022 6/ Apr/2024	1,500,000	Hela Province

Table 1: Basic information about the evaluated projects.

List of acronyms

CBDRM – Community Based Disaster Risk Management
CDM – Catholic Diocese of Mendi
CCfP – Creating Conditions for Peace
CFT – Community Facilitation Teams
CGPATs – Centres and Grassroots Peacebuilding Action Teams
CPD – Country Programme Document
CPDP – Community Peace for Development Plan
CR – Conciliation Resources
CRA – Climate Risk Assessment
CSOs – Civil Society Organisations
CSSF – Conflict, Stability and Security Fund
CWC – Communicating with Communities
DAC – Development Assistance Committee
DIM – Direct Implementation Modality
DPA – Deputy Provincial Administrator
DRM – Disaster Risk Management
DRR – Disaster Risk Reduction
DTM – Displacement Tracking Matrix
EU – European Union
FAO – Food and Agriculture Organisation
FBOs – Faith Based Organizations
FGDs – Focus Group discussions
GA – Gender Analysis
GAP – Gender Action Plan
GBV – Gender Based Violence
GEWE – Gender Equality and Women's Empowerment
GPAT – Grassroots Peacebuilding Action Teams
GYPI – Gender and Youth Promotion Initiative
HJP – Highlands Joint Programme
IOM – International Organization for Migration
IRRF – Integrated Results and Resources Framework
JSS4D – Justice Services and Stability for Development
KOICA – Korea International Cooperation Agency
KRA – Key Result Area
LEP - Learning Empowerment and Protection centre
LLG – Local Level Government
M&E – Monitoring and Evaluation
MHPSS – Mental Health and Psychosocial Support Services
MTDP – Medium-Term Development Plan
MYWP – Multi-Year Work Plan
NARI – National Agricultural Research Institute
NGO – Non- Government Organization
OECD – Organization for Economic Cooperation and Development
PA – Provincial Administrator
PBF – Peacebuilding Fund
PBSO – Peace Building Support Office
PNG – Papua New Guinea

PNGDF – Papua New Guinea Defense Force
PSC – Project Steering Committee
PUNO – Partner United Nations Organisation
PWDs – Persons with Disabilities
RBAD – Rights Based Approach in Development
RCO – Resident Coordinator's Office
RPNGC – Royal Papua New Guinea Constabulary
RUNO – Resident United Nations Organisations
SARV – Sorcery Accusation Related Violence
SDGs – Sustainable Development Goals
SHP – Southern Highlands Province
TE – Terminal Evaluation
TOR – Terms of Reference
TOT – Training of Trainers
UCPNG – United Church Papua New Guinea
UN – United Nations
UN Women – United Nations Entity for Gender Equality and the Empowerment of Women
UNCDF – United Nations Capital Development Fund
UNCT – United Nations Country Team
UNDP – United Nations Development Programme
UNDSS – United Nations Department of Security and Safety
UNESCO – United Nations Education and Scientific and Cultural Organisation
UNFPA – United Nations Population Fund
UNICEF – United Nations Children Fund
UNSDCF – United Nations Sustainable Development Cooperation Framework
USD – United States Dollars
WASH   – Water, Sanitation and Hygiene
WDCs – Ward Development Committees

Content

EXECUTIVE SUMMARY

Introduction and Context

This Terminal Evaluation (TE) was commissioned by UNDP, as the convening agency, to assess the performance of three projects contributing to the UN's Highlands Joint Program (HJP):

- Creating Conditions for Peace in PNG Highlands (November 2020 to December 2023, with a total budget of USD $4 million), implemented by UNDP, IOM, UNFPA, and UN Women.
- Preventing Climate-Induced Conflicts through Empowered Women Leadership (December 2021 to March 2024, with a total budget of USD $1.5 million), implemented by UNDP and IOM.
- Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province (January 2022 to April 2024, with a total budget of USD $1.5 million), implemented by UN Women and UNFPA.

The projects were funded by the UN Peacebuilding Fund (PBF). While the first project was approved and funded under the PBF's regular programming stream, the other two were funded through the PBF's annual competitive Gender and Youth Promotion Initiative, which aims to provide targeted support to peacebuilding initiatives empowering women or young people.

All three projects were designed to contribute to the HJP, which aimed to establish the underlying conditions for peace and stability in Hela and Southern Highlands Provinces within the Highlands Region of Papua New Guinea (PNG).

The purpose of the TE was to capture and demonstrate evaluative evidence of the three projects' contributions to relevant development and peacebuilding outcomes at the national level, fulfilling the requirements set by the HJP Steering Committee (HJP SC).

Specific Objectives of the Evaluation

The evaluation aimed to:
- Assess the relevance of the three projects to the national development agenda, peacebuilding priorities, UN agency programming/strategies, and the priorities and needs of local communities.
- Examine overall performance and assess the achievements of the three projects against the expected results of each project and the HJP.
- Analyse critical factors influencing success or challenges, and gauge whether the original theories of change and assumptions remained relevant during implementation.
- Evaluate the impact of the three projects in the target provinces.
- Assess sustainability of the projects' results, including any catalytic effects enabled by the projects.
- Document lessons learned to inform the future direction of UN organizations (UNDP, UNFPA, UN Women, IOM, PBSO, and RCO), the government of Papua New Guinea, and CSOs in the Highlands Region.
- Assess the current context in the Highlands regarding peace and development, and make recommendations for future programming, prioritizing the transfer of activities and resources to provincial administrations, NGOs, communities, or other partners.

Methodology:

The TE approach was participatory in nature and involved consultations with targeted beneficiaries, UN agencies, and implementing partners throughout the assignment. Mixed methods (quantitative and qualitative) were used for data collection. Thematic data analysis was applied for qualitative data, while statistical data analysis was used for quantitative data.

Sources of data for the evaluation included project documents, monitoring reports, Steering Committee meeting minutes, activity reports, financial reports, baseline reports, research reports, end-line survey reports, UN agencies' PNG country strategic notes/programme strategies, regional strategies, programme reviews, PNG government policy documents (Vision 2050 and MTDP), CPDP documents, and mediation reports.

Additionally, the evaluation involved key informant interviews with project implementation teams and focus group discussions with men and women in selected sites across two provinces. A total of 123 key informant interviews (83 males and 40 females) were conducted with targeted stakeholders, including those in Hela and Southern Highlands (see Annex 5: References-Data Sources, and Annex 7: List of Persons Interviewed). Furthermore, eight focus group discussions were conducted with beneficiary groups, including community members, men and women, youth, vulnerable groups, civil society, and project staff. These discussions focused on specific issues to ascertain their experiences with the projects. The purposive sampling approach was employed to strategically identify and select key informants, ensuring gender sensitivity and their relevance in providing in-depth information for the evaluation.

Ethical Considerations:

Ethical considerations included obtaining consent from participants in FGDs, ensuring their anonymity, anticipating potential risks, and arranging timely appointments.

Mitigation Measures:

To address key security risks, the TE implemented security arrangements in collaboration with UNDSS and the PNG National Defence Force (PNGDF). Other measures included effective planning, time management, the creation of a well-structured itinerary in consultation with respondents, hiring a national consultant, and support from the UNDP Country Office.

Evaluation Findings:

Relevance and Design

The projects were well-conceptualized, addressing local conflict drivers with a focus on conflict mediation, climate adaptation, and mental health and psychosocial support (MHPSS). In this sense, it targeted peace, development, and the fulfillment of humanitarian needs by linking mediation processes and peace agreements with community planning and the development of actions for social cohesion through community grants. Gender equality and inclusion of marginalized groups were central, with tailored activities such as capacity building and livelihood initiatives. The projects aligned with PNG's national priorities (Vision 2050, MTDP III), UN strategies, and SDGs. Community engagement and lessons from previous initiatives enhanced relevance.

Coherence

Anchored within the HJP framework, the projects ensured collaboration through a unified Steering Committee and HJP Coordinator. Linkages with other donors and UN initiatives (e.g., FAO's Women's Economic Empowerment Program) enhanced synergies. Activities like MHPSS training and mediation workshops targeted the same communities, maximizing coherence and impact. However, there are still limitations in bringing agencies together under a unified 'Delivering as One' approach. Agencies continue to operate partially in silos, highlighting the need to strengthen synergies for implementing coherent projects and generating meaningful impacts. This fragmented approach can also lead to duplication of actions and a lack of communication regarding project activities.

Effectiveness

Despite operational challenges, the projects achieved most objectives. In terms of both outcome and output levels, out of 52 indicators, 31 have been fully achieved, 6 mostly achieved, 10 partially achieved, and 5 not achieved. The breakdown of the achievement status is presented below:
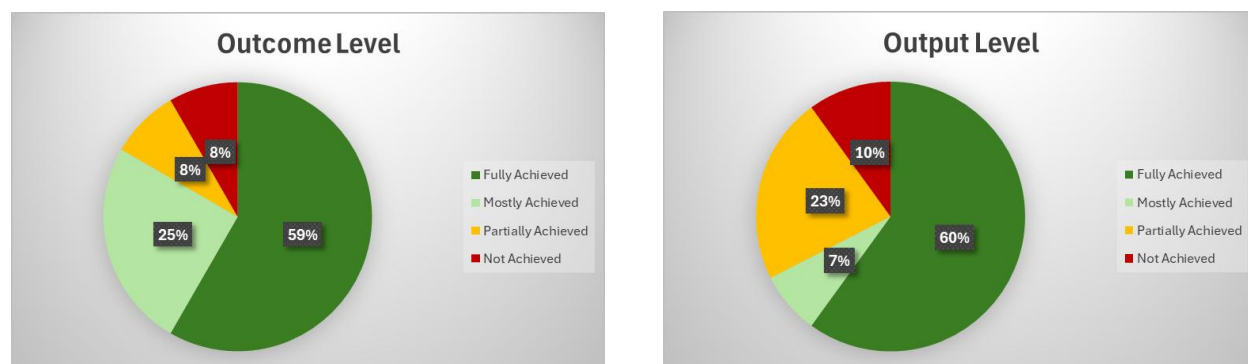
Graphics 1 and 2: Breakdown of the achievements of indicators (total for the three projects under the HJP). Source: Own elaboration based on the Results Framework, 2024.

	Outcome Level	Output Level
Fully Achieved	7	24
Mostly Achieved	3	3
Partially Achieved	1	9
Not Achieved	1	4

Table 1: Breakdown of the achievements of indicators (total for the three projects under the HJP). Source: Own elaboration based on the Results Framework, 2024.

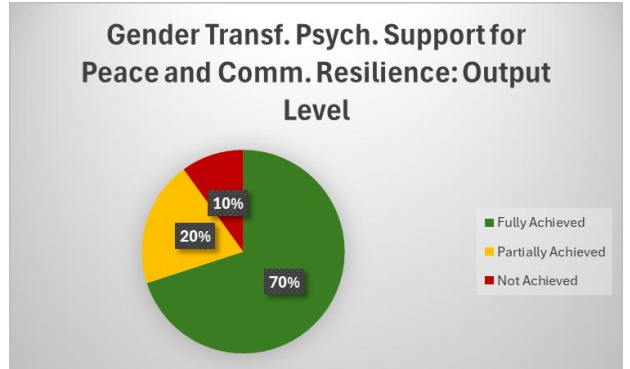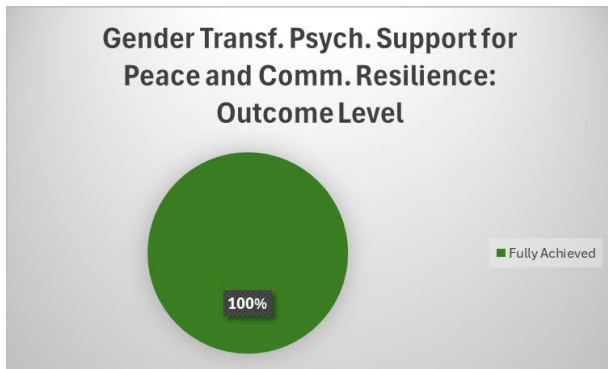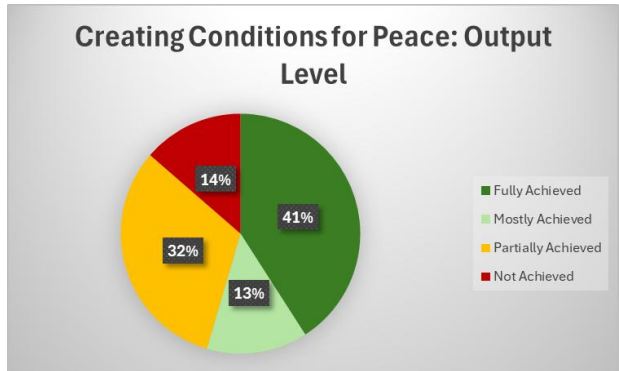Individually, each of the projects presented different achievement rates, as presented below:
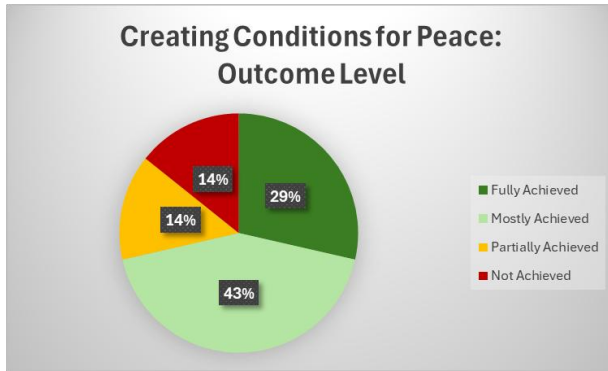
Graphics 3 to 8: Breakdown of the achievements of indicators (total per project under the HJP). Source: Own elaboration based on the Results Framework, 2024.

Efficiency

The expenditure rate of 78% was primarily due to the non-implementation of certain aspects, particularly within the MHPSS project, which did not receive its second budget tranche despite a nine-month no-cost extension. Additionally, all projects experienced no-cost extensions (NCEs). It is important to highlight the challenges of implementing projects in the Highlands, including poor road and infrastructure conditions, difficulty in identifying service providers, ongoing conflicts, and persistent socio-political instability. Even under such conditions, the project demonstrated a good delivery rate and generated a high impact in the communities, achieving 84% of indicators at the outcome level and 67% at the output level (referring to fully and mostly achieved figures, as mentioned in the effectiveness section).

Additionally, 8% of indicators were partially achieved at the outcome level, and 23% at the output level. The rate of non-achievement of indicators (8% at the outcome level and 10% at the output level) is considered acceptable, given a 78% expenditure rate.

Coordination through a single Steering Committee streamlined management and improved resource use, with meetings held at least once a year (The SC convened to launch the HJP in June 2020, followed by meetings in March 2021 and twice in 2022 (February and October). Partnerships with local organizations and provincial administrations contributed to cost-effective delivery.

Impact

The three projects have delivered clear and tangible benefits at institutional, individual, and community levels. At the institutional level, provincial administrations in Hela and Southern Highlands have significantly improved their capacity for inclusive participatory development planning, conflict-sensitive governance, and early warning systems through the development of 12 Community Peace for Development Plans (CPDPs). These tools have strengthened their ability to address climate-induced peace and security risks. The interventions have led to a 70% improvement in the capacity of selected officials in Hela Province, equipping them with skills for conflict resolution and disaster management. However, limited funding and frequent staff changes at the provincial level underscore the need for continued capacity support.

At the individual level, training programs empowered targeted men, women, youth, and vulnerable groups. As examples, 36 people have been trained as inclusive community facilitators, 60 youth participating in peacebuilding clinics. Peacebuilding grants and joint community planning have strengthened cultural, social, and economic relations in 25 post-conflict communities, creating transformative changes. Additionally, gender-focused interventions, including capacity building, safe water provision, and mental health support, have empowered women and youth, increasing their participation in peacebuilding by 11% and 25%, respectively. Despite these achievements, challenges such as high illiteracy rates among women and entrenched patriarchal norms persist, requiring long-term engagement.

At the community level, inter-community social cohesion has been significantly strengthened, with 73% of target community members implementing collaborative projects that foster trust and cooperation. Conflict-related deaths and injuries have decreased by 50%, thanks to community-driven peace processes and improved conflict mediation capacity. The projects have trained 308 peace mediators, including 60 women, who have successfully resolved 12 major conflicts, some of which spanned years and resulted in numerous casualties. Mental health and psychosocial support sessions have further enhanced community well-being, with approximately 3,000 participants adopting empathetic approaches towards survivors of violence. While participatory approaches have entrenched inclusivity, deeply rooted patriarchal systems remain a barrier, with some perceiving the increased leadership of women as a challenge to traditional norms. Overall, the evaluation noted a high level of community appreciation for the positive changes brought about by the projects, particularly in social cohesion, conflict mediation, and peacebuilding efforts.

Sustainability

Sustainability was embedded through fostering local ownership, building trust-based relationships, and enhancing the capacity of communities and partners. Tools such as the Community Peace for Development Plans (CPDPs) were instrumental in empowering local actors. The project prioritized working through local partners, including faith-based groups and community organizations, channelling significant grants to strengthen their ability to sustain and amplify the impact of interventions. Authorities were

actively engaged in these processes to ensure alignment with broader development goals and to institutionalize the approaches. Despite these efforts, challenges such as weak financial management among partners and persistent conflict remain risks to achieving long-term impact.

CROSS-CUTTING ISSUES

Human Rights

The projects promoted human rights through inclusive interventions targeting marginalized groups, using trusted local actors like churches for mediation. Conflict-sensitive approaches, such as Women and Girls Safe Spaces (WGSS), ensured safe participation and protected beneficiaries from retaliation.

Gender

The projects emphasized gender equality, with significant budget allocations for women's empowerment. Gender-sensitive monitoring ensured data-informed decision-making, and interventions addressed barriers to women's participation, such as providing safe water access and promoting freedom of movement for women and girls. However, a key challenge lies in addressing entrenched social structures that perpetuate gender inequality and hinder the human development of women and girls, while simultaneously mitigating the risk of backlash from men, which could undermine progress.

Innovation

Innovative approaches included collaboration with faith-based organizations, the introduction of MHPSS services in remote areas – previously lacking access to such services or awareness of the concept of trauma and its implications – and the use of mediation techniques to address long-standing conflicts. These methods fostered local ownership and scalability.

Recommendations to UN Agencies

- UN Agencies are encouraged to follow up with a design for a holistic HJP successor programme by prioritizing support to peacebuilding infrastructure, women empowerment and expansion of MHPSS services beyond Hela province, but still allowing flexibility across the board.
- There is a need to strengthen and enhance the M&E function in the future by having a dedicated M&E Officer for the joint program.
- As much as possible, UN Agencies need to improve and increase support to disability inclusion facilities and services to enable PWDs to fully participate in peace building, mediation and climate change resilience.
- UN Agencies need to enhance continuous capacity building for local CSOs, including strengthening their administrative capacity especially in areas of financial management and community's active engagement in advocacy.
- UN Agencies need to actively involve local partners as critical cohorts for supporting peacebuilding efforts, climate change mitigation and GBV related trauma.

- UN Agencies need to develop a joint sustainability plan and strategy for the successor phase of HJP.

Recommendations to Government of PNG

- PNG government is encouraged to support and enhance both informal and formal justice systems so that law and order in the two provinces is improved.
- PNG government is encouraged to support capacity building of the provincial authorities to enable them to better utilize programmatic and research information shared with them by UN agencies especially on matters to do with peace building, conflict mediation as well as service delivery.
- PNG Government is encouraged to support community development initiatives. In particular, the PNG Government can support provincial and district planning units in both Hela and SHP to implement community plans that reflect the needs of the people at village level.
- PNG government is encouraged to train and upskill officials at the provincial, district and LLG level to have confidence to handle community feedback loops. Such skilling is important for enhancing CPDPs as a key approach to improved service delivery.
- PNG Government can promote livelihood interventions that promote climate resilient agriculture practices by training and supporting community members in practicing appropriate agronomic practices for new crop varieties targeting girls and women. In addition, women feel there is need for more training about conservation practices and drought resistant crops. Training women and girls that are often charged with food production at household level would also ensure they are secure from GBV at community level. TE findings indicate that women needed to learn more about growing the new crop varieties and how to cook them.
- PNG Government can support and work with FBOs and CSOs to empower women so that they can improve on their confidence to advocate and demand for their rights so as to overcome cultural barriers. This can be effectively done by sensitizing men about the important roles' women can play in contributing to development within their families and at community level. In addition, addressing the institutional barriers such as promoting girl/women education, active participation in leadership positions, ownership and control of productive assets such as land.
- PNG government can undertake more training of leaders in the area of integrating peace building strategies in service delivery.
- PNG government is encouraged to strengthen and expand its presence by deploying police and other security agencies to ensure security for persons and property. This could go along with rehabilitation and expansion of social services such as health centres, schools and water.
- The PNG government can promote Disaster Risk Reduction interventions at all levels so as to improve the availability of and access to early warning information from national to household levels.

1. INTRODUCTION

This document presents the terminal evaluation of three projects funded by the United Nations Secretary-General's Peacebuilding Fund (PBF)[1] and implemented across the Southern Highlands and Hela Provinces of Papua New Guinea: "Creating Conditions for Peace in Papua New Guinea Highlands", "Preventing Climate-Induced Conflicts through Empowered Women Leadership", and "Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province". The first project was funded under the PBF's regular programming stream, while the latter two were supported through the annual competitive Gender and Youth Promotion Initiatives[2]. Collectively, these initiatives fall under the Highlands Joint Programme (HJP), designed to sustain peace and development gains following the UN's post-earthquake humanitarian and recovery efforts in the region. The evaluated projects represent an investment of USD 7 million within the broader USD 15 million scope of the HJP.

This evaluation report was commissioned by UNDP and conducted by consultants Cliff Bernard Nuwakora and Siriosi Jessica over a consultancy period spanning March to June 2024. Following this consultancy, the report was finalized between October and December 2024, incorporating insights gained from a field visit to the Highlands to evaluate the project "Addressing Conflict & Fragility in the Highlands" (ACFiH), funded by the Korea International Cooperation Agency (KOICA), which is also part of the HJP. The second field visit enhanced the evaluation by providing a comprehensive understanding of the programme context and verifying earlier findings to refine the initial evaluation documents.

The structure of this report provides a comprehensive evaluation of the three projects. It begins with a description of the projects, situating their scope within a theory of change perspective. The report then outlines the objectives of the evaluation, along with the approach and methodology employed, including the key questions that guided the assessment. This section explains the participatory, qualitative framework and tools utilized during the evaluation process. The Data Analysis section further elaborates on the methods used to interpret the findings. At the core of the report are the Findings and Conclusions, organized by project and evaluated across seven critical dimensions: Relevance and Design, Coherence, Effectiveness, Efficiency, Impact, Sustainability, and Cross-Cutting Themes such as human rights and gender equality. Each project is analysed to emphasize its specific contributions to the HJP and address the unique challenges faced. The report concludes with Recommendations to inform future programming and Lessons Learned, which capture valuable insights and best practices. Supplementary materials, including detailed annexes and supporting data, are included to enhance transparency and provide additional context. An Executive Summary precedes the main body of the report, presenting the key findings and recommendations succinctly.

A qualitative, non-experimental design was adopted for the evaluation, utilizing participatory and consultative methodologies to analyse project performance against the objectives and results outlined in each project´s frameworks. This report outlines the evaluation's purpose, scope, methodology, limitations, and risks while detailing the strategies used for data collection, including stakeholder consultations, focus group discussions, and document reviews provided by UNDP and national counterparts. The evaluation targeted diverse respondents, including representatives from the Government of Papua New Guinea, the UN Country Team (UNCT), the Provincial Administrations of Hela and Southern Highlands, NGOs, faith-based organizations (FBOs), civil society organizations (CSOs), and project beneficiaries—encompassing men, women, boys, persons with disabilities, and orphans in the Southern Highlands and Hela Provinces.

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[1] Information available at: https://www.un.org/peacebuilding/fund . Accessed on 21 November 2024.
[2] Information available at: https://www.un.org/peacebuilding/content/gypi-en . Accessed on 21 November 2024.

This independent and impartial assessment serves as a critical accountability mechanism, offering insights to international donors, national stakeholders, and local partners in PNG on the results achieved through PBF support, intending to guide future actions by UNDP and its partners. All aspects of the evaluation are based on the terms of reference, contracts, and documentation provided by UNDP, which ensures an independent assessment. Consequently, the findings, interpretations, and conclusions expressed in this report are those of the authors and do not necessarily represent the views of the UN agencies involved in the joint projects.

2. DESCRIPTION OF THE PROJECTS

This section provides a concise overview of each evaluated project, situating them within the Highlands Joint Programme (HJP) and offering the necessary context to understand their interventions and achieved results. The theory of change is outlined at both the programme and project levels, establishing a foundation for subsequent sections where evaluation questions, methodologies, and approaches are addressed in relation to the evaluation criteria. Serving as a framework to assess the accomplishments of each project, the theory of change ultimately guides the findings and recommendations.

The HJP was designed to sustain the peace and development gains achieved through the UN's post-earthquake humanitarian and recovery efforts in Papua New Guinea's Highlands. Conceptualized in 2019 and early 2020, the programme focuses on four key outcomes: enhancing community capacity to promote peace and social cohesion; improving resilience to manage risks and mitigate shocks from conflict and disasters; strengthening skills among leaders and service providers to integrate peacebuilding strategies; and fostering people-centred, accountable public institutions that promote peace and security.

The HJP was formalized in July 2020 with an initial budget of USD 30 million. Actual funding through 2023 amounted to USD 15 million, supporting joint projects, UN agency initiatives, and related activities. The UN Peacebuilding Fund (PBF) has been the primary donor for the following projects: *Creating Conditions for Peace in PNG Highlands*, *Preventing Climate-Induced Conflicts Through Empowered Women Leadership*, and *Gender-Transformative Psychosocial Support for Peace and Community Resilience in Hela Province*. In addition, the KOICA-funded project, *Addressing Conflict and Fragility in the Highlands*, complemented these efforts, creating a coordinated response to both immediate and long-term challenges of violence and instability in the region.

These four projects form the core of HJP funding, amounting to USD 10 million[3], as detailed in the table below:

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[3] The KOICA funded ACFiH project will be assessed individually in another final evaluation report.

Funding Status (Jan 2023)

Donor	USD	
Hela Provincial Government	2,890,511	18.1%
Japan Government	826,500	5.2%
KOICA	3,000,000	18.8%
Peacebuilding Fund	7,000,000	43.9%
PNG UN Country Fund	403,807	2.5%
Spotlight Initiative	30,305	0.2%
UK FCDO	709,977	4.4%
FAO Core Resources	1,100,000	6.9%
Total (USD)	15,960,380	
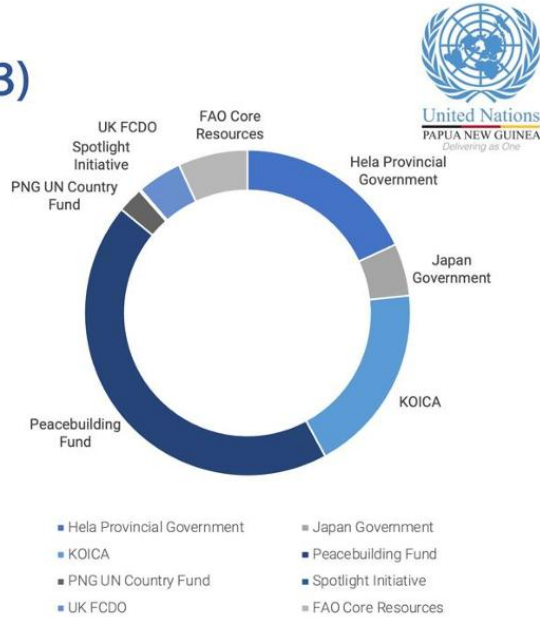
Figure 1: Funding of Projects under the HJP, July 2020 to January 2023. Source: Review Report. Highlands Joint Programme. 29 May 2023.

Both the HJP and its specific projects are guided by theory of change perspectives, supported by complementary logic frameworks. At the programmatic level and drawing on the UN and World Bank's *Pathways for Peace*, the theory 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 become increasingly empowered. The framework adopts seven pathways under the categories of Community Development, Building Bridges for Peace and Accountable Government. This empowerment process serves as a critical enabler for peace and development, strengthening the foundation needed to sustainably achieve the government's development plans.

The Pathways for Peace and the HJP theory of change are illustrated below:

Figure 2: UN and World Bank´s Pathways for Peace – Highlands Joint Programme (HJP). Source: PNG Highlands Joint Programme 2020 – 2022, July 2020

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Theory of Change: Highlands Joint Programme (HJP)		
IF	**THEN**	**BECAUSE**
Women and youth are actively engaged in community peace building mechanisms about inter group conflict.	*Participation in violent conflict will reduce.*	*More engagement on constructive roles.*
		There is less competition for resources.
Communities have access to community support systems and economic opportunities.	*Community resilience will increase.*	
		Motivation for violent conflict will decrease/peace dividends increased.
Communities are able to absorb shocks from natural hazards.	*Conflicts will be resolved through peaceful means.*	
		Less use of informal violent conflict resolution.
Communities are able to access to justice.		
	Trust in government and state institutions will increase.	*Increased rule of law, increase use of formal justice system/conflict resolution/prevention.*
Communities have increased positive inter- and intra-group relationships.		
Government is able to provide basic services inclusive, equitable manner.		
Responsible leadership is practiced at government and community.		

Table 2: Theory of Change – Highlands Joint Programme (HJP). Source: PNG Highlands Joint Programme 2020 – 2022, July 2020.

Since the start of HJP implementation, the activities carried out under each project have contributed to achieving peacebuilding and development results at both the individual level (Outcomes 1 and 3) and the structural and enabling environment levels (Outcomes 2 and 4). These results, achieved by 2022, include:

- **Outcome 1:** communities affected by conflict in the Highlands have increased capacity to promote and demand for peace and social cohesion.
- **Outcome 2:** Highlands' communities and households have improved resilience to manage risks and mitigate shocks from conflict and man-made/natural disasters.
- **Outcome 3:** Traditional/non-traditional leaders and service providers have enhanced knowledge and skills to integrate peacebuilding and human rights strategies into service delivery in conflict affected areas in the Highlands.
- **Outcome 4:** Public institutions in the Highlands have people centred, proactive and transparent/accountable systems to support effective leadership that promotes peace, security and human rights.

According to the 2022 Programme Review document, the achievements and lessons learned led to a recommendation for the RCO and the UNCT to develop a second phase of the Programme, expanding its scope. These results are rooted in the specific projects implemented under the Programme's framework, including the three initiatives evaluated in this report, each with distinct lines of action.

The PBF-funded project *Creating Conditions for Peace* (CCfP) was jointly implemented by UNDP, IOM, UNFPA, and UN Women from November 19, 2020, to December 17, 2023, with a budget of USD 4 million. As a cornerstone of the HJP, the project focused on critical peacebuilding interventions. These included strengthening infrastructures for peace through the establishment of networks of community mobilizers and young women leaders, creating peace centres as neutral spaces for interaction and mediation, and developing youth hubs to empower young people while training youth leaders in peacebuilding. The

project also worked to enhance the capacity of traditional and local leaders in effective leadership and conflict management.

In addition, the project promoted intra- and intergroup dialogue and mediation by directly supporting community-level conflict resolution, empowering women mediators, and facilitating local peace conferences. Its theory of change posits that by collectively addressing the root causes of violence and conflict in the Highlands, duty bearers and rights-holders can be increasingly empowered. This empowerment serves as a critical enabler for peace and development, ultimately supporting the achievement of sustainable peace.

Theory of Change: Creating Conditions for Peace (CCfP)		
IF	**THEN**	**BECAUSE**
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;	*Participation in violent conflict will reduce;* *The potential for future outbreaks of violence will be mitigated;*	*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);*
Women, men and youth are provided with the appropriate appreciation, understanding, knowledge and tools to adopt peaceful approaches in responding to situations of conflict; *Women and youth are actively engaged in effective community peacebuilding mechanisms that address inter- and intra-group conflict;*	*Ongoing conflicts can be resolved through peaceful means and the propensity for conflict escalation reduced;*	*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);*
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;	*Social capital (horizontal dimensions of social cohesion) will be enhanced, leading to safer, more equal and prosperous societies;*	*Community members change behaviours to be more resilient, inclusive, tolerant, and cooperative to promote peaceful co-existence (Outcome 1);*
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;	*Government institutions will begin to understand the importance of peace for development;*	*Local leaders are equipped with effective skills and tools to integrate peacebuilding strategies into their leadership roles (Outcome 2);*
Community members have increased positive inter- and intra-group relationships (both bridging and linking social capital); *Government is able to demonstrate inclusive, equitable and conflict-sensitive access to priority basic services in target locations;*	*Trust in government and state institutions (vertical dimension of social cohesion) will increase.*	*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).*
Responsible and transparent leadership is practiced at government and community levels.		

Table 3: Theory of Change – Project "Creating Conditions for Peace" (CCfP). Source: PBF Project Document, November 2020.

The project incorporated the following outputs: Women and youth supported for leadership roles in established community peacebuilding mechanisms and decision-making in domestic and community settings, while supporting youth to play constructive roles in sustaining peace; Peacebuilding skills and tools were enhanced in communities and faith-based organizations; Duty bearers were capacitated with gender-responsive and youth-sensitive leadership/conflict management skills to address different dimensions of risk and improve local governance; Physical and non-physical institutional arrangements supporting/for local peace and development efforts established, including post-conflict needs assessments; Information systems (including community feedback mechanisms) are established to generate evidence,

transfer knowledge on peacebuilding and conflict, and support early warning and action; Inclusive and conflict-sensitive accountability arrangements were 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.

Key stakeholders included UN agencies that provided technical and physical support, built capacity, and mentored implementing partners. Governments at national and provincial levels oversaw activities, designed and implemented peace and development plans, raised awareness about family and sexual violence, and delivered essential services, including water management, food production, family planning, and law and order programs. NGOs, CSOs, and FBOs trained leaders in conflict resolution, implemented peacebuilding grants, mediated conflicts, and promoted gender equality and youth engagement through forums, leadership training, and advocacy for women's empowerment. At the community level, men, women, and youth actively participated in peace mediation, awareness initiatives, and agriculture improvement projects. They supported church-led peacebuilding efforts, provided materials and labour for constructing markets, health centres, and water sources, managed GBV referrals, and engaged in sports and photography activities to foster social cohesion.

The project *"Preventing Climate-Induced Conflict Through Empowered Women Leadership"* was implemented by UNDP and IOM from December 17, 2021, to March 15, 2024, with a budget of USD 1.5 million. It supported women leaders to become conflict-sensitive community resilience advocates through training, sharing best practices, strengthening inclusive peacebuilder networks, and advancing gender equality. Targeting communities at risk of heightened climatic variability and its physical and social consequences, the project empowered women leaders to enhance community resilience against climate shocks and reduce the risk of climate-induced conflicts. This was achieved by facilitating the development of Community Peace for Development Plans (CPDPs) with target communities and implementing priority actions identified in these plans. The project also addressed knowledge gaps within the climate-gender-conflict nexus, given its growing importance in the prevention agenda. This included integrating gendered analyses and assessments into local and provincial frameworks and developing climate- and gender-sensitive peace and security strategies.

Overall, the project built the capacity of women and youth leaders to address climate-induced conflicts, strengthened climate adaptation measures, and reduced the risks of climate variability and climate-induced conflicts. It also informed provincial policies and strategic frameworks with insights from climate-induced peace and security risks.

Theory of Change: Preventing Climate-Induced Conflict Through Empowered Women Leadership		
IF	**THEN**	**BECAUSE**
Women are empowered to adopt community leadership roles; *There is increased community participation developing and operationalising community-based interventions to mitigate climate-induced natural hazards experienced by communities, thereby significantly reducing the risk of climate-induced conflicts;* *Women, girls, men and boys affected by conflict and climate variability are provided with constructive ways to engage with each other in their communities particularly in community decision making;* *Women are provided with the appropriate appreciation, understanding, knowledge and tools to engage in conflict-sensitive approaches in addressing climate-induced hazards;* *Men, particularly duty bearers, are actively engaged in advocating for participation of women in community-based decisions to addressing climate-induced hazards;* *Communities are supported in developing and operationalising conflict-sensitive approaches in addressing climate-induced hazards;*	*The potential for future outbreaks of violence due to climate-induced impacts will be reduced and mitigated;* *Social capital (horizontal dimensions of social cohesion) will be enhanced, leading to safer, more resilient communities.*	*Capacity of women community leadership particularly in climate-induced conflicts and in the development of climate adaptation measures is strengthened. (Output 1.1);* *Disproportionate impact of climate variability and risk of climate-induced conflicts for women is reduced. (Output 2.1);* *Climate-induced peace and security risks are integrated in planning and strategic frameworks (Output 2.2).*

Table 4: Theory of Change – Project "Preventing Climate-Induced Conflict Through Empowered Women Leadership". Source: PBF Project Document, December 2021.

Key project activities included promoting women's agency and strengthening their capacity to lead local efforts addressing climate change and security. Women leaders were empowered as conflict-sensitive community resilience advocates through training, sharing best practices, and fostering peacebuilder networks. These efforts advanced gender equality, increased community resilience to climate shocks, and reduced the risk of climate-induced conflicts. Men were also engaged to ensure women's needs were addressed, with a focus on promoting women's rights, access to natural resources, and participation in decision-making.

The project emphasized addressing knowledge gaps within the climate-gender-conflict nexus, a relatively new approach in the prevention agenda. This included integrating gendered analyses into local and provincial frameworks and developing climate- and gender-sensitive peace and security strategies. Community Peace for Development Plans (CPDPs) were developed to include community-led initiatives addressing climate adaptation needs and preventing potential climate-induced conflicts. Examples of these initiatives included gender-responsive community infrastructure that enabled women's participation in decision-making, such as water projects aimed at mitigating the disproportionate impacts of climate variability and conflict on women.

Key stakeholders included UNDP and IOM, which supported technical staff recruitment, provided guidance, and monitored project activities. Provincial and local-level governments (LLG) in Hela and Southern Highlands Provinces played a role in designing CPDPs, ensuring the inclusion of climate change mitigation strategies, and producing Climate Risk Assessment reports. NGOs and CSOs contributed by training women community leaders to address climate-induced risks, supporting the creation of inclusive community spaces for collective decision-making, establishing Community Facilitation Teams (CFT), and assisting in drafting CPDPs.

The project *"Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province"* was jointly implemented by UN Women and UNFPA from 7 January 2022 to 6 April 2024, with a USD 1.5 million budget. It has addressed conflict-related trauma among men, women, and youth as part of peacebuilding and conflict prevention efforts. The project has targeted the underlying causes of conflict that fuel the cycle of inter-group violence and resultant trauma in Hela Province by providing mental health and psychosocial support (MHPSS) to women, men, and youth. The project has contributed to generating knowledge and evidence on the gendered and age-specific impacts of conflict and the varying responses to conflict-related trauma across different genders and ages. It integrates psychosocial support to address this trauma by training community stakeholders and enhancing the knowledge of local health and community workers to improve MHPSS services. Knowledge generated includes insights on gender and age differences in responses to trauma and the importance of gender-responsive MHPSS interventions.

The project's theory of change is based on the core assumption that addressing conflict-related trauma among men, women, young women, and young men will break the ongoing cycle of violence and conflict in Hela Province. It recognizes that intergenerational trauma both causes and results from violent conflict, disrupting social bonds and positive communal conflict resolution mechanisms. Research and experience indicate that MHPSS is critical for rebuilding the social fabric of society, interrupting cycles of conflict, and enhancing local peacebuilding efforts. The theory of change proposes that an improved evidence base on the psychosocial impacts of conflict, combined with enhanced MHPSS skills among community leaders and health workers, will increase access to services and contribute to more sustainable peace. As a result, men, women, young men, and young women will develop greater social and emotional skills to manage personal and collective trauma without resorting to violence, thus improving their capacity to build trusting individual, familial, and community relationships necessary for successful and sustainable local peacebuilding. The project has provided MHPSS to women, men, and youth, building capacities for ongoing support. It has also conducted research into the intersection of gender and age-related social norms, intergroup violence, and MHPSS in Hela Province.

Theory of Change: Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province		
IF	**THEN**	**BECAUSE**
Knowledge and evidence on the gendered and age-specific impacts of conflict, particularly the psychological and social response of men, women, young men and young women to conflict, are generated to inform gender and age-responsive peacebuilding; *Community stakeholders have increased capacity to integrate mental health and psychosocial support (MHPSS) to address conflict-related trauma as part of conflict prevention and peacebuilding efforts;* *Local MHPSS and health workers have increased skills and knowledge to deliver context specific, gender-responsive services that address conflict-related trauma;* *Women, men and youth affected by conflict are able to harness MHPSS to promote mental health and develop social and emotional skills to contribute to local peacebuilding processes.*	*Men, women and male and female youth experiencing conflict-related trauma will have access to localised, coordinated services led by community actors and service providers to improve mental health and address underlying root causes of conflict that perpetuate violence and hinder long-lasting peace*	*Culturally-relevant and context-specific MHPSS is critical for individual and communal healing and rehabilitation that will empower men, women, young men and young women to meaningfully participate in peacebuilding efforts in the Hela Province.*

Table 5: Theory of Change – Project "Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province". Source: PBF Project Document, December 2021.

Stakeholders involved in the project included UN Women and UNFPA, which were engaged in recruiting technical staff, selecting implementing partners at the provincial and community levels, and overseeing project implementation through the steering committee. They provided training for religious leaders, peace mediation teams, community mobilizers working in LEP centres, WGSSs, youth centres, faith-based organizations, mediation teams, and counsellors involved in gender and youth promotion projects. They also supported the strengthening of the referral system and promoted activities such as art therapy, sports, music, stress management, relaxation sessions, non-violent communication, and cultural activities, alongside monitoring and evaluation of the project. NGOs/CSOs/FBOs, including the Melanesian Institute, United and Seventh-Day Adventist churches, the Catholic Diocese of Mendi, and the Papua New Guinea Council of Churches (PNGCC), supported activities such as livelihood skill-building and basic counselling services aimed at improving the mental health and psychosocial well-being of marginalized groups (women, girls, and youth). They also provided MHPSS specialized training for healthcare staff and community workers. They also supported youth activities, including music, sports, and gardening, provided farming inputs to youth, and strengthened youth networks in Komo advocating for sustainable peace. Youth, men, and women participated in a variety of activities, such as photography skills training and exhibitions, music concerts, film screenings, and mental health awareness campaigns. Trainings were provided to help youth, women, and men prepare for and respond to events such as tribal conflicts and gender-based violence.

The alignment of the theory of change across the three projects and other initiatives under the HJP was crucial for effective implementation. This approach not only prevented overlaps but also leveraged the existing complementarity of each project's methods and outcomes, ensuring a coherent path toward achieving the proposed goals of the HJP.

3. OBJECTIVES OF THE EVALUATION

The primary objective of this evaluation is to provide an independent and comprehensive assessment of the projects *"Creating Conditions for Peace in PNG Highlands"*, *"Preventing Climate-Induced Conflicts through Empowered Women Leadership"*, and *"Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province, Papua New Guinea"*. The evaluation aims to determine the extent to which the project has met its stated objectives of reducing conflict and fragility in the Hela and Southern Highlands Provinces by strengthening local peacebuilding mechanisms and fostering inclusive dialogue. It will assess the project's relevance, coherence, effectiveness, efficiency, sustainability, and impact, in alignment with the OECD DAC Evaluation Criteria, particularly in conflict and fragile settings. Furthermore, Human Rights, Gender Equality, and Disability will be addressed as Cross Cutting Themes, and recommendations will be provided for future UNDP programming of the Highlands of PNG. Through a participatory approach, the evaluation will gather insights from a range of stakeholders, including UNDP, government representatives, implementing partners, and beneficiaries, ensuring a robust and inclusive analysis.

The objective of the evaluation is to respond to several key questions across various criteria. Under **Relevance**, it assesses how the projects' concepts, designs, and interventions address peacebuilding, gender issues, and climate change in Papua New Guinea, specifically in Hela and the Southern Highlands, aligning with national priorities and international development frameworks, including the needs of youth and vulnerable groups. **Coherence** explores how the three projects connect with similar initiatives to achieve common goals. For **Effectiveness**, the evaluation examines the extent to which project objectives are met,

key achievements, the impact of external factors, and contributions to empowering vulnerable groups. *Efficiency* focuses on the value for money and resource utilization in delivering results. Under *Impact*, the evaluation investigates the long-term effects on peace, stability, and unintended changes in the target communities, including innovations brought by the projects. Finally, *Sustainability* explores how well the projects are positioned for long-term financial sustainability and how their benefits are maintained after the external intervention ends, along with resource mobilization efforts and exit strategies. The evaluation also assesses *Cross-Cutting* issues such as human rights, gender equality, and inclusion of marginalized groups, particularly persons with disabilities (PWDs), and examines the innovative approaches implemented during the projects.

Below is a breakdown of the evaluation questions in the evaluation matrix, aligned with each criterion:

Evaluation questions by Criteria
Relevance: Extent to which the objectives of the development intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners.
To what extent have the projects' concept, design, intervention logic, and theory of change contributed to peacebuilding, addressing climate security concerns, and meeting the needs of Papua New Guinea, specifically in Hela and the Southern Highlands?
How were the projects' aligned with peace priorities of PNG national government and those of its development partners namely UNDP, IOM, UNFPA and UN Women's current country programme outputs and outcomes, UNSDCF and the SDGs?
What were lessons learned from other projects about the views of men, women, and young people taken into account during the project design and implementation?
How did the project's design and implementation address peace building and climate security needs and concerns include those of young people?
Coherence: Extent of alignment or cooperation of projects with other interventions to achieve a common goal
How were the three projects interlinked and networked with other similar interventions in Hela and Southern Highlands provinces?
Effectiveness: Extent to which the development intervention's objectives were achieved, or are expected to be achieved, considering their relative importance.
To what extent were each of the three projects objectives realized?
What outcomes have been achieved, and what progress has been made towards their achievement?
How was the implementation of the three projects affected by the external factors?
What were the key achievements of the three projects so far?
What were the enables and inhibitors of the projects' success?
How did the projects contribute to empowerment of women, men, youth and other vulnerable groups?
To what extent were the theories of change applicable?
Were the projects' strategies well operationalized to meet both geographical and beneficiary needs?
Efficiency: Extent to which the outputs and/or desired effects have been achieved with the lowest possible use of resources/inputs (funds, expertise, time, administrative costs, etc.).
Was there value for money during the implementation of the projects' activities?
To what extent did the projects achieve the intended objectives and results at reasonable cost?
To what extent did the UN Peacebuilding Support Office (PBSO) and UN Resident Coordinator's Office (RCO)'s contribute to the delivery of the three projects?
Impact: Extent to which the project's intervention is expected to affect its targets beneficiaries negatively or positively (E.g.: - community, people environment, organization, etc.).
To what extent have the projects contributed to everlasting peace and stability in the provinces of Hela and Southern Highlands?
What were the unintended changes brought about by the implementation of the three projects?
What outstanding innovations have been contributed by the three projects?

Sustainability: Extent to which the benefits from the development intervention continue after termination of the external intervention, or the probability that they continue in the long term in a way that is resilient to risks	
To what extent are the targeted beneficiaries likely to financially sustain the projects' interventions in the long-term?	
How will the targeted men, women, youth and other vulnerable groups benefit from project interventions in the long term?	
How have the projects been able to mobilise resources to support their results in the targeted provinces?	
What have the projects ensured that financial resources will be secured to sustain their benefits after they have ended?	
What evidence is there to show that the projects interventions and achievements will be sustained and replicated?	
What exit strategies were put in place to ensure sustainability of the projects' achievements after they have ended?	
Cross-Cutting:	
Human Rights: Extent to which HR was factored and addressed in the projects' design and implementation and have enabled the women, youth, PWDs and other disadvantaged and marginalized groups to benefit from the interventions.	
To what extent did the projects contribute to protection of Human rights?	
To what extent were PWDs included in the implementation of the project?	
Gender Equality: Extent to which gender was factored and addressed in the projects' design and implementation, and how these have contributed to the participation and benefit of women.	
To what extent were gender equality and empowerment addressed in the design, implementation and monitoring of the projects?	
To what extent was the gender marker assigned to the projects during design, implementation and monitoring of the projects?	
Leaving No One Behind: SDG principle to ensure that historically and structurally marginalized and impoverished groups and communities are identified, capacitated, and involved in development process.	
How did the three projects ensure they include everyone in their design and implementation?	
To what extent were the PWDs (by disability category and age group) given due consideration in the design and implantation of the three projects?	
Innovation: The application of novel ideas and strategies to complex organizational problems and improvement of opportunities.	
What innovations did the three projects bring on board during their implementation?	
Did the beneficiaries learn any new knowledge?	

Table 6: Evaluation matrix. Source: Final Report. "Creating Conditions for Peace in PNG Highlands", "Preventing Climate-Induced Conflicts through Empowered Women Leadership", "Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province, Papua New Guinea". 14 November 2024.

The evaluation also aims to identify key lessons learned and best practices that can inform future peacebuilding initiatives in the region. By examining the governance structures, capacity-building efforts, and conflict resolution mechanisms of the three projects, the evaluation provides actionable recommendations to improve outcomes and guide the design of future interventions. It also assesses the contribution of the projects to broader development goals within the Highlands Joint Programme (HJP), ensuring alignment with national policies and local needs. The final report presents these findings and offers clear, evidence-based conclusions to guide UNDP and its partners in enhancing the sustainability and effectiveness of their interventions. This terminal evaluation serves an important accountability function by providing international donors, national stakeholders, and local partners in Papua New Guinea with an impartial assessment of the results of PBF support.

4. METHODOLOGY AND DATA ANALYSIS

The evaluation of the three projects was conducted over 50 workdays, spanning March to June 2024, by consultants Cliff Bernard Nuwakora and Siriosi Jessica. Their initial findings were enhanced during the assessment of the "Addressing Conflict & Fragility in the Highlands" (ACFiH) project, funded by the Korea International Cooperation Agency (KOICA) and integrated within the HJP. The field visit to the Highlands for the KOICA-funded project offered further insights into the programme context and validated earlier conclusions. The report was organized and finalized between October and December 2024,

incorporating inputs and methodological refinements based on this additional fieldwork. It adhered to the OECD/DAC Evaluation Criteria in Conflict and Fragile Settings and aligned with the norms and principles outlined in the UNDP Evaluation Guidelines (Edition: 2021).

The evaluation was designed to address key questions related to relevance, coherence, effectiveness, efficiency, impact, and sustainability, while also integrating cross-cutting issues such as human rights, gender equality, climate change mitigation, accessibility, and innovation. An evaluation matrix was developed to guide the assessment, ensuring alignment with each criterion and incorporating a theory of change framework to assess impacts (refer to the previous section: Objectives of the Evaluation). The evaluation employed both quantitative and qualitative data collection methods, including desk research, interviews, focus group discussions, site visits, and direct observation.

Relevance examined the extent to which the objectives aligned with beneficiaries' requirements, country needs, global priorities, and partner goals. **Coherence** focused on the alignment and cooperation of projects with other interventions to achieve common objectives. **Effectiveness** was assessed using a four-scale rating system[4]: Fully achieved (≥ 100% achieved) Mostly achieved (70% ≤ target < 100%), Partially achieved (10% ≤ target < 70%) and Not achieved (< 10% achieved). Efficiency Extent to which the outputs and/or desired effects have been achieved with the lowest possible use of resources/inputs (funds, expertise, time, administrative costs, etc.). **Efficiency** measured the achievement of outputs or desired effects with the lowest possible use of resources, including funds, expertise, time, and administrative costs. **Impact** considered the extent to which the intervention positively or negatively affected target beneficiaries, such as communities, individuals, environments, and organizations. **Sustainability** evaluated whether the benefits of the intervention were likely to continue after external support ended and their resilience to risks in the long term. Additionally, **cross-cutting themes**, including human rights, gender equality, leaving no one behind, and innovation, were integrated into the analysis. This comprehensive approach ensured a holistic and objective evaluation of the intervention's performance and outcomes.

The evaluation commenced with a comprehensive **desk review** of existing documents, policies, and project reports to establish a baseline understanding and define the evaluation tools. The analysis of project-related documents, including key policy frameworks like the Papua New Guinea Medium-Term Development Plan and UN agencies' strategic documents ensured the comprehension of the extent of coherence and relevance of the projects (refer to the list of consulted documents – Attachments). This process helped establish a baseline understanding of the projects' objectives, theories of change, and expected impacts. To enhance the reliability and robustness of the findings, data triangulation from multiple sources was utilized.

On-site **field visits** were conducted during the missions to Papua New Guinea to observe the results and impacts of the projects´ implementation and interact directly with stakeholders. These visits provided context-specific insights and confirmed data collected through other methods. During these visits, semi-structured **interviews** and **focus group discussions** (FGDs) with beneficiaries and community members to gather diverse perspectives on the project's outcomes and relevance. Sampling strategies were designed to ensure representation across different groups and locations, using purposive sampling techniques to capture a wide range of perspectives. Additionally, snowball sampling was employed for reaching out to hard-to-reach or marginalized participants to ensure inclusivity in the data collection process. A participatory approach was employed to facilitate a robust assessment, using specific interviews and FGDs that address at least five different categories of informants based on the implementation structure of the projects: (1)

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[4] The rating was based on the document titled *"Country Programme Performance Rating System Manual"*, published by the UNDP Independent Evaluation Office in March 2022.

Donors, (2) UN and HJP coordinators, Steering Committee members, and monitoring officers, (3) Government (National, Provincial and LLGs), (4) Implementing Partners, and (5) Beneficiaries. Specific tools and scripts for semi-structured interviews and FGDs were utilized for each group to ensure comprehensive coverage of the evaluation criteria. Key informant interviews (KIIs) and focus group discussions (FGDs) formed the backbone of the fieldwork. A total of 123 KIIs (83 male and 40 female participants) were conducted, alongside eight FGDs with various groups, including community members, youth, vulnerable populations, and project staff (refer to the list of stakeholders – Attachments).

Targeting women in the sampling process posed certain challenges due to the deeply embedded social and cultural structures in the region. Gender roles and traditional practices often limited women's participation in public or community discussions, making it difficult to engage them equally in interviews and FGDs. These barriers were further exacerbated by the fact that women in some areas have limited access to decision-making spaces or may be restricted by social norms that prioritize male voices. Despite these challenges, a concerted effort was made to reach a representative number of women, and through targeted outreach, such as female participants for FGDs and interviews, a meaningful number of women were successfully included in the data collection process. Specific questions related to gender issues were incorporated into the interviews and discussions, ensuring that gender dynamics were adequately addressed in the evaluation.

The evaluation applied various analytical approaches to ensure a reliable and comprehensive assessment. Triangulation cross-verified data from multiple sources, reducing errors and enhancing data quality. This ensured robust conclusions and a report that met evaluation requirements. Descriptive analysis displayed the status of project implementation by detailing objectives, outputs, and impacts. Diagnostic analysis examined what was achieved, how, and why, including financial resource use, co-financing, risks, issues, and mitigation measures. It also assessed sustainability and anticipated outcomes after project closure. Prescriptive analysis consolidated key findings and provided actionable recommendations for the projects and future initiatives. Reporting involved a debriefing with stakeholders at the end of field data collection. A PowerPoint presentation highlighted emerging findings and was shared with key stakeholders, including the UN country team and project teams from UNDP, UN Women, UNFPA, and IOM. This feedback helped shape the draft report for further refinement.

Ethical considerations were rigorously observed, with particular focus on safeguarding sensitive groups, including survivors of gender-based violence (GBV). The consulting team ensured that informed consent was obtained prior to conducting interviews. Additionally, the team maintained strict confidentiality to protect the privacy of individuals, especially GBV survivors and youth affected by conflict. The evaluation team ensured inclusive participation, inviting men, women, youth, and vulnerable groups to provide their perspectives on the design and performance of the projects.

The evaluation faced several potential risks and limitations, including security threats in data collection locations, delays in interviews due to conflicting priorities of officials and community members, and challenges related to community expectations. To address these risks, several mitigation measures were implemented. A timely security analysis was conducted, and detailed security briefings were provided. Security arrangements were coordinated with the Papua New Guinea Defence Force (PNGDF) and the Royal Papua New Guinea Constabulary (RPNGC), ensuring the safety of the evaluation team during field visits. Effective planning and time management, coupled with clear communication and mobilization strategies, were employed to coordinate with respondents and project teams. Community focal points were informed in advance about the planned data collection activities to manage expectations. Follow-up calls were made when additional information was needed to complete interviews. Consistency and coherence in

recording responses were emphasized throughout the process. Additionally, the involvement of a national consultant and UNDP country office officials played a key role in contextualizing the process and addressing local challenges effectively.

While the evaluation encountered challenges, such as delays in document delivery and gender imbalances among interview participants, mitigation measures—including follow-ups and logical checks—ensured the process remained robust. The findings highlighted the projects' contributions to peacebuilding, development, and the SDGs, while identifying areas for improvement in addressing the needs of underrepresented groups.

5. FINDINGS

The findings and conclusions provide an in-depth analysis of the management strategy for the HJP and its three associated projects, emphasizing the synergies between them. This section outlines the strategic framework that steered the overall direction of the programme, highlighting how the projects were designed to complement and support one another in achieving shared objectives. The effectiveness of the management strategy is evaluated in terms of fostering coordination, achieving set goals, and ensuring alignment with both the broader vision of the programme and the specific needs of the communities involved. A detailed analysis follows, evaluating each project individually against established criteria and tables based on OECD DAC Ranking and IEO Rating System are attached to the report for reference purposes. The findings also examine how the interconnections between projects contributed to the success of the Joint Programme, as well as identifying any challenges or gaps.

The general management strategy set clear, realistic goals for each project under the HJP, with effective coordination managed through UNDP offices in Mendi and Port Moresby. The steering committee, annual work plans, joint monitoring, and regular meetings ensured smooth coordination at both national and provincial levels, supported by the strategic participation of implementing partners in Hela and Southern Highlands provinces, considered their previous articulation and confidence with communities. Coordination was consistently embedded within the programme, with interviews with project coordination offices confirming the cascading coordination process from national to provincial levels. This structure allowed UN agencies to collaborate effectively with provincial authorities, enhancing visibility and local ownership. Local NGOs and faith-based organizations (FBOs) played a key role in in delivering the projects, facilitating trainings, workshops, and coordination efforts that actively engaged provincial and local government structures. Over five organizations[5] contributed to these initiatives, ensuring the active engagement of provincial and local government structures, with significant results: Creating Conditions for Peace trained 231 individuals in conflict mediation, engaged 36 communities in peacebuilding, supported 60 youths in peace clinics, built networks with 20 beneficiaries, and involved 33 leaders in workshops. Preventing Climate-Induced Conflicts through Empowered Women Leadership conducted 3 peacebuilding trainings, implemented 19 peace for development plans, supported 7 communities in CPDPs, and developed climate and gender-sensitive strategies in 2 provinces. Gender Transformative Psychosocial Support for Peace and Community Resilience conducted research on conflict-related trauma, developed MHPSS and peacebuilding curricula, trained 69 mobilizers, and provided MHPSS training to 12 health workers and 16 community-based workers[6].

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[5] Including: United Church, Seventh-Day Adventist Churches, the Catholic Diocese of Mendi, Papua New Guinea Council of Churches (PNGCC) and Melanesian Institute.

[6] For further details, refer to the sections and results frameworks of each project.

Information sharing was facilitated through steering committee meetings held at least once a year[7], providing updates on project progress, conflict monitoring, and the UNDP conflict tracker. The projects' coherence was maintained through joint design and implementation, with complementary funding from the Peacebuilding Fund (PBF) and other sources. Joint project visits and meetings with provincial officials further demonstrated strong collaboration among the projects, contributing to peacebuilding outcomes. The synergy between projects, supported by strong coordination through local partners, reinforced peacebuilding efforts and fostered community ownership, observed in their active participation in events and workshops, and in cases where they expanded the intervention with own contributions (i.e., expansion of peace markets, aid centres and other facilities after community donations in Hela). By leveraging existing infrastructure, resources, and parallel initiatives, the projects enhanced their impact, particularly in conflict mediation and climate resilience. This collaborative approach ensured the effective delivery of outcomes and promoted sustainability through local engagement and multisectoral partnerships.

Collaboration among UN agencies provided the necessary technical, human, and financial resources for efficient implementation. Political will, donor support, and the involvement of local governments and civil society further strengthened the foundation of the programme. The use of Direct Implementation Modality (DIM) streamlined procurement and management processes, while lessons learned from previous interventions enabled proactive responses to challenges. Tailored strategies, including co-designed interventions and partnerships with community-based organizations (CBOs) and FBOs, addressed local needs and fostered sustainability through government co-financing. The active participation of beneficiaries, particularly women and youth, was a significant strength, with vulnerable groups such as persons with disabilities being central to the projects. Targeted capacity-building initiatives enhanced their contributions to peacebuilding, conflict resolution, and community resilience.

From design through to implementation, the projects prioritized equality, ensuring the inclusion of men, women, youth, and persons with disabilities in conflict- and climate-affected areas. Project documents at the design stage reflected a strong commitment to equality, with a focus on gender parity, youth involvement, and accessibility for persons with disabilities. This commitment continued throughout implementation with the integration of gender equality and inclusive practices into capacity-building efforts, community development processes, and efforts to address issues such as gender-based violence and climate change. However, some activities revealed unbalanced participation, with men being overrepresented among beneficiaries. Additionally, challenges such as high illiteracy rates, the risk of violence in daily activities, and conflicts in certain communities were significant barriers. For instance, illiteracy affected women's effectiveness as mediators and in courts due to their inability to communicate in English, which led to self-doubt and hindered performance. Furthermore, one in four children in PNG aged 6-18 years is out of school.

Tribal conflicts, especially those stemming from the national general election in June 2022, also hindered project implementation. In Hela province, outbreaks of violence led to displacements, killings, and abductions, causing UN agencies, including IOM, UNDP, UN Women, and UNFPA, to postpone activities, which delayed project implementation. Staff were evacuated multiple times from conflict-affected project locations. Despite these challenges, the projects also faced significant inhibitors, including ongoing conflicts in Hela and Southern Highlands, limited government financial contributions, capacity gaps among local implementing partners, and a high dependency on donor funding, which posed risks to

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[7] The SC convened to launch the HJP in June 2020, followed by meetings in March 2021 and twice in 2022 (February and October). Source: SC reports and Highlands Joint Programme (HJP) Review Report, by Lawrence Robertson and Daik Yunu (2023).

sustainability. Negative community perceptions and tensions between beneficiaries and non-beneficiaries also constrained the projects' outcomes.

Poor infrastructure, particularly inadequate roads, electricity, and communication networks further impeded project delivery. For example, the lack of reliable road conditions, access to electricity, and communication hindered the delivery of training that required electricity and made movement difficult during the rainy season, when landslides and other disasters hampered travel. The poor road network also delayed the referral of gender-based violence victims for necessary surgical services. Moreover, limited expertise in peacebuilding and health further affected project implementation. For example, the Gender Transformative Psychosocial Support for Peace and Community Resilience project in Hela province had to be extended by nine months due to delayed staff recruitment and visa issues.

External factors, including spiralling inflation in PNG[8], also impacted project implementation. The high cost of goods and services in the PNG economy affected the allocated budgets for scaling up projects and extending their reach, particularly in peace-building awareness-raising efforts. Despite these challenges, the overall management strategy and project design successfully fostered collaboration, inclusivity, and a strong foundation for sustainable peacebuilding in the region.

The terminal evaluation underscores the significant **relevance** of the projects on the local level, particularly through the training of community mobilizers and local leaders who facilitated mental health and psychosocial support (MHPSS) activities for displaced individuals affected by tribal conflicts. Female beneficiaries, in particular, reported enhanced ability to offer emotional assistance through psychological first aid training, emphasizing empathy and non-judgmental listening[9]. These initiatives also fostered increased social cohesion by empowering vulnerable groups—such as women, youth, persons with disabilities, and displaced individuals—through active participation in peacebuilding and non-violent conflict resolution. Despite this progress, challenges such as entrenched patriarchal systems, illiteracy among women, and limited government support pose risks to sustaining these outcomes. Measurable impacts include a 50% reduction in conflict-related deaths and injuries, a 31% improvement in perceptions of social cohesion, and significant capacity-building for provincial officials. However, gaps in monitoring and evaluation, particularly with short-term consultants, highlight areas for improvement in ensuring sustained reporting and results.

The projects were well-aligned with relevant development frameworks, presenting **coherence** with frameworks including the UNSDCF, SDGs, and national plans, incorporating participatory design and inclusive strategies targeting women, youth, and vulnerable groups. They addressed key peacebuilding needs by strengthening conflict resolution, planning, and mediation at both provincial and community levels. Infrastructure developments, such as LEP centres and village courts, as well as capacity-building initiatives like MHPSS and climate mitigation skills, were appropriate responses to conflict issues. However, the lack of specific, measurable, achievable, realistic, and time-bound (SMART) indicators for some outcomes, particularly regarding gender equality, presents challenges for long-term effectiveness.

In terms of **effectiveness**, the projects achieved good performance levels in meeting both outcome (84% fully or mostly achieved and 8% partially achieved) and output (67% fully or mostly achieved and

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[8] The inflation rate averaged 4% over the lifecycle of the programme. (2021-2023): 4.48% in 2021, 5.25% in 2022 and 2.30% in 2023. Source: https://www.macrotrends.net/global-metrics/countries/PNG/papua-new-guinea/inflation-rate-cpi?utm_ Accessed on 19 December 2024.
[9] In project sites, 93.8% of individuals (60% women and 40% men) reported applying MHPSS and social-emotional skills to local peacebuilding processes. This includes counseling skills, trauma-informed support, distress identification, referral pathways, stress management, and techniques for managing vicarious trauma. For further details, refer to the results frameworks of each project.

23% partially achieved) indicators[10].While output indicators were lower due to ambitious targets and ongoing volatility, the overall results demonstrate substantial progress in conflict reduction and peacebuilding. However, sustained success requires long-term investment, particularly in policy reforms, infrastructure, and capacity building.

The projects' **efficiency** was enhanced through strong joint partnerships among UN agencies, which streamlined management and technical support. The use of competitive bidding processes, technical backstopping, and area-based NGOs, CSOs, and FBOs ensured value for money and effective targeting. Increased efficiency could be achieved by strengthening the management capacity of local CBOs/FBOs and continuing the training of peace mediators, MHPSS counselors, and women's groups. Additionally, addressing barriers to women's inclusion remains a long-term effort in the context of entrenched patriarchy and low literacy levels. The rate of non-achievement of indicators (8% at the outcome level and 10% at the output level) is considered acceptable, given a 78% expenditure rate.

Sustainability was supported through capacity-building at both provincial and community levels, with key institutions like the LEP centres, GPATs, and provincial governments now equipped with tools such as climate risk assessments and CPDPs. Local partners, including CBOs and FBOs, have the capacity to continue the interventions, particularly in conflict mediation and MHPSS services. However, long-term sustainability will require ongoing support, including successor projects that build on these foundations. Financial sustainability relies on the ability of local organizations to integrate project outcomes into their programming, while economic sustainability focuses on livelihoods, climate-smart agriculture, and infrastructure rehabilitation. Political sustainability is supported by capacity building in administrative institutions and policy reforms. Social sustainability is reinforced through increased awareness and capacity among beneficiaries. However, weaknesses such as the lack of financial and development management capacity among CBOs, as well as inadequate government funding for CPDPs, threaten sustainability. The ongoing conflict and infrastructure destruction further complicate the situation. Opportunities exist through the alignment with the ongoing Highland Joint Programme (HJP), which offers a platform for continued support. Threats include the politicization and commercialization of conflict, particularly through armed groups, which undermines peacebuilding efforts.

The projects also effectively addressed **cross-cutting issues**, including **human rights**, **gender equality**, **climate change mitigation**, **accessibility**, and **innovation**. Human rights principles were embedded in the design and implementation, ensuring that the needs of vulnerable populations were prioritized. Gender equality was advanced through initiatives targeting women's empowerment, although challenges remain due to patriarchal systems and limited educational opportunities. Climate change mitigation was integrated into the projects through climate risk assessments, promoting climate-smart livelihoods, and strengthening climate resilience. Accessibility was a key consideration, particularly in ensuring that MHPSS services were available to displaced populations, women, youth, and persons with disabilities. Finally, the projects incorporated **innovation** through the use of participatory planning, data tracking matrices, and inclusive strategies for local peacebuilding and service delivery, setting the stage for future innovation in community-led development. However, further attention to the specific needs of persons with disabilities and a deeper focus on inclusive education for women would enhance the projects' overall inclusivity and long-term impact.

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[10] Quantitative and qualitative data are based on the "Endline Report – CCfP", by Pamela Kamya, February 2024 and the "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.

Below, each project will be reviewed individually. The analysis will highlight the unique challenges and successes encountered, offering a comprehensive understanding of their individual impacts and serving as a foundation for recommendations and lessons learned to inform and improve future interventions.

5.1 Creating Conditions for Peace in PNG Highlands
5.1.1 Relevance and Design

The evaluation of the project's relevance and design transitioned from describing its scope and general aspects to assessing how well the intervention's objectives aligned with beneficiaries' needs, national priorities, global goals, and partner requirements. It analysed the project's contributions to the Sustainable Development Goals (SDGs) and its alignment with UN implementing partners, including UNDP, IOM, UNFPA, and UN Women. The evaluation also considered coherence with national policies and incorporated perspectives from beneficiaries—women, men, and youth—to highlight tangible impacts and challenges.

The intervention included key activities such as training local and provincial leaders in conflict-sensitive development, governance, and decentralization; developing and implementing community peace and development plans (CPDPs) through small grant projects; improving access to basic services; establishing feedback mechanisms for institutional accountability; and tools for conflict monitoring and mapping to support early warning systems. These efforts were critical in strengthening governance and post-conflict recovery while reinforcing institutional accountability and trust, addressing the immediate needs of conflict-affected communities, and adapting to the dynamic and often volatile context of the Highlands.

The intervention's deliberate alignment with the SDGs—particularly SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities), and SDG 16 (Peace, Justice, and Strong Institutions)—was evident. Capacity-building initiatives targeted women, youth, and men, enhancing skills, knowledge, and institutional frameworks essential for advancing the SDG agenda. Efforts to reduce inequalities and foster social cohesion empowered marginalized groups and promoted gender-sensitive approaches. Activities at the provincial and community levels strengthened structures supporting sustainable development, ensuring that interventions addressed local needs while aligning with broader global goals.

Alignment with the UNDP Country Programme Document (CPD) 2018–2022 was clear. The project contributed to Outcome 1, which emphasizes improved governance, accountability, and peace, as well as Output 1.1, strengthening institutional capacities for good governance and peacebuilding, and Output 1.2, increasing women's participation in leadership. Similarly, the project supported Outcome 2 by promoting inclusive and sustainable development, directly contributing to national systems that foster equitable growth.

The project's alignment with IOM's country programme outputs and outcomes for 2022–2026 was reflected in its focus on building infrastructure for conflict prevention, early warning systems, and climate risk mitigation. Interventions such as training women leaders, displacement tracking, and empowering communities through CPDPs showcased a commitment to addressing climate-induced conflicts and fostering inclusive participation in peacebuilding processes.

The alignment with UNFPA's 2018–2022 Country Programme was evident in interventions that strengthened government and civil society capacities to deliver reproductive health services, prevent gender-based violence, and promote women's empowerment. Initiatives like the inclusion of women in CPDP development, livelihood support, and capacity-building in mediation reinforced the project's

relevance to these outcomes. Similarly, the project's contributions to UN Women's Strategic Note 2024–2028 were seen in interventions promoting gender equality, eliminating gender-based violence, and enhancing women's leadership in climate and peacebuilding efforts.

The alignment with Papua New Guinea's national development priorities, as outlined in Vision 2050 and the Medium-Term Development Plan III (2018–2022), was evident. Specifically, the project contributed to several key result areas (KRAs). For KRA 1: Increased Revenue and Wealth Creation, the design and operationalization of CPDPs, the provision of small grants, and livelihood training in activities such as sewing, baking, and weaving directly enhanced economic opportunities for women and youth. Sporting events, youth photography initiatives, and the construction of markets further contributed to wealth creation. For KRA 3: Sustainable Social Development, the project facilitated youth skills training, improved employment access, and promoted mental health and psychosocial support (MPHSS) services. Women and youth, particularly those from marginalized groups, were skilled in disaster preparedness and mitigation measures, increasing resilience in Hela and the Southern Highlands.

For KRA 4: Improved Law, Justice, and National Security, the promotion of peacebuilding activities engaged women, men, and youth in mediation and strengthened the effectiveness of village courts and other justice mechanisms. Neutral and safe spaces for victims of gender-based violence (GBV) and sorcery accusation-related violence (SARV), as well as alternative livelihoods, such as youth photography projects, demonstrated the project's impact in promoting justice and security. Under KRA 5: Improved Service Delivery, interventions included reconstructing health centres and markets, equipping Women and Girls Safe Spaces (WGSS), and enhancing MPHSS infrastructure and referral systems. Training police, magistrates, and traditional leaders in mediation contributed to improved service delivery and institutional responsiveness.

For KRA 6: Improved Governance, the project promoted women's participation in leadership, particularly in climate change interventions and mediation roles. Their involvement in CPDP design and implementation at provincial and community levels reinforced accountability and transparency. Finally, for KRA 7: Responsible Sustainable Development, interventions empowered youth, women, and men through training and resource provision, enabling them to engage in peacebuilding and leadership roles. By integrating climate issues into CPDPs, establishing displacement tracking matrices, and developing gender action plans, the project supported PNG's sustainable development agenda. For KRA 8: Sustainable Population, partnerships with NGOs, CBOs, and FBOs were crucial in delivering interventions aimed at peacebuilding, health service access, and climate change mitigation.

The intervention's responsiveness to local needs was evident in its engagement with beneficiaries. Men, women, and youth provided diverse perspectives on its impact. A community leader and CPDP training participant, Robert Tawe, remarked, "We do not want to fight anymore. You will remember that we committed ourselves to reconciliation at the time IOM visited our community." Men acknowledged the critical role of faith-based organizations (FBOs) in peacebuilding, as these institutions provided havens of safety during conflicts. Women noted how the project enabled their participation in peace mediation and community decision-making, an impact observed following all HJP interventions[11].

Women and adolescent girls also reported positive outcomes from their engagement with Women and Girls Safe Spaces and Leadership Empowerment Programs (LEP). In Hayapuga LLG, women initiated a community-based project to construct a Women's Training Centre in Tawanda, supported by the government. This facility is now used for livelihood training in sewing, baking, cooking, and weaving, as

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[11] Please see page 52 for details on the project, "Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province."

well as public health awareness, including water, sanitation, and hygiene (WASH), and sexual and reproductive health (SRH). Furthermore, two women's leadership trainings in Pira and Maipata enhanced the capacities of 42 women leaders to implement gender-sensitive climate security actions.

The project's relevance extended to addressing the entrenched conflicts and inequalities in the Highlands. Long-standing inter-clan rivalries, exacerbated by weak governance and climate-induced conflicts, created a volatile environment. The intervention responded to these challenges by integrating initiatives such as livelihood grants, market reconstruction, and CPDPs that prioritized inclusion and resilience-building. In Hela Province alone, conflicts had displaced over 100,000 people, highlighting the urgent need for coordinated peacebuilding and recovery efforts. As Mary Wapi, a local community member, expressed, "We have been fighting, and we all know that this is not good. From now onwards, let us go back and work together. Caring for one another is what our culture promotes."

The project also addressed critical gaps in gender equality, as Papua New Guinea ranks among the lowest globally on the Gender Inequality Index. By empowering women and youth through training, livelihood support, and leadership opportunities, the intervention contributed to addressing these systemic issues. Women appreciated tangible outcomes, such as water tanks reducing the burden of water collection and CPDPs providing safe spaces for community dialogue. One woman shared, "This plan is working for us. We are using this community hall for many purposes, including our community meetings and mediation for peace."

In conclusion, the project demonstrated a robust alignment with local, national, and global priorities. Its relevance and design were reinforced by its participatory and inclusive approach, addressing immediate needs while building resilience for long-term sustainability. The integration of beneficiary perspectives, alignment with KRAs, and evidence-based strategies ensured the project's impact in fostering peace, justice, and development in the Highlands.

5.1.2 Coherence

The evaluation of the project's coherence examined how well the intervention complemented other initiatives within the country, sector, or institution. The *Creating Conditions for Peace* (CCfP) project demonstrated strong compatibility with the UN-World Bank *Pathways for Peace* framework, implemented as part of the UN's multi-sectoral Highlands Joint Programme (HJP). By adopting Pathways 1 (Women and Youth), 2 (Resilient Livelihoods), 5 (Social Cohesion), and 7 (Government Services), the project focused on empowering women and youth, building resilient communities, enhancing social cohesion, and strengthening leadership (please refer to project description, Section 2). These pathways were well integrated into the project's design and concept, reflecting a deliberate alignment with broader peacebuilding strategies.

The terminal evaluation documents highlighted the synergies between all projects under the HJP. For example, the CCfP and the *Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province* projects were closely linked to UN Women-supported Leadership Empowerment Programme (LEP) centres and similar peacebuilding initiatives. A review of three CPDP (Community Peace and Development Plans) documents further revealed that all three projects were deeply embedded within the CPDPs. The operationalization of these plans was identified as a key interlinkage among the projects, providing a cohesive framework that connected them to similar interventions and fostering collaboration between national and provincial stakeholders.

The projects' participatory and inclusive approaches played a crucial role in linking them to the national government and the Hela and Southern Highlands Provincial Administrations. These approaches influenced the way these entities engaged with one another on peacebuilding efforts in the Highlands. The collaboration extended to partnerships with local NGOs, community-based organizations (CBOs), cultural institutions, and international actors, enabling a more comprehensive approach to planning and implementation. UNDP, IOM, UNW and UNFPA partnered with organizations such as CARE PNG, the Catholic Diocese of Mendi, World Vision International, ThinkPlace, the Southstar Sports Development Foundation and the Melanesian Institute.

These partnerships significantly enhanced the capacity of provincial government leaders in critical areas such as peacebuilding, planning, gender equality promotion, and agriculture. The *Creating Conditions for Peace* project also supported the House of Hope, a facility run by the Catholic Church that provided services to GBV victims. Beneficiaries praised the impact of these activities, which brings additional impacts to actions such as the LEP centres supported by UN Women. In addition, the CCfP peace and development conferences led by UNDP promoted women's rights in a various ways as elaborated thus: "Women's presence in these conferences is crucial as it guarantees the inclusion of issues and concerns that are specific to women and prevents the overlooking of women's issues, ensuring they receive proper attention. Women's conference participation ensures that their voices are heard and their unique experiences are reflected in the discussions."[12]

The evaluation underscored that the projects' coherence was evident not only in their alignment with international frameworks like the *Pathways for Peace* but also in their operational synergies with local and provincial initiatives. This alignment ensured a coordinated and impactful approach to addressing conflict and fostering sustainable peace in the Highlands. By leveraging diverse partnerships and adopting inclusive methodologies, the projects successfully integrated with broader efforts, reinforcing their relevance and effectiveness in achieving shared peacebuilding objectives.

5.1.3 Effectiveness

The project generated significant results, meeting several of the planned accomplishments. The project objectives were to strengthen infrastructures for peace, enhance intra- and intergroup dialogue and mediation and strengthen local governance and post-conflict recovery efforts. The infrastructures for peace have been strengthened through operationalization of provincial and area-based community-based structures such as LEP centres, capacity built for women mediators, LEP Coordinators, Church leaders, village counsellors, peace mediators, and village court magistrates in areas of peace building and conflict management in the three provinces. The project has enhanced intra- and intergroup dialogue and mediation through capacity building of grassroots key stakeholders in which women leaders from village courts, churches, women peacebuilders, and women councillors were working together on peacebuilding efforts.[13]

There has been strengthened local governance and post-conflict recovery efforts with 50% of the leaders trained having indicated that they had confidence in integrating peacebuilding strategies into service delivery in conflict-affected areas in the Highlands. For post conflict recovery, the UNDP's community peacebuilding grants created positive and transformative changes by strengthening cultural, social, and economic relations between communities recovering from conflict by implementing 25 community projects. From the interviews with beneficiaries and CCfP monitoring reports prioritizing the Women and

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[12] CCfP PBF project completion Report, 2024

[13] Annual Reporting of the joint steering committee on the implementation status of the priority plan to PBSO/PBF 2023

Youth as beneficiaries of the small grants facilitated economic empowerment for the otherwise marginalized groups in society. The CCfP project through the small grants therefore enabled the women and youth to establish businesses that enticed them to increased participation in peace building activities.

The following table provides a detailed overview of the activities implemented under each outcome and output of the project, highlighting the key initiatives and their respective implementing institutions. It serves as a comprehensive summary of efforts to promote peace and social cohesion, enhance leadership and governance skills, and establish systems and mechanisms for sustainable peace in the conflict-affected Highlands. The activities are categorized by their specific outcomes and outputs, showcasing the collaborative contributions of various UN agencies and partners in addressing the diverse dimensions of conflict resolution, gender equity, youth empowerment, and institutional strengthening.

Activities	Implementing Organization
Outcome 1: Communities affected by conflict in the Highlands have increased capacity to promote and demand peace and social cohesion	
Output 1.1: Women and youth leadership in community peacebuilding	
Training for 231 women and youth, including councillors, magistrates, and community leaders, on conflict mediation	UN Women
Facilitated a youth network in Hela, empowering 20 participants (10 males, 10 females) to advocate for peace	UN Women
Training youths under UNSCR 2250 to lead local peace projects	UNFPA
Gender norm transformation training for family teams, reducing GBV and improving gender relations	UN Women and CARE
Output 1.2: Embedding peacebuilding skills and tools	
Peacebuilding training for 36 community members on planning and implementation of community projects	IOM
Establishment of CPDPs and resource centres in Hela and Southern Highlands to support peacebuilding and provide safe water	UN Women
Awarded community peacebuilding grants for agricultural projects, water systems, and other initiatives promoting social cohesion	UNDP
Awareness campaigns reached 20,000 individuals, improving knowledge of peacebuilding	UN
10-day workshop for 33 leaders, enhancing skills in conflict-sensitive leadership and peacebuilding	CR with UNDP
Trained 60 male advocates in mediation and conflict resolution, resulting in resource centres and shifts in gender perspectives	UNFPA and UN Women
Established five mediation teams that addressed conflicts in Hela and Southern Highlands	UNDP
Conducted youth peace clinics for 60 youths, addressing substance abuse and promoting peace	UNFPA
Outcome 2: Leaders and service providers have enhanced knowledge and skills for peacebuilding integration	
Output 2.1: Leadership and conflict management skills	
Community mobilizer training for 28 participants to strengthen peacebuilding coordination	UN Women
Leadership training for provincial and district authorities to improve conflict resolution	UNDP
Male advocacy training for 20 village councillors, enhancing their roles in youth leadership and GBV prevention	UNFPA
Outcome 3: Public institutions have transparent and people-cantered systems for peace and security	
Output 3.1: Establishing peace and development mechanisms	
Established youth-friendly spaces and resource centres to promote peace initiatives	UNFPA
Conducted community awareness on GBV referral mechanisms and distributed IEC materials	IOM
Conducted post-conflict needs assessments to link communities to development projects	UNDP
Developed and implemented a peacebuilding curriculum for the Highlands	UN Women
Strengthened LEP centres for GBV referral services and training hubs	UN Women
Output 3.2: Information systems for peacebuilding	
Provided training on conflict response mapping for 94 participants	IOM
Established a conflict tracking dashboard to monitor and map inter-communal conflicts	UNDP
Output 3.3: Conflict-sensitive accountability	
Conducted conflict analysis and facilitated District Peace Conferences for community-driven peace initiatives	UNDP and WV

Table 7: Activities per Outcome. "Creating Conditions for Peace in PNG Highlands".

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The achievements of the project activities are challenging to measure at the outcome level due to imprecise or unavailable data and information. Despite this, the table above provides a comprehensive overview of the accomplishments, systematically presenting the outputs, activities, and implementing organizations involved. The data and information referenced are based on the "Endline Report – CCfP" by Pamela Kamya (February 2024) and the "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica (November 2024). The following results framework matrix details the project's level of achievement and indicator scores for each outcome and output, offering a deeper understanding of the effectiveness and impact of the initiatives carried out.

Component	Baseline	Endline target	Indicators Progress	Comments[14]	Rating
Outcome 1: Communities affected by conflict in the Highlands have increased capacity to promote and demand for peace and social cohesion					
Indicator 1.1: Percentage of conflict-related death and injuries in target communities by sex, age, and cause	20 deaths per reported conflict per 100,000 population	50% reduction	18 deaths per reported conflict per 100,000 population	According to the terminal evaluations, slight changes were observed in the percentage of deaths. However, there was a notable variance in the number of conflicts between the two provinces, with conflict incidents tracked weekly in Tari and monthly in the Southern Highlands.	Partially achieved.
Indicator 1.2: Percentage 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.	32% of community members (of whom 56% are Female and 44% are Male)	70% of community members	60% (of whom 41% are female and 59% are male)	Final reports indicated the ongoing need for more capacity-building. No available information on breakdown by age.	Mostly achieved.
Indicator 1.3: Percentage of women in target communities participating in/ contributing to peacebuilding within communities; by age.	44%	60%	55%	No available information on breakdown by age.	Mostly achieved.
Indicator 1.4: Percentage of youth in target communities participating in / contributing to peacebuilding efforts within communities	55%	70%	80%	There was an increase in the involvement of young people in contributing to peacebuilding in both Hela and Southern Highlands provinces.	Fully achieved.

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[14] All data and references are based on the "Endline Report – CCfP", by Pamela Kamya, February 2024 and the "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.

Output 1.1: Women and youth supported for leadership roles in established community peacebuilding mechanisms and decision-making in domestic and community settings.					
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.	70%	100%	70%	Indicator does not show changes in the percentage.	Not achieved.
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.	69%	100%	75%	However, according to the Endline Report, the same 75% of surveyed young women still need to build confidence and effectively advocate for their needs to decision makers.	Partially achieved.
Indicator 1.1.3: Number of instances where trained youth leaders act as catalysts to prevent or reduce violence during incidence of conflicts.	20	50	40	Evaluation reports demonstrated that youth engagement was more dependent on the nature of the conflict than on their ability to manage them.	Mostly achieved.
Output 1.2: Peacebuilding skills and tools are entrenched in communities and churches/ faith-based organizations					
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.	92%	100%	100%	An estimated 20,000 people, including 3,000 women, were reached through activities implemented at the LEP centres and GPAT catchment areas in Hela LEP cemtres and GPAT (Hoiebia, Komo, Koroba, Pureni and Walete and Tari town-GPAT.) and in Southern Highlands (Kumin, Pimaga, Pomberel, Semin). Evaluation reports stress the community understanding that respecting community compacts and by-laws is key to sustaining peace, and that violence is an unacceptable response to disputes.	Fully achieved.
Indicator 1.2.2: Number of costed community peace for development plans developed and partially supported in implementation.	5	12	12	12 CPDPs completed and presented to government for implementation. Although funding had not yet been guaranteed at the time of evaluation, the indicator was considered fully achieved, as articulation with the government had already been established for implementation.	Fully achieved.
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.	69%	80%	73%	According to the endline reports, the peacebuilding grants and the CPDPs have contributed to inter-community social cohesion. No available information on the breakdown by sex and age.	Mostly achieved.
Indicator 1.2.4: Number of trained local traditional	200	300	263	No available information on the breakdown by sex and age.	Mostly achieved.

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community/tribal leaders who feel confident of leading local conflict resolution processes by sex and age.					
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.	90%	100%	100%	No available information on the breakdown by age.	Fully achieved.
Indicator 1.2.6: Number of reported violent conflicts in target districts/LLGs supported with conflict-management assistance including facilitated mediation.	0	5	12	According to the endline reports, both provinces have records of cases in Village Courts where elders and leaders collaborated to facilitate mediations.	Fully achieved.
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.	20%	50%	50%	No available information on the breakdown by sex and age.	Fully achieved.
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					
Indicator 2.1: 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.	62% (of whom 40% are Female and 60% are Male)	80%	100% (55% male, 45% female)	The endline reports demonstrated that most conflicts are now managed through the Village Courts, with the participation of community and church leaders who were capacitated by the project. No available information on the breakdown by age.	Fully achieved.
Output 2.1: Duty bearers are capacitated with gender-responsive and youth- sensitive leadership/conflict management skills to address different dimensions of risk and improve local governance					
Indicator 2.1.1: Proportion of community members accessing services or peacebuilding or empowerment information through community mobilisers and/or LEP centres, by sex and age.	10%	50% (of whom 50% are Female and 50% are Male)	50% (of whom 68% were Female and 32% were Male)	No available information on the breakdown by age.	Fully achieved.
Indicator 2.1.2: Number of trained provincial and district officials who feel confident in supporting local conflict resolution processes and practice conflict-sensitive local level governance, by sex and age.	0%	50% of trained officials have 100% confidence	30% of Provincial and District officials trained and 22% confidence	A key challenge is that most Provincial and District officials have moved out of the province and are not available locally for training. Even when training was conducted, many officials were not residing in the province. No available information on the breakdown by sex and age.	Partially achieved.

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.	90%	100%	100%	No available information on the breakdown by age.	Fully achieved.
Outcome 3: Public institutions in the Highlands have people-centred, proactive, and transparent/ accountable systems to support effective leadership that promotes peace and security					
Indicator 3.1: Percentage of target population who believe that local service delivery has become more conflict-sensitive, by sex and age.	43% (of whom 45% are Female and 55% are Male)	60%	56% (of whom 40% are Female and 60% are Male)	The endline report indicates that access to services by both men and women is primarily hindered by security concerns. Men, in particular, face a higher risk of retaliatory killings when attempting to access services such as hospitals.	Mostly achieved.
Indicator 3.2: Percentage of target population who believe that access to formal and/or informal justice has improved, by sex and age.	35% (of whom 45% are Female and 55% are Male)	60%	40% 35% (of whom 45% are Female and 55% are Male)	The endline report indicates that access to both informal and formal systems has not improved significantly due to limited progress in law and order. In the Southern Highlands Province, there is greater trust in the informal justice system led by peace and good order committees compared to the formal system, which is largely confined to Village Courts. In Hela Province, access to both systems has further declined due to a severe deterioration in law and order. No available information on the breakdown by age.	Not achieved.
Output 3.1: Physical and non-physical institutional arrangements supporting/for local peace and development efforts established, including post-conflict needs assessments					
Indicator 3.1.1: Proportion of youth in catchment communities who access youth empowerment services through established Youth Resource Centres, by sex and age.	50% have < 10 youth in each catchment community accessing youth empowerment services	50% have 10-50 youth in each catchment community have access to youth empowerment services through established Youth Resource Centres	The baseline remains at 50% have less than 10 youth in each catchment community accessing youth empowerment services in both provinces	Youth access to empowerment services has not increased. Young people continue to need sustainable opportunities for empowerment beyond soft skills, as progress in behavioural change will not be sustainable without such opportunities.	Not achieved.

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.	80%	100%	80%	The endline reports highlight that duty bearers still lack confidence in making referrals to the Police – Family Sexual Violence Action Committee. Additionally, there is significant community distrust in the police.	Not achieved.
Indicator 3.1.3: Number of post-conflict communities in target districts supported with needs assessments and recovery assistance.	0	100	100	A post-conflict needs assessment was conducted to assist the project and its local partners in identifying community projects to be implemented as peace dividends in post-conflict communities.	Fully achieved.
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.	50%	100%	57%	At endline, only 57% of community tribal leaders felt they had a neutral space for peace negotiations within the community. The project provided support to build a center in a more neutral area, such as the Church, which has boosted their initial confidence in having a safe and neutral space for conducting peace negotiations and mediations.	Partially achieved.
Indicator 3.1.5: Number of survivors of gender-based violence accessing community-based referral pathways.	0%	50% of survivors	37% of survivors	According to the endline reports, based on interviews with FSC staff, the monthly cases accessing community-based referral is at 37% of survivors, which is below the target of 50%.	Partially achieved.
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					
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	0%	80%	37%	According to the endline reports, only 37% of the trained government officials have confidence in sustaining responsive community feedback loops due to a lack of institutional support from public institutions.	Partially achieved.
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	0%	80%	11%	A conflict tracking platform has been established with baseline data. The dashboard provides a situational overview of known conflicts in Hela and Southern Highlands provinces. Provincial authorities noted a gap in the government's ability to absorb reports from the UN, compounded by the limited availability of government actors in the province.	Partially achieved.
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					
Indicator 3.3.1: Percentage of participants in District Peace Conferences who believe that social cohesion (vertical and horizontal) has been enhanced	0%	80%	100%	No available information on the breakdown by sex and age.	Fully achieved.

through increased inclusive dialogue and transparency (including with relevant private sector actors) by sex and age.				
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).	0%	100%	50%	Community development plans with conflict-sensitive considerations have been submitted to the District and Province, but they have not been integrated into overall planning. Therefore, only 50% of the target has been achieved.	Partially achieved.

Table 8: Results Framework. "Creating Conditions for Peace in PNG Highlands".

The evaluation of the projects reveals that out of the 22 outputs, 9 were fully achieved, 3 mostly achieved, 7 partially achieved, and 3 not achieved. Regarding outcomes, 2 were fully achieved, 3 mostly achieved, 1 partially achieved, and 1 not achieved. The outputs and outcomes that were fully and mostly achieved are considered successful approaches and should be replicated in future projects. Outputs and outcomes that were partially achieved require refinement to enhance their effectiveness in future initiatives, while those that were not achieved indicate a need to reconsider the approaches used and develop more appropriate strategies moving forward.

The evaluation highlights areas with potential for progress in conflict resolution, justice access, and youth empowerment. Women's steady confidence in contributing to peacebuilding presents an opportunity to enhance their participation further. Strengthening the capacity of duty bearers and rebuilding trust in institutions could improve referral processes for survivors of violence. Youth engagement in empowerment services offers a base to expand sustainable opportunities, focusing on economic diversification models and capacity building, paving the way for peace and development. Addressing systemic challenges and closing data gaps, such as age-specific perceptions, can guide more targeted and impactful interventions.

5.1.4 Efficiency

The terminal evaluation (TE) highlights that the projects demonstrated a strong commitment to efficiency by achieving their intended outputs and outcomes with optimal use of resources. For example, the *Creating Conditions for Peace in PNG Highlands Project* (CCfP) had a budget of USD 4,000,000, with actual expenditures of USD 3,537,652.11, resulting in a variance of USD 462,347.89. This indicates that resources were used effectively to deliver key project activities. The integration of additional human and financial support from local provincial administrations enhanced resource utilization, particularly for community projects under the Community Peace for Development Plans (CPDPs). Despite challenges such as limited local capacity, the projects made use of area-based implementing partners, including faith-based organizations, CSOs, CBOs, and youth and women's groups, which helped to achieve project objectives at a reasonable cost.

Project Budget (USD)	Expenditure	Variance
USD 4,000,000	USD 3,537,652.11	USD 462,347.89

Table 9: Budget. "Creating Conditions for Peace in PNG Highlands".

The efficient use of resources was further supported by the strategic deployment of management tools and the careful selection of partners. UNDP, serving as the convening agency, provided essential oversight and coordination with other recipient organizations, ensuring timely procurement of services and effective implementation. The management team, including staff from UNDP and IOM, utilized tools such as the monitoring progress matrix and Communicating with Communities (CwC) to track activities and ensure cost-effective delivery of interventions. This approach was especially effective in navigating external disruptions, such as the COVID-19 pandemic, swine fever outbreaks, and the 2022 elections, which impacted project timelines but did not significantly detract from the overall value for money.

The projects also capitalized on community-based structures to ensure value for money. By working through provincial and local organizations, such as churches, LEP centres, women mediators, and village court magistrates, the projects were able to replicate services at minimal cost, contributing to efficient service delivery. These partnerships helped maximize the use of existing resources and local knowledge, enhancing the overall effectiveness of the interventions. Furthermore, the development of multi-sectoral Community Peace for Development Plans served as critical entry points for other community-based interventions, ensuring that the projects addressed both peacebuilding and development needs in the targeted provinces.

The ongoing construction of infrastructure, such as the Tari market, also demonstrated the long-term value for money. The market not only provided a safe space for vendors, particularly women, but also fostered economic resilience and conflict prevention. By supporting local markets and enhancing the agricultural value chain, the projects contributed to sustainable development, ensuring that the benefits would extend well beyond the project's initial timeline. This approach reflects a forward-looking strategy that enhances both community resilience and economic development at reasonable cost.

Overall, the projects achieved their objectives at a reasonable cost, with a clear focus on maximizing the value of resources. The support provided by the UN Peacebuilding Support Office (PBSO) and the UN Resident Coordinator's Office (RCO) was instrumental in ensuring effective coordination, resource mobilization, and oversight, which contributed significantly to the successful delivery of the three projects. Despite challenges, the efficient use of local partnerships and community-based structures, combined with strategic management and oversight, allowed the projects to deliver their outcomes effectively and with value for money.

5.1.5 Impact

The Creating Conditions for Peace Project has demonstrated considerable impact through its capacity-building initiatives and the development of community-based peacebuilding infrastructure. These efforts have yielded tangible outcomes, particularly in fostering dialogue, strengthening local capacities, and addressing the root causes of conflict and displacement. Among its achievements, the establishment of peace platforms and infrastructure, such as peace rooms, has provided safe spaces for students and youth to acquire essential peacebuilding skills and tools. These initiatives have supported a shift away from conflict-prone behaviours and equipped communities with the resources to sustain peace. Communities actively participating in the development and implementation of Community Peace for Development Plans (CPDPs) have not only strengthened their local peacebuilding capacities but also addressed the underlying drivers of displacement. For example, in Tigibi and Pai (Hela Province), post-conflict mediation and continuous accompaniment have reinforced peace agreements, such as the exchange of compensation, creating conditions that enabled displaced households to return, rebuild, and re-establish their livelihoods.

The project's impact is further evidenced by its role in resolving inter-community conflicts. The UNDP-supported mediation team was instrumental in addressing the conflict between the Yambaraka and Hiri Lai communities in the Lower Lai LLG of Magarima District, Hela Province. The conflict, which escalated during the 2022 elections, resulted in 10 deaths and the destruction of key infrastructure, including an aid post and a primary school. Through active engagement, the mediation team facilitated dialogue that led to a compensation agreement, with over 70% of the compensation processed to date. A community leader expressed gratitude for the mediation team's professionalism and neutrality, noting that continuous dialogue has paved the way for an eventual peace agreement signing. This resolution underscores the importance of neutral and consistent mediation in fostering sustainable peace.

Efforts to combat gender-based violence (GBV) and sorcery-accusation-related violence (SARV) have also been impactful. Peace and Development Dialogue Conferences, supported by UNDP, have raised awareness across six districts in Hela Province, encouraging communities to develop actionable plans to prevent these forms of violence. Community leaders have acknowledged the significance of these dialogues in addressing the root causes of conflict and fostering commitments to prevent GBV and SARV. Despite these achievements, challenges remain in ensuring broader access to and trust in referral pathways for GBV survivors, with only 37% utilizing community-based support mechanisms.

Youth engagement has emerged as a critical success factor in the project's outcomes. Their participation in peacebuilding activities increased to 80%, surpassing the target of 70%. This was demonstrated by 40 instances of trained youth leaders intervening in conflicts, showcasing their growing confidence and capacity to contribute to peace processes. Similarly, women's participation rose to 55%, nearing the 60% target, although gaps in self-confidence among women and young women in advocating for their needs persist, indicating an area for further support.

Community-based peacebuilding efforts have been strengthened through the completion of 12 CPDPs, achieving the project's target. These plans have addressed local drivers of conflict and displacement, with peacebuilding grants fostering inter-community social cohesion. Over 20,000 individuals participated in activities promoting respect for community compacts and non-violent conflict resolution, achieving a 100% target in shifting attitudes against violence. Traditional leaders have also benefited, with 263 leaders now confident in leading local conflict resolution processes. This, along with the full success in changing male leaders' perceptions of women and youth as critical contributors to peacebuilding, reflects a significant cultural shift.

However, challenges persist in institutional capacity and governance. Confidence among provincial and district officials in practicing conflict-sensitive governance remains low, with only 30% expressing confidence due to frequent relocations and limited local presence. Similarly, only 37% of trained government officials are confident in sustaining community feedback mechanisms, hindered by a lack of institutional support. The conflict tracking platform established by the project provides valuable data but has yet to drive significant early action interventions.

Public institutions demonstrated moderate progress, with 56% of the target population believing that service delivery has become more conflict-sensitive. Access to justice systems, however, remains limited, particularly in Hela Province, where deteriorating law and order continues to impede progress. Despite these challenges, District Peace Conferences have proven impactful, with 100% of participants reporting enhanced social cohesion through inclusive dialogue and transparency.

The project has made significant strides in reducing violence, empowering communities, and fostering sustainable peace. Its achievements highlight the value of inclusive, community-driven approaches while identifying areas for continued capacity-building, institutional support, and stronger

integration of conflict-sensitive principles into governance and development planning. These outcomes underline the transformative potential of comprehensive peacebuilding efforts, even in the face of persistent challenges.

5.1.6 Sustainability

The sustainability of the Creating Conditions for Peace in PNG Highlands Project (CCfP) is underpinned by a multi-faceted approach that combines capacity building, resource mobilization, partnerships, and the establishment of enduring structures and systems. This approach ensures that the benefits of the project will continue to support communities in the Highlands even after external interventions have ended. The proactive engagement of diverse stakeholders, including churches, community-based organizations, and international partners, has strengthened the foundation for long-term sustainability and resilience to risks.

The project has been instrumental in building the capacities of local institutions, such as mediation teams, peace and good order committees, and churches, which serve as anchors for sustainable peacebuilding efforts. Mediation teams, composed of community members trained in conflict resolution, are now well-equipped to independently address disputes and promote social cohesion. Churches, which have historically been trusted institutions in these communities, have also integrated the Learning, Empowerment, and Protection (LEP) centres into their structures. This integration ensures that peace-related pastoral programs and community dialogue can continue beyond the project's lifecycle. However, while some churches have expressed willingness to adopt LEP centres, others have opted to utilize their equivalent infrastructures, highlighting the importance of tailoring approaches to meet local preferences and resource availability.

Financial sustainability is reinforced through partnerships and catalytic funding. The project successfully attracted international organizations such as World Vision International and Care International, as well as national faith-based and community-based organizations, to join its efforts. This collaborative model not only expanded the scope of interventions but also enhanced the potential for sustained resource mobilization. For example, the Catholic Church of Mendi has established the House of Hope, a facility capable of securing independent funding to continue supporting peacebuilding initiatives. Similarly, partnerships with the British government, which has shown strong interest in prioritizing peacebuilding in the Highlands, have paved the way for additional investments, such as the UK Government's CSSF investment within the Pacific.

Economic empowerment initiatives under the project have also contributed to its sustainability. UNDP and UN Women implemented peacebuilding grants for women and youth, economically empowering these groups and enabling their sustained participation in community peacebuilding. Grants awarded to 15 out of 25 women's and youth groups in Hela and Southern Highlands Provinces have improved livelihoods and created a ripple effect of economic resilience, which is critical for long-term stability. The project also strengthened traditional structures, such as the revival of the "Haus Man" or Men's House, a culturally embedded institution that fosters dialogue, learning, and mindset change among community members, particularly youth. These hubs serve as long-term resources for peacebuilding and conflict prevention.

The infrastructure and systems established during the project further ensure the continuity of its benefits. Facilities such as safe spaces and referral centres for victims of gender-based violence (GBV) and trauma are now integrated into broader social service delivery frameworks. These facilities are supported

by the partnerships established with provincial governments, UN agencies, and donor organizations, ensuring that the services provided remain accessible and relevant.

Exit strategies have been carefully considered, focusing on the transfer of ownership to local stakeholders. The project's partnerships with churches, women and youth groups, and local governments are particularly noteworthy. These structures are well-positioned to generate and manage resources independently, ensuring accountability and the continuation of project results. Additionally, the wide publicity generated by the project helped secure an additional $9.6 million in funding, expanding its geographic coverage and beneficiary reach. This strategic expansion enhances the likelihood of sustaining and replicating its outcomes.

The project's alignment with broader frameworks, such as the UNSDCF (2024–2028) and PNG Vision 2050, provides further avenues for resource mobilization and integration into national development priorities. These synergies ensure that the project's results are not only maintained but also scaled up to benefit a broader population.

In conclusion, the CCfP project has laid a robust foundation for sustainability by empowering local institutions, fostering economic resilience, and leveraging strategic partnerships. The evidence of enduring structures, community ownership, and aligned development strategies underscores the project's potential to sustain and replicate its achievements, ensuring continued support for the men, women, youth, and vulnerable groups it has served.

5.1.7 Cross-Cutting

The Creating Conditions for Peace in PNG Highlands Project (CCfP) demonstrated a strong commitment to promoting human rights, gender equality, and the principle of leaving no one behind while introducing innovative strategies to address complex challenges in peacebuilding. The project was designed and implemented with inclusivity at its core, ensuring that marginalized and disadvantaged groups, such as women, youth, and survivors of conflict, were empowered to actively participate and benefit from the interventions. The Community Peace for Development Plans (CPDPs), a key component of the project, reinforced community-level structures to include women, youth, and traditional leaders, facilitating their involvement in decision-making and conflict resolution. By collaborating with UN Women and the Department for Justice and Attorney General, the project strengthened village courts and their connections with Learning, Empowerment, and Protection (LEP) centres and Grassroots Peacebuilding Action Teams (GPATs), expanding access to justice for marginalized groups.

Human rights considerations were integrated throughout the project, as evidenced by the inclusive composition and operations of mediation teams. These teams included men, women, youth, survivors of conflict, and families of the deceased, ensuring diverse representation and adherence to conflict sensitivity principles. The project also upheld the "do no harm" principle by fostering awareness among both men and women about conflict mediation, livelihood opportunities, and leadership roles. This approach not only promoted equitable participation but also contributed to building trust and fostering social cohesion in intervention areas.

Gender equality was a central focus of the CCfP project, with women's empowerment emphasized in both the design and implementation phases. A significant portion of the project's budget (46%) was allocated to gender equality initiatives, reflecting its prioritization of women's participation and leadership. UNDP played a pivotal role in training 95 women leaders, equipping them with the skills to become influential role models and advocates for cultural change within their communities. These women actively

addressed root causes of conflict and worked to prevent future issues. UN Women further supported these efforts through awareness campaigns that reached over 10,015 women, ensuring that gender-specific issues were integrated into discussions on peace and development. Partnerships with organizations like Hela Women in Peace Building underscored the project's commitment to fostering grassroots advocacy for peace.

The project's design, guided by the Gender Marker 2, highlighted the importance of integrating gender considerations into all aspects of its interventions. Women's participation in peace and development conferences ensured that their voices and unique experiences were included in discussions, preventing the marginalization of their concerns. This deliberate inclusion reinforced the role of women as key pillars in promoting peace and social cohesion, which was further evident in their active contributions to conflict prevention and resolution processes.

In line with the Sustainable Development Goal (SDG) principle of leaving no one behind, the CCfP project ensured that all affected groups, including persons with disabilities (PWDs), were considered in its design and implementation. While specific data on PWDs by disability category and age group were limited, the project's inclusive approach aimed to create equitable opportunities for all community members to participate and benefit from the interventions. This inclusivity was evident in the operationalization of CPDPs, which addressed the development priorities of targeted beneficiaries through a bottom-up planning approach.

The project also introduced innovative strategies, such as the Peace Signing Agreements facilitated by UNDP, which created avenues for rebuilding trust and fostering confidence among warring communities. These agreements laid the groundwork for reconstruction and development in conflict-affected areas. The use of community-based structures like LEP centres and GPATs exemplified innovative approaches to integrating peacebuilding with local development priorities. Beneficiaries gained new knowledge and skills in conflict resolution, leadership, and advocacy, which not only addressed immediate challenges but also equipped them for long-term peacebuilding efforts.

Overall, the CCfP project successfully addressed human rights, gender equality, and inclusivity while employing innovative strategies to achieve its objectives. Its achievements underscore the transformative impact of integrating these principles into peacebuilding initiatives, offering a model for future interventions in similar contexts.

5.2 Preventing Climate-Induced Conflicts through Empowered Women Leadership
5.2.1 Relevance and Design

The project effectively addressed the intersection of peacebuilding and climate security challenges in the conflict-affected regions of Hela and the Southern Highlands. By focusing on empowering women and youth as central agents of change, the project addressed the immediate needs of vulnerable communities while contributing to long-term resilience. Its outcomes—enhancing women's active participation in mitigating climate-induced conflict risks and building community and household resilience—demonstrated alignment with local needs, national priorities, and global goals, including SDG 5 (Gender Equality), SDG 13 (Climate Action), and SDG 16 (Peace, Justice, and Strong Institutions). Through inclusive, gender-sensitive strategies, the project strengthened social cohesion, reduced inequalities, and equipped communities to address future risks.

The project's alignment with the UNSDCF (2024–2028) and country program outcomes of UNDP, IOM, and other UN partners was particularly evident. It directly contributed to outcomes such as Equality

for Women and Girls, Governance, Peace, and Social Cohesion, and Environment and Climate Change. For instance, it supported UNSDCF outputs aimed at enhancing gender equality and women's empowerment (e.g., increasing women's leadership roles, reducing discrimination, and promoting gender-equitable norms). Capacity-building initiatives focused on enabling women to lead in peacebuilding and climate adaptation, resulting in strengthened planning, budgeting, and monitoring systems that integrated gender-responsive approaches. Community-level interventions such as CPDP development, the establishment of Women and Girls Safe Spaces, and leadership training empowered women and youth to take on decision-making roles, directly addressing systemic gender inequalities and fostering inclusive governance.

By embedding its theory of change in local realities, the project ensured relevance to the priorities of the PNG government, including the Medium-Term Development Plan III and Vision 2050. It addressed key result areas such as Increased Revenue and Wealth Creation (through livelihood support and small grants for women and youth), Improved Law, Justice, and National Security (through mediation training and safe spaces for GBV and SARV victims), and Sustainable Social Development (by fostering social cohesion through sports and vocational training). Moreover, the project's focus on strengthening institutional capacities for climate resilience and disaster risk management supported broader national development goals and sustainability.

The project's design and implementation drew on lessons learned from prior initiatives, emphasizing the inclusion of diverse perspectives—particularly those of women and youth—during its planning and execution. Community consultations and focus group discussions informed interventions that addressed entrenched gender inequalities and deepened the inclusion of marginalized groups. Training of Trainers (ToT) programs and participatory planning processes facilitated ownership and trust among beneficiaries, while initiatives such as the Women's Training Centre in Tawanda created sustainable platforms for skill development and empowerment. Youth engagement programs, including sports and vocational training, provided alternatives to tribal conflicts and fostered new opportunities for peacebuilding and economic participation.

Women participants reported transformative experiences, citing improved access to leadership opportunities and decision-making platforms. As one beneficiary explained, "This plan is working for us. We are using this community hall for many purposes, including our community meetings and mediation for peace." Similarly, youth beneficiaries described shifts in their attitudes toward conflict, with many opting to join rehabilitation and livelihood groups. An ex-youth fighter reflected, "The trainings opened my eyes to many of life's opportunities, and I decided to settle down and think about what I've been through."

The project's contributions to governance and climate security were underpinned by knowledge products such as climate risk assessments, gender action plans, and displacement tracking matrices. These tools supported evidence-based planning and policy-making at provincial and national levels, ensuring that interventions were both responsive to immediate needs and sustainable over time. By promoting gender-sensitive disaster preparedness, early warning systems, and climate adaptation measures, the project strengthened the resilience of the most vulnerable populations to future risks. Through its inclusive and participatory approach, the project effectively bridged the gap between immediate conflict resolution and long-term resilience-building, creating a model for addressing climate-induced conflicts in fragile contexts.

5.2.2 Coherence

A review of three CPDP documents seen by the TE shows that all the three projects 'interventions were well engrained in the CPDPs. The operationalization of CPDPs is considered by this terminal evaluation as one of key interlinkages and network between the three projects and similar interventions. In addition, the participatory inclusive approaches closely linked them to national government, Hela and Southern Highlands Provincial Administrations peace building initiatives.

It has been noted by the TE that each of the projects undertook interventions that reinforced the other's results and targeted the same beneficiaries which demonstrated a holistic approach to peace building in the provinces of Hela and the Highlands. For example, under the CPDPs interventions implemented by all the two projects, the methods of work changed from top down, supply driven service delivery approaches to adoption of bottom-up participatory approaches in the way the national and provincial administrations related. In addition, other service delivery approaches such as the streamlining weather forecasts, DRR and health service delivery among others brought to the fore the need of national government and provincial administrations to work together with communities to enhance peace building and development efforts in a coordinated manner. By targeting the same beneficiaries, the projects, demonstrated to both national and provincial administrations that a holistic approach to peace building in the provinces of Hela and the Highlands was the way to go.

The "Preventing Climate-Induced Conflicts Through Empowered Women Leadership" partnered directly with the provincial governments of Hela and Southern Highlands, particularly the respective offices of the law and justice advisor, provincial disaster coordinators, community development and women's council, to implement specific interventions. In addition, the project partnered with World Vision (Southern Highlands provinces) and Rural Women's Development Foundation (Hela province) in building the capacity of women community leaders in awareness of climate-induced risks and local approaches to mitigate risks and support community-led establishment of inclusive community spaces to facilitate collective decision- making. Through the intervention, women acquired capacity that enabled them to prepare and engage in approaches to prepare for disasters and adopting crop farming activities adapted to climate change.

5.2.3 Effectiveness

The project *Preventing Climate Induced Conflicts through Empowered Women Leadership* achieved remarkable results, exceeding several planned objectives. The primary goals were to empower women leaders, enhance community resilience to climate-induced conflicts, and strengthen local governance systems. Women leaders were equipped with skills in climate risk awareness and conflict mitigation, enabling them to take proactive measures within their communities. Through inclusive community facilitation teams and civic spaces, the project promoted collective decision-making, ensuring women's voices were central in addressing climate challenges. These efforts have contributed to transforming gender norms and fostering a culture of equality and collaboration.

Significant strides were made in improving resilience to climate-related risks and enhancing post-conflict recovery efforts. The project facilitated the development of gender- and climate-sensitive community peace and development plans, ensuring community priorities were met. Women-led initiatives, such as market reconstruction and livelihood projects, played a pivotal role in promoting social cohesion and economic recovery. Testimonies from community members revealed positive behavioural shifts, including reduced conflicts, increased educational opportunities for girls, and community-driven climate

adaptation measures such as tree planting and improved drainage systems. The achievements underscore the transformative impact of empowering women to lead climate resilience efforts.

Activities	Implementing Organization
Outcome 1: Increased active participation of women in communities in community action to mitigate climate-induced conflict risks	
Training for women community leaders on climate risks and mitigation approaches	UNDP
Facilitation of community-led inclusive civic spaces	UNDP
Outcome 2: Communities and households have improved resilience to manage risks and mitigate shocks	
Training for Community Facilitation Teams on peacebuilding and planning	IOM
Development of gender- and climate-responsive CPDPs	IOM
Provincial and sub-provincial climate risk assessments	UNDP
Development of provincial climate-sensitive peace and security strategies	UNDP

Table 10: Activities per Outcome. "Preventing Climate-Induced Conflicts through Empowered Women Leadership".

Measuring the achievements of the project activities at the outcome level remains challenging due to imprecise or unavailable data and information. Nevertheless, the table above offers a detailed summary of the accomplishments, systematically outlining the outputs, activities, and implementing organizations involved. The data and insights provided are derived from the "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica (November 2024) and other related reports. These reports serve as key references in evaluating the project's success.

The following results framework matrix highlights the project's achievement levels and indicator scores for each outcome and output. It offers a comprehensive view of the effectiveness and impact of the initiatives, emphasizing the critical role of empowered women leaders in addressing climate-induced conflicts and promoting resilience in affected communities. This structured analysis underscores the collaborative contributions of UNDP, IOM, and other partners in achieving the project's objectives.

Component	Baseline	Endline target	Indicators Progress	Comments[15]	Rating
Outcome 1: Increased active participation of women in communities in community action to mitigate climate-induced conflict risks.					
Indicator 1.1: Proportion of women in target communities participating in/contributing to peacebuilding within communities by age.	10%	50%	60%	The target was exceeded, with most women gaining the capacity to undertake climate risk prevention and sharing knowledge with others, while also being empowered as influential community leaders. No available information on breakdown by sex and age.	Fully achieved.
Output 1.1: Capacity of women community leadership particularly in climate-induced conflicts and in the development of climate adaptation measures is strengthened.					
Indicator1.1.1: Women's self-rating of their understanding of climate-related security risks.	2%	52%	60%	Target exceeded, with women demonstrating a strong understanding of climate-related risks.	Fully achieved.
Indicator 1.1.2: Women's self-rating of their ability to	5%	55%	60%	Target exceeded with women expressed satisfaction in their ability to apply adaptation needs	Fully achieved.

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[15] All data and references are based on the "Endline Report – CCfP", by Pamela Kamya, February 2024 and the "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.

contribute toward adaptation needs.					
Indicator 1.1.3: Proportion of community members in target communities who believe that community dialogue is inclusive for women participation and responsive to undertaken climate and conflict- sensitive actions, by sex and age.	Hela 0% SHP 2.5%	Hela 25% SHP 30%	Hela: 30% SHP: 30%	Targets exceeded with the establishment of inclusive community civic spaces for collective decision-making. A mindset shift saw men and youth embracing women's vital societal roles. No available information on the breakdown by age.	Fully achieved.
Outcome 2: Communities and households have improved resilience to manage risks and mitigate shocks from conflict and human induced/natural disasters.					
Indicator 2.1: Assessed vulnerability of target communities	High risk rating on the INFORM Risk Index	Medium risk rating on the INFORM Risk Index	Medium Risk Rating on the INFORM risk index	Communities have gained skills and knowledge to mitigate climate risks.	Fully achieved.
Output 2.1: Impact of climate variability and risk of climate- induced conflicts for women is reduced					
Indicator 2.1.1: Number of trainings conducted for inclusive community facilitation teams on peacebuilding and development planning.	2	3	3	Target exceeded, driven by strong interest in activities aligned with community needs through CPDPs.	Fully achieved.
Indicator 2.1.2: Proportion of women in target communities who believe that CPDP is responsive to and addresses women's prioritization of climate and conflict-sensitive actions.	0%	50%	50%	Target achieved. Women played a significant role in CPDPs, with their contributions and needs effectively addressed.	Fully achieved.
Indicator 2.1.3: Number of costed gender and climate-responsive community peace for development plans implemented.	5	12	19	Target exceeded. Resilience to manage risk and mitigate shocks from conflict and human induced/natural disasters was enhanced.	Fully achieved.
Output 2.2: Provincial policies and strategic frameworks are informed by climate-induced peace and security risks					
Indicator 2.2.1: Number of communities targeted for support in development and implementation of community peace for development plans informed through provincial and sub-provincial climate risk assessments.	0	2	7	Target exceeded. The conducted climate risk assessment provided crucial information that enabled the development of informed plans.	Fully achieved.
Indicator 2.2.2: Number of provincial climate and gender-sensitive peace and security strategies with costed provincial action developed.	0	2	2	Target exceeded. The commitment to preparing for and mitigating climate risks remains a high priority for the provinces.	Fully achieved.

Table 11: Results Framework. "Preventing Climate-Induced Conflicts through Empowered Women Leadership".

The evaluation of the *Preventing Climate Induced Conflicts through Empowered Women Leadership* project reveals the full achievement of its two outcomes and eight outputs. The successful approaches employed during the project should serve as models for replication in future initiatives, while the lessons learned from its implementation will help refine and enhance the design of more effective strategies moving forward. The project demonstrated remarkable performance in terms of indicators, with all outcomes and outputs indicators achieved. These figures reflect a well-rounded and impactful approach to addressing climate-induced conflicts by integrating gender equity, institutional strengthening, and community-led peacebuilding.

Despite challenges in data availability and precision, the results framework matrix offers valuable insights into the project's effectiveness. It systematically highlights the accomplishments, key activities, and implementing organizations, showcasing the collaborative efforts of UNDP, IOM, and other partners. The detailed presentation of results demonstrates the project's ability to foster sustainable peace and resilience in climate-affected regions while emphasizing the transformative role of women leaders in these processes. These accomplishments not only address immediate challenges but also lay a foundation for long-term, community-driven resilience and gender equality.

The matrix serves as a critical tool for understanding the broader impacts of the project, underscoring its success in fostering gender equity, strengthening governance, and enhancing community resilience to climate risks. By providing a comprehensive view of the project's outcomes and outputs, it captures both the effectiveness of the implemented strategies and areas for future improvement. This evaluation reiterates the importance of building on these successes to further advance sustainable peace and resilience through inclusive and innovative approaches.

5.2.4 Efficiency

The terminal evaluation (TE) highlights that the *Preventing Climate Induced Conflicts through Empowered Women Leadership* project demonstrated a strong commitment to efficiency by achieving its intended outputs and outcomes with optimal use of resources. With a budget of USD 3,800,000, the project incurred expenditures of USD 3,427,125, resulting in a variance of USD 372,875. This underscores the effective allocation of resources to deliver key project activities. The integration of additional human and financial support from provincial administrations further enhanced resource utilization, particularly for activities such as the development and operationalization of Community Peace for Development Plans (CPDPs) and the establishment of gender-responsive community facilitation teams. Despite challenges such as limited local capacity and cultural barriers, the project leveraged area-based implementing partners, including community-based organizations (CBOs), women's groups, and faith-based organizations, to meet its objectives at a reasonable cost.

Project Budget (USD)	Expenditure	Variance
USD 1,500,000.00	USD 1,076,580.41 (as of 15 November 2023)	USD423,419.59

Table 12: Budget. "Preventing Climate-Induced Conflicts through Empowered Women Leadership".

Efficient resource utilization was further supported by strategic management practices and effective coordination. UNDP, as the lead implementing agency, provided oversight and collaborated with IOM and other partners to ensure the timely delivery of activities. Management tools such as the results framework matrix and Communicating with Communities (CwC) protocols facilitated cost-effective implementation and real-time monitoring of progress. Despite external disruptions, including the COVID-19 pandemic and other logistical challenges, these mechanisms helped maintain focus on achieving the project's objectives without compromising value for money. For instance, strategic partnerships with local leaders and women's groups allowed for flexible adaptation to changing circumstances, ensuring that critical training sessions and infrastructure projects continued to move forward.

The project also capitalized on local knowledge and community structures to ensure efficient delivery and long-term value for money. By collaborating with women mediators, village court magistrates, and provincial climate risk assessment teams, the project was able to replicate and scale services at minimal cost. Activities such as the creation of inclusive civic spaces and training on climate resilience not only addressed immediate project goals but also laid the groundwork for sustained peacebuilding and gender equity. Furthermore, investments in community-driven initiatives, such as market reconstruction and infrastructure strengthening, provided tangible economic benefits, particularly for women. These efforts reflect a forward-thinking approach that balances cost-effectiveness with sustainability, ensuring the project's impact extends well beyond its lifecycle.

Overall, the project successfully delivered its outcomes and outputs at a reasonable cost, demonstrating effective resource management and strategic use of local partnerships. The support of the UN Peacebuilding Support Office (PBSO) and UN Resident Coordinator's Office (RCO) was pivotal in ensuring efficient coordination, oversight, and resource mobilization. Despite contextual challenges, the project's integration of community-based structures, gender-sensitive approaches, and robust management practices underscores its ability to deliver meaningful and sustainable results while maximizing the value of resources.

5.2.5 Impact

The project *Preventing Climate-Induced Conflicts Through Empowered Women Leadership* has had a significant positive impact on the lives of its beneficiaries. Women have reported gaining empowerment and having a stronger voice in community assemblies and decision-making processes, while youth have expressed a sense of restored normalcy in their lives. A women leader highlighted the shift in community dynamics, noting the increasing possibility of female participation in community assemblies and meetings – an impact shared across all projects under the HJP[16].. Similarly, youth shared how the training inspired them to re-engage with productive and peaceful life paths: *"It was only after the training in the community that we started to think about going back to normal life."* These testimonials underscore the transformative effect of capacity-building activities in fostering resilience and promoting non-violent conflict resolution strategies.

The project also contributed significantly to climate change adaptation and disaster risk reduction efforts, particularly for women and girls. Training on agricultural techniques and conservation has empowered women to experiment with drought-resistant crops and share knowledge with others in their communities. As one woman noted: *"We want to teach all women in the community about conservation*

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[16] Please see page 52 for details on the project, "Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province."

and drought-resistant crops." These interventions have fostered a sense of ownership and practical action toward building sustainable livelihoods and mitigating climate-induced challenges.

The project has laid a firm foundation for peace and stability in Hela and Southern Highlands by fostering social cohesion and enhancing the capacity of local leadership. Participatory approaches involving women, youth, and vulnerable groups have significantly contributed to peacebuilding efforts by reducing the gender gap and empowering marginalized voices, including persons with disabilities (PWDs), displaced persons, and orphans. The establishment of LEP centres as training hubs has been instrumental in promoting community awareness and equipping local leaders with practical skills in conflict management.

The capacity-building initiatives have also facilitated mindset changes among community leaders, fostering non-violent approaches to conflict resolution. Leaders trained under the project have demonstrated enhanced ability to analyse conflicts and engage in constructive dialogue, which is critical for sustainable peace. While patriarchal systems remain a challenge, the project's focus on empowering women and other vulnerable groups has sown seeds for a more inclusive and equitable society, which is essential for long-term stability.

The project has brought about several unintended positive changes. The entrenchment of participatory approaches has enhanced social cohesion within communities, reducing barriers for women, youth, and vulnerable groups. This has fostered stronger bonds and cooperation among community members, creating a robust foundation for peacebuilding efforts. Moreover, the use of LEP centres for various community trainings has strengthened local capacity for climate change adaptation and disaster risk reduction, reaching a wider audience than initially planned.

However, the project also faced an unintended negative consequence: the active involvement of women in interventions has sometimes been perceived as a threat to entrenched patriarchal norms. Some community members viewed this as an attempt to undermine traditional gender roles, creating resistance in certain quarters. Addressing these perceptions remains critical for the sustainability of the project's outcomes and for advancing gender equality in the region.

The project introduced several innovative practices, including the use of participatory and community-led approaches to foster social cohesion and peacebuilding. The establishment of inclusive community facilitation teams and LEP centres provided platforms for marginalized groups, especially women, to engage in decision-making and capacity-building activities. Additionally, the integration of climate change adaptation and conflict prevention into community peace development plans was a forward-thinking approach that linked environmental sustainability with social stability.

The project's emphasis on mindset change and practical training for local leaders equipped communities with tools for non-violent conflict resolution. This focus on localized solutions not only enhanced immediate responses to conflicts but also laid the groundwork for sustainable development and resilience in the face of future challenges. These innovations reflect the project's holistic approach to addressing climate-induced conflicts and promoting long-term peace and stability.

5.2.6 Sustainability

The sustainability of the *Preventing Climate-Induced Conflicts Through Empowered Women Leadership* project is rooted in its close collaboration with provincial and sub-provincial government stakeholders in Hela and Southern Highlands Provinces. This partnership ensured active participation throughout the project, from selecting target communities to capacity-building activities under Outcome 2. Provincial and district authorities have developed critical capacities to support local governance and

development initiatives, a cornerstone for sustaining project results. The planned official handover of CPDPs to government authorities and the formation of an advisory group to oversee climate security priorities demonstrate strategic efforts to secure the project's long-term impact. Despite structural weaknesses in financing and managing these plans, the integration of knowledge products such as the Climate Risk Assessment (CRA) report and CPDPs into provincial systems offers a strong foundation for continued progress.

Community ownership and resilience-building efforts have been instrumental in ensuring the project's longevity. For example, in Southern Highlands Province, communities constructed a neutral shelter using local materials for capacity-building trainings, fostering collective action and trust-building among community members. These participatory approaches have empowered communities to take ownership of project outcomes, such as inclusive planning to mitigate climate-induced conflict risks and address natural hazards. Similarly, frontline workers and community leaders have acquired practical skills in crisis response, psychosocial support, and conflict prevention, ensuring that these capacities remain operational beyond the project's duration. As one youth coordinator noted, their role extends to supporting survivors' basic needs, highlighting a sense of social obligation to sustain the project's results.

The project has also contributed to the creation of critical knowledge products, including CPDPs, provincial climate-sensitive strategies, and the CRA report, which have coalesced government, civil society, and faith-based organizations to address pressing issues such as livelihoods, water and food security, and community development. These products serve as enduring references for guiding peacebuilding and development efforts. However, the sustainability of these achievements faces financial challenges, including the inability of government structures to fund CPDPs fully and the limited capacity of local organizations to manage and scale interventions. Addressing these gaps through enhanced resource mobilization and institutional support will be essential to ensure the project's benefits endure. Exit strategies, such as embedding knowledge products into government policies and fostering community-led initiatives, provide a roadmap for building on these accomplishments.

5.2.7 Cross-Cutting

The *Preventing Climate-Induced Conflicts Through Empowered Women Leadership* project demonstrated a strong commitment to cross-cutting principles, particularly in human rights, gender equality, and the inclusion of marginalized groups, ensuring its interventions were inclusive and transformative. Human rights considerations were integral to the project design and implementation, as evidenced by the deliberate inclusion of women, youth, and persons with disabilities (PWDs) in all stages of the project. Special focus was placed on empowering women and youth as key actors, addressing their vulnerabilities to climate-induced conflicts through capacity-building initiatives, gender awareness workshops, and participatory planning processes. For example, the project ensured that at least 60% of participants in specific trainings were women, with clear quotas for female and male youth. Such efforts have not only enhanced the voices of traditionally marginalized groups but also fostered a culture of inclusion and equity at the community level.

Gender equality was a central pillar of the project, with 100% of budgetary resources allocated to promoting gender equity and women's empowerment. This emphasis was operationalized through tools such as Gender Analysis (GA), Gender Action Plans (GAP), and a Gender Marker (GM3), which guided the project's approach to mainstreaming gender in all activities. The project facilitated the participation of women in key decision-making processes, ensuring their perspectives were incorporated into climate risk

assessments, policy dialogues, and the development of Community Peace Development Plans (CPDPs). These efforts have empowered women as influential leaders in their communities, with their contributions helping to shape gender-sensitive strategies for addressing climate security and resilience at both sub-provincial and provincial levels. Gender awareness workshops and the active engagement of female leaders in project activities have further reinforced gender transformation and the promotion of equality across all interventions.

The project also embraced the SDG principle of *Leaving No One Behind*, ensuring that historically marginalized groups, such as PWDs, internally displaced persons, and survivors of violence, were included in project activities. Focus group discussions and baseline surveys conducted during the design phase captured the voices of men, women, youth, and vulnerable groups, incorporating their perspectives into project implementation. Community-level participatory approaches, such as the formulation of CPDPs, actively involved women and youth as members of community facilitation teams. This approach not only enhanced the inclusivity of project activities but also fostered community ownership and accountability. Innovative strategies, such as the development of CPDPs and gender-sensitive tools, provided new knowledge to beneficiaries, empowering them to address climate challenges and promote peace. For example, beneficiaries gained skills in conflict prevention, gender-sensitive planning, and climate adaptation, equipping them to sustain and replicate project successes beyond its lifecycle.

By centring human rights, gender equality, and inclusivity, the project has created a strong foundation for sustainable and equitable development, ensuring that the voices of the most vulnerable are heard and acted upon in building climate-resilient and peaceful communities.

5.3 Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province, Papua New Guinea
5.3.1 Relevance and Design

The evaluation of the Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province project highlights its strong relevance to the needs of beneficiaries and its alignment with local, national, and global priorities. The project's design prioritized addressing conflict-related trauma, particularly among affected men, women, young men, and young women, as part of broader peacebuilding and conflict prevention efforts. Through targeted outputs, such as generating knowledge on gender- and age-specific impacts of trauma, training community stakeholders to integrate psychosocial support into peacebuilding, and enhancing the skills of local mental health and psychosocial support (MHPSS) workers, the intervention addressed critical gaps in the Hela Province. These efforts responded directly to the pressing needs of conflict-affected communities, ensuring that the intervention was well-positioned to create sustainable change.

The project demonstrated clear alignment with Sustainable Development Goals (SDGs), particularly SDG 5 (Gender Equality), SDG 3 (Good Health and Well-being), and SDG 16 (Peace, Justice, and Strong Institutions). By focusing on gender-transformative approaches, the project empowered women and youth as key actors in peacebuilding, addressing historical inequalities while promoting inclusive and participatory recovery processes. Its design incorporated gender and age-specific insights, as reflected in the training curricula and community engagement strategies, ensuring that interventions were both relevant and responsive to local contexts. The collaboration with local stakeholders, such as provincial authorities and community leaders, further enhanced the project's coherence with national priorities outlined in Papua

New Guinea's Vision 2050 and Medium-Term Development Plans, particularly in areas of governance, social development, and peacebuilding.

The project contributed to multiple Key Result Areas (KRAs). For KRA 1: Increased Revenue and Wealth Creation, the project facilitated the operationalization of CPDPs, provided small grants, and delivered livelihood training in activities such as sewing, baking, and weaving, directly enhancing economic opportunities for women and youth. Initiatives such as sporting events, youth photography projects, and market construction further supported wealth creation. Under KRA 3: Sustainable Social Development, youth skills training, employment access programs, and the promotion of mental health and psychosocial support (MHPSS) services strengthened resilience among marginalized groups, particularly women and youth. For KRA 4: Improved Law, Justice, and National Security, peacebuilding activities engaged community members in mediation and improved the effectiveness of village courts, while creating neutral spaces for victims of gender-based violence (GBV) and sorcery accusation-related violence (SARV). The project also advanced KRA 5: Improved Service Delivery, with interventions such as reconstructing health centres, equipping Women and Girls Safe Spaces, and enhancing MHPSS infrastructure and referral systems. KRA 6: Improved Governance saw increased women's leadership in climate change and mediation initiatives, reinforcing accountability and transparency. Lastly, KRA 7: Responsible Sustainable Development and KRA 8: Sustainable Population were supported through resource provision, training, and partnerships with NGOs, CBOs, and FBOs, empowering communities to engage in peacebuilding, health services, and climate change mitigation.

Beneficiaries provided positive feedback on the project's impact, emphasizing its role in fostering reconciliation and resilience. Community leaders highlighted how training programs and participatory planning processes facilitated collaboration among previously divided groups. Women, who often faced marginalization, reported newfound opportunities to engage in decision-making and community assemblies, with one leader noting, "It was only after the trainings brought to the community that men started allowing women to participate in community assemblies and meetings." These outcomes underscore the project's relevance in addressing entrenched social and gender inequalities in Hela Province.

The project also addressed critical gaps in MHPSS services by equipping local workers with the skills needed to respond to conflict-related trauma and promote mental well-being. This capacity-building element ensured that support mechanisms were grounded in local realities, enhancing the sustainability of interventions. For example, the inclusion of psychosocial support as a key component of peacebuilding efforts strengthened community-level resilience and created a foundation for long-term recovery. In conclusion, the project's alignment with beneficiary needs, its responsiveness to local and national priorities, and its integration of gender-sensitive approaches reinforced its relevance in addressing the complex challenges of trauma, peacebuilding, and resilience in Hela Province.

5.3.2 Coherence

The *Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province* project demonstrated robust coherence, both within the Highlands Joint Programme (HJP) and through its alignment with broader international frameworks and local initiatives. Alongside the *Creating Conditions for Peace in PNG Highlands* and *Preventing Climate-Induced Conflicts through Empowered Women Leadership* projects, it contributed to a coordinated and impactful approach to addressing conflict and fostering sustainable peace in Hela and Southern Highlands provinces. The evaluation underscored this coherence, highlighting the projects' alignment with international frameworks such as *Pathways for Peace*.

By integrating their activities with local and provincial efforts, the projects ensured their relevance and operational effectiveness in addressing the region's complex conflict dynamics.

The synergies among the three projects were particularly evident in their collaborative partnerships and shared objectives. The *Gender Transformative Psychosocial Support* project worked closely with the Catholic Diocese of Mendi and its network of LEP centres and Women and Girls Safe Spaces (WGSS), which were also key partners for the *Creating Conditions for Peace* project. Together, these collaborations enhanced the reach and quality of trauma-informed care and support services, such as those provided by the House of Hope, which beneficiaries lauded as a standout facility for GBV survivors. These shared partnerships and operational alignments amplified the projects' collective impact, enabling a more integrated response to the diverse needs of conflict-affected communities.

Moreover, the *Preventing Climate-Induced Conflicts through Empowered Women Leadership* project complemented these efforts by addressing systemic vulnerabilities and promoting inclusive participation in peacebuilding processes. The gender-sensitive training and planning processes under this project aligned seamlessly with the psychosocial support initiatives, enabling community stakeholders to incorporate trauma-informed practices into broader peace and resilience-building efforts. This integration fostered a more holistic approach, addressing immediate trauma-related needs while laying the groundwork for long-term social cohesion and climate resilience.

By leveraging diverse partnerships, aligning with international peacebuilding frameworks, and integrating with local initiatives, the three projects effectively reinforced each other's strengths. Their coherence ensured a unified and strategic approach to fostering sustainable peace in the Highlands, maximizing their relevance and effectiveness in achieving shared objectives. This alignment not only enhanced their impact but also demonstrated the value of inclusive and coordinated methodologies in addressing the multifaceted challenges of conflict and resilience in the region.

5.3.3 Effectiveness

The evaluation of the project highlights its substantial effectiveness in achieving its objectives, with significant progress made across outcomes and outputs. The three primary outcome indicators were achieved. This success underscores the project's well-targeted approach, addressing key drivers of conflict, such as land disputes, gender dynamics, and trauma, through innovative and inclusive strategies.

Among the key achievements is the enhancement of community awareness and skills, particularly in mental health and psychosocial support (MHPSS). Interventions such as art therapy, gardening, storytelling, and culturally sensitive activities like *bilum* making significantly improved livelihoods, fostered social cohesion, and facilitated trauma management. These efforts empowered women, youth, and other vulnerable groups, enabling them to contribute to peacebuilding processes. Women and youth were equipped with tools for economic and social activities, such as sewing machines and farming equipment, which not only supported their livelihoods but also facilitated community healing. Religious leaders and peace mediation teams were also trained, allowing them to play a pivotal role in conflict prevention and resolution.

Theories of change underlying the project were both applicable and effective, as evidenced by the strategies employed to meet the diverse needs of different communities. Gender and age-specific interventions ensured that no group was left behind, while a community-based curriculum integrating MHPSS and peacebuilding served as a critical resource for long-term impact. The operationalization of

these strategies successfully addressed both geographical and beneficiary-specific requirements, highlighting the project's thoughtful design.

Several enablers contributed to the project's success. These included robust training programs, strong partnerships with organizations such as UNFPA and UN Women, and the integration of climate security considerations into policy frameworks. These efforts not only addressed immediate community needs but also fostered resilience and sustainability. For example, the promotion of climate-resilient agriculture and the development of local capacity helped communities shift from high to medium levels of vulnerability. By building these foundations, the project ensured that its outcomes would have lasting impacts, inspiring further empowerment and resilience among beneficiaries.

Activities	Implementing Organization
Outcome 1: Conflict related trauma especially among affected men, women, young men and young women in the Hela Province is addressed as part of peacebuilding and conflict prevention efforts.	
Research on gender- and age-specific impacts and drivers of conflict including conflict-related trauma	UN Women
Curriculum development and training and coaching of facilitators on conflict prevention and peacebuilding efforts	UNFPA
Training on mediation skills	UN Women and UNFPA
Training on counselling skills, trauma-informed support, identification of signs of distress and referral pathways	UNFPA
Community Grants	UN Women

Table 13: Activities per Outcome. "Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province, Papua New Guinea".

Progress towards outputs was similarly noteworthy, with seven of the ten output indicators fully achieved, two partially achieved, and one lacking data for measurement. These outputs reflect a wide range of impactful activities. For instance, the project generated knowledge on gender- and age-specific impacts of conflict, informing targeted interventions. Training provided to 382 community stakeholders on MHPSS resulted in reduced tensions and improved coping mechanisms at the community level. Additionally, the capacity-building initiatives for 28 health and community workers enhanced their ability to address trauma, linking health services with community-based support systems. Community outreach efforts reached approximately 3,000 individuals, while resources like farming tools and sewing machines helped restore livelihoods and contributed to social and economic recovery.

Component	Baseline	Endline target	Indicators Progress	Comments[17]	Rating
Outcome 1: Conflict related trauma especially among affected men, women, young men and young women in the Hela Province is addressed as part of peacebuilding and conflict prevention efforts.					

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[17]All data and references are based on the "Endline Report – CCfP", by Pamela Kamya, February 2024 and the "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.

Indicator 1a: percentage of men, women, young men and young women in project sites reporting improved understanding of the gender- and age- specific impacts and drivers of conflict including trauma	40%	80%	100%	Beneficiaries in the assessment identified women, girls, people with disabilities, and children as the most affected groups, with women, land, and pig disputes as key drivers of conflict and trauma.	Fully achieved.
Indicator 1b: Percentage of affected men, women, young women and men in project sites who report improved mental health and psychosocial well-being to address conflict-related trauma	0%	75%	100%	All women, youth, and men in mental health sessions reported improvements, as it was their first time receiving support. Capacity building trainings equipped GBV survivors with skills to contribute to MPHSS services in Hela through survivors' groups.	Fully achieved.
Indicator 1c: Percentage of men, women, young women and young men in project sites who report applying MHPSS and social and emotional skills to local peacebuilding processes	37%	50%	93.8% (Of whom 60% are Women and 40% are Men)	Health care and community workers have acquired counselling skills, trauma-informed support, distress identification, referral pathways, stress management, and techniques for handling vicarious trauma.	Fully achieved.
Output 1.1: Knowledge and evidence on gender- and age-specific impacts of conflict and gender and age differences in response to conflict-related trauma are generated.					
Indicator 1.1.1: Number of research/knowledge products on gender- and age-specific impacts and drivers of conflict including conflict-related trauma	0	1	1	Research on gender- and age-specific impacts and drivers of conflict, including conflict-related trauma, informed capacity building and the provision of infrastructure such as safe spaces and referral services for GBV and trauma victims.	Fully achieved.
Output 1.2: Community stakeholders are able to integrate psychosocial support to address conflict-related trauma as part of conflict prevention and peacebuilding efforts (curriculum development and training and coaching of facilitators).					
Indicator 1.2.1: Number of community based MHPSS and peacebuilding curricula developed through the support of the project	0	1	1	The curriculum produced is a critical resource for knowledge and skills in sustained MHPSS and peacebuilding in Hela province.	Fully achieved.
Indicator 1.2.2: Number of community mobilizers (disaggregated by sex and age) trained to deliver the MHPSS and peacebuilding curriculum	55 (LEP community mobilizers); 13 CSOs Executives	65	69 community mobilizers trained (38 men and 31 women)	Target exceeded. Beneficiaries from LEP centres and CSOs (key stakeholders in the delivery of MHPSS and peacebuilding).	Fully achieved.
Indicator 1.2.3: Percentage of community mobilizers trained on the MHPSS and peacebuilding curriculum with improved knowledge, skills and efficacy in delivering it	20%	75%	87.5 %	Target exceeded. More human resources were trained to support MHPSS and peacebuilding for improved service delivery.	Fully achieved.
Output 1.3: Local MHPSS and health workers have increased skills and knowledge to improve mental health and well-being to address traumatic impacts of conflict-related violence					
Indicator 1.3.1: Number of health workers (disaggregated by sex and age) who enrolled in training on specialized MHPSS.	0	20 (10 men and 10 women)	12 (5 men and 7 women)	Although the target number of trained health workers was not reached, significant progress was made in	Partially achieved.

				developing this crucial human resource for specialized MHPSS.	
Indicator 1.3.2: Number of community-based workers (disaggregated by sex and age) who enrolled in training on specialized MHPSS	0	20 (10 men and 10 women)	16 (8 men and 8 women)	Although the target number of community-based workers was not reached, significant enrollment in training for specialized MHPSS was achieved, strengthening this crucial human resource.	Partially achieved.
Indicator 1.3.3: Percentage of health workers (disaggregated by sex and age) with improved knowledge, skills and efficacy in specialized MHPSS	30%	85%	89%	Trained health workers demonstrated improved knowledge in MHPSS, as shown by pre- and post-test results.	Fully achieved.
Output 1.4: Women, men, young women and young men affected by conflict are able to harness MHPSS to promote mental health and develop social and emotional skills to contribute to local peacebuilding processes.					
Indicator 1.4.1: Number of men, women, young women and young men enrolled in group-based MHPSS activities supported by the project	0	200 (50 men, 50 women, 50 young men, 50 young women)	382 (86 men, 115 women, 95 young women, 86 young men)	Target exceeded, implying more human resource added to enhance MHPSS interventions.	Fully achieved.
Indicator 1.4.2: Percentage of women, men and male and female youth reported to complete at least half of the group based MHPSS activities supported by the project	0%	60%	Not initiated/No data available	No information available.	Not achieved.
Indicator 1.4.3: Percentage of women, men and male and female youth who have engaged in at least half of group sessions who report increased social and emotional skills for conflict resolution, prevention and recovery	0%	60%	100 %	The target was exceeded implying more human resources has been skilled to handle conflict resolution and engage in recovery activities	Fully achieved.

Table 14: Results Framework. "Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province, Papua New Guinea".

Overall, the project was successful in achieving its objectives, with a majority of its outcomes and outputs fully realized, demonstrating its potential as a model for replication in similar contexts. The strategies employed effectively addressed the needs of diverse groups, fostering empowerment, social cohesion, and resilience among women, men, youth, and other vulnerable populations. While the fully achieved results stand as evidence of the project's scalability and replicability, the outputs that were not achieved or only partially realized offer valuable lessons. The implementation of certain activities faced external challenges. For example, an accident involving beneficiaries led to the cancellation of a training session on psychological conditions and counselling. This decision reflected the project's commitment to the "do no harm" principle, emphasizing the importance of safeguarding participants. Such challenges, while disruptive, did not detract from the overall progress, as the project demonstrated adaptability in its approach. These insights provide an opportunity to refine future interventions, ensuring even greater

effectiveness and adaptability in addressing the complex challenges of conflict and trauma in affected communities.

5.3.4 Efficiency

The evaluation indicates that the project achieved its intended objectives and results efficiently, demonstrating significant value for money. The high level of achievement, including exceeding targets in several areas, reflects a strong alignment between the project's resource use and its outputs. The project's cost-effectiveness is evident in the outcomes achieved, such as improved community resilience, empowerment of vulnerable groups, and strengthened local capacity for mental health and psychosocial support (MHPSS). For instance, the development of a community-based curriculum integrating MHPSS and peacebuilding required minimal additional resources while serving as a critical tool for sustained impact. Similarly, the training of 382 individuals on MHPSS, surpassing initial targets, illustrates the efficient scaling of interventions to maximize community benefit without incurring excessive costs.

Project Budget (USD)	Expenditure	Variance
USD 1,500,000	USD 876,458.58	USD 623,541.42

Table 15: Budget. "Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province, Papua New Guinea".

The contributions of the UN Peacebuilding Support Office (PBSO) and the UN Resident Coordinator's Office (RCO) were instrumental in achieving these efficiencies. Their roles in coordinating resources, fostering partnerships, and aligning activities with local needs enhanced the implementation process. The UNCT supported strategic decision-making through the Steering Committee and programmatic and project-level management, ensuring that funds were directed towards high-impact activities, such as training community mobilizers and health workers and addressing key drivers of conflict and trauma. This collaborative approach not only optimized resource allocation but also reinforced the project's effectiveness in meeting its objectives.

While certain activities faced external challenges, such as the cancellation of a training session due to an accident, the project's commitment to the "do no harm" principle ensured that resources were redirected appropriately, maintaining overall efficiency. Furthermore, the lessons learned from partially or not achieved outputs provide valuable insights for future resource planning and allocation.

Overall, the project's ability to deliver substantial results within its financial constraints underscores its efficiency. The combination of strong financial management, strategic coordination by PBSO and RCO, and adaptive implementation strategies contributed to a model of effective resource utilization, demonstrating the potential for replication in similar contexts.

5.3.5 Impact

The *Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province* project has made meaningful contributions toward fostering lasting peace and stability in the region. By addressing the root causes of conflict—such as land disputes, gender inequality, and trauma— the project created a foundation for sustainable social cohesion. Through targeted mental health and psychosocial support (MHPSS) interventions and capacity-building efforts, it equipped community

mobilizers, health workers, and peace mediation teams with the tools to manage conflict and promote harmony. Activities such as art therapy, storytelling, and culturally grounded practices like bilum making have not only improved individual and collective well-being but have also strengthened communities' ability to rebuild relationships and resolve disputes peacefully. The shift from high to medium risk in community vulnerability further underscores the project's long-term impact on resilience and stability in Hela Province.

Unintended changes brought about by the project have had both positive and challenging effects. On the positive side, the integration of women and youth into peacebuilding activities sparked unexpected ripple effects. Women began to take on leadership roles in their communities, advocating for peace and influencing local decision-making processes in ways that surpassed initial project expectations. Similarly, youth engaged in psychosocial support and peacebuilding initiatives demonstrated increased confidence and agency, fostering stronger intergenerational dialogue. However, the success of these activities also created a strain on local resources, as greater community engagement generated heightened expectations for additional support. While this presented challenges, the project's adaptive management approaches minimized their impact.

The project also introduced innovative strategies that enhanced its outcomes and potential for replication. The development of a community-based curriculum that integrated MHPSS with peacebuilding was a groundbreaking contribution. This curriculum provided culturally tailored tools to address trauma and conflict resolution, ensuring its relevance and sustainability within the local context. Additionally, the use of traditional practices and culturally significant activities as therapeutic tools, such as *bilum* making and gardening, demonstrated the power of leveraging local traditions to foster social cohesion and emotional healing. These innovations not only enhanced the project's effectiveness but also set an example for designing context-specific interventions in similar conflict-affected areas.

In conclusion, the Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province project has positively impacted its target beneficiaries by addressing immediate needs while building long-term capacities for peace and stability. The unintended changes and innovations it brought forth reflect its transformative potential, highlighting valuable lessons for future interventions in conflict-prone settings.

5.3.6 Sustainability

The project has established robust foundations for the sustainability of its interventions, ensuring that the benefits will likely continue long after the project's conclusion. The economic sustainability of the initiatives has been significantly bolstered by the use of structures such as women's and youth groups, which have been equipped with skills and resources to enhance livelihoods. These groups have utilized tools like sewing machines, farming equipment, and grants to establish climate-smart agricultural practices and communal projects. These interventions have not only improved the economic stability of beneficiaries but have also fostered social cohesion and reduced conflict. By engaging in productive activities, communities are now focused on promoting stability, making them more resilient to future risks.

The skills imparted through the project have been transformative for targeted groups, particularly women, youth, and other vulnerable populations. Beneficiaries have gained knowledge in conflict mediation, psychosocial support, and income-generating activities, enabling them to sustain their engagement in peacebuilding and mental health services. For example, the training of trainers (ToT) approach ensured that critical skills were passed on to a broader audience, creating a multiplier effect. These

trained individuals, including GBV survivors and human rights activists, are well-placed within their communities to continue supporting peacebuilding and MHPSS services. Furthermore, the integration of traditional and cultural practices into training, such as *bilum* making and storytelling, has reinforced the relevance and sustainability of these skills.

Resource mobilization has been a key success of the project, with grants and partnerships ensuring that financial support extends beyond its timeline. The project's engagement with provincial authorities and family support centres has led to the inclusion of mental health and psychosocial support in mainstream service delivery, supported by government budgetary allocations and donor contributions. The establishment of community networks linking health workers, authorities, churches, and CSOs has further created a resilient system for ongoing MHPSS and peacebuilding services. These networks, deeply entrenched in the provinces, provide a robust referral and feedback mechanism that ensures continuity.

Evidence of sustainability is also found in the project's knowledge products, including curricula developed for integrating MHPSS and peacebuilding, community engagement, and conflict resolution. These materials serve as critical resources for ongoing training and capacity building. Additionally, the involvement of provincial authorities in creating costed, gender-sensitive peace and security strategies highlights the institutionalization of project outcomes. The authorities now possess the skills to budget and prioritize interventions, ensuring the integration of these strategies into long-term development plans.

Exit strategies were carefully designed, focusing on equipping communities with the skills and resources needed to sustain the project's benefits. Training in baking, sewing, and gardening has provided beneficiaries with reliable income sources, creating financial incentives to continue contributing to peacebuilding and MHPSS initiatives. Moreover, small community grants have enabled women's and youth groups to maintain their activities, attracting further funding to support their work. While challenges such as limited staffing and low provincial funding remain, the project's achievements in building local capacity and establishing supportive structures suggest a strong likelihood of sustained impact.

The project has successfully created an ecosystem of skills, resources, and institutional frameworks that support the long-term sustainability of its interventions. By empowering beneficiaries economically and socially, and by embedding its approaches within local systems, the project has ensured that its benefits will continue to contribute to peace and resilience in Hela Province.

5.3.7 Cross-Cutting

The project effectively integrated cross-cutting considerations, ensuring a comprehensive and inclusive approach to human rights, gender equality, and the principle of leaving no one behind. From its design to its implementation, the project prioritized the protection and promotion of human rights, particularly for women, youth, persons with disabilities (PWDs), and other marginalized groups. Human rights approaches were embedded in all activities, evident in efforts to address age, gender, and disability considerations systematically. For instance, the project organized music concerts, film screenings, and photography exhibitions that provided platforms for youth, including those with disabilities, to express their experiences and aspirations. These activities not only fostered empowerment but also promoted community awareness of inclusion and equity.

Gender equality was central to the project's design and implementation. Women were placed at the heart of the project, with deliberate efforts to engage men in promoting gender equality and supporting women's empowerment. The project was assigned a Gender Marker of 3, ensuring that all interventions were gender-sensitive and inclusive. Women participated actively in monitoring and research activities,

underscoring their role in shaping the project's direction and outcomes. Psychosocial support materials were distributed to community-based groups to address issues impacting women, youth, and children affected by intertribal conflict. These materials were instrumental in providing trauma counselling and other critical services, reinforcing the project's commitment to empowering women and addressing gender disparities.

The principle of leaving no one behind was evident in the project's inclusive design and implementation. The project identified and targeted historically marginalized groups, ensuring their involvement in capacity-building and service delivery initiatives. Persons with disabilities, for example, were explicitly considered during events and activities, fostering their participation and inclusion. Youth groups and community leaders received training and resources to enhance their capacities, ensuring that the interventions reached a broad cross-section of the community. This commitment to inclusivity ensured that the benefits of the project were equitably distributed and that no group was excluded from its interventions.

Innovation was another hallmark of the project, which introduced novel strategies to address complex issues in Hela Province. The use of creative platforms like photography exhibitions and film screenings not only engaged beneficiaries but also fostered dialogue around pressing social issues. The inclusion of music and cultural activities within psychosocial support initiatives served as both a therapeutic tool and a means to strengthen community cohesion. Beneficiaries acquired new knowledge and skills in areas such as conflict mediation, trauma counselling, and sustainable livelihoods, equipping them to contribute to long-term peacebuilding and resilience.

In summary, the project was a model of inclusivity, innovation, and commitment to human rights and gender equality. By addressing the needs of diverse groups, fostering participation, and leveraging creative approaches, the project ensured that its interventions were impactful, equitable, and sustainable.

5.4 Responses to the Evaluation Matrix

5.4.1 Relevance and Design

To what extent have the projects' concept, design, intervention logic, and theory of change contributed to peacebuilding, addressing climate security concerns, and meeting the needs of Papua New Guinea, specifically in Hela and the Southern Highlands?

The evaluation highlights the substantial relevance of the projects in addressing peacebuilding and climate security concerns in Hela and the Southern Highlands. The intervention logic and theory of change effectively integrated localized approaches, such as the training of community mobilizers and local leaders, which facilitated mental health and psychosocial support (MHPSS) activities for displaced individuals affected by tribal conflicts. Women, in particular, benefited from psychological first aid training that enhanced their ability to provide emotional assistance, fostering empathy and non-judgmental listening. These efforts contributed to increased social cohesion and non-violent conflict resolution, especially among vulnerable groups such as women, youth, persons with disabilities, and displaced individuals. However, systemic challenges—such as entrenched patriarchal norms, literacy barriers, and limited government support—threaten the sustainability of these gains. The measurable outcomes include a 50% reduction in conflict-related deaths and injuries and a 31% improvement in perceptions of social cohesion, demonstrating the projects' significant contributions.

How were the projects aligned with the peace priorities of the PNG national government and those of its development partners, namely UNDP, IOM, UNFPA, and UN Women's current country program outputs and outcomes, UNSDCF, and the SDGs?

The projects were well-aligned with the peace priorities of the PNG national government and its development partners. By addressing key peacebuilding challenges, the interventions contributed directly to the UNSDCF, SDGs, and the strategic objectives of UNDP, IOM, UN Women, and UNFPA. They also supported PNG's mid- and long-term development plans through inclusive designs that targeted women, men, youth, and vulnerable groups, ensuring diverse community representation. The initiatives strengthened provincial conflict resolution mechanisms, particularly through planning and mediation reforms, while infrastructure developments—such as Learning, Empowerment, and Protection (LEP) centres, village courts, and peace mediation structures—addressed conflict-related issues at the community level.

What lessons were learned from other projects about the views of men, women, and young people being taken into account during project design and implementation?

The evaluation underscores the importance of participatory approaches in project design and implementation, which enhanced the inclusivity of the interventions. By integrating the perspectives of men, women, and young people, the projects addressed community-specific needs while fostering ownership and commitment among beneficiaries. Lessons learned include the critical role of female participation in MHPSS activities, which improved community resilience and social cohesion. However, the limited accessibility for persons with disabilities and insufficient attention to gender-sensitive mindset shifts suggest the need for more comprehensive inclusivity measures in future interventions. Women leaders emphasized a notable shift in community dynamics, pointing to the increasing possibility of female participation in community assemblies and meetings—an impact shared across all projects under the HJP. Furthermore, the interventions enabled women to play active roles in peace mediation and community decision-making, reinforcing the importance of gender-inclusive strategies.

Despite these successes, the evaluation noted limitations in accessibility for persons with disabilities and insufficient focus on fostering gender-sensitive mindset shifts. Social and cultural structures continue to reaffirm the role of men as leaders, often silencing women and restricting their active participation. These entrenched norms highlight the need for interventions that challenge existing power dynamics and create pathways for more inclusive and equitable participation in decision-making processes.

How did the projects' design and implementation address peacebuilding and climate security needs, including those of young people?

The projects addressed peacebuilding and climate security needs through an integrated design that combined conflict resolution mechanisms with climate adaptation strategies. Youth-focused activities were embedded within the interventions, promoting their active participation in peacebuilding and community mobilization efforts. Initiatives such as MHPSS training and climate mitigation skill development directly engaged young people, empowering them to contribute to sustainable peace. Despite these strengths, the evaluation identifies areas for improvement, including better integration of accessibility measures for

persons with disabilities and more robust capacity-building efforts for weak local institutions like village courts and police services.

Improving youth access to climate security interventions in future programming requires a multi-faceted approach that prioritizes capacity building and fosters active participation in public life. Capacity building should focus on equipping young people with skills and knowledge in areas such as climate-smart agriculture, renewable energy, and disaster risk management. Emphasizing economic diversification through these opportunities not only creates sustainable livelihoods but also ensures youth are active contributors to climate security solutions.

Additionally, providing forums and platforms for youth to engage in policy dialogue and decision-making processes is essential. Creating opportunities for young people to participate in community planning, climate adaptation projects, and advocacy campaigns empowers them to take leadership roles and influence change. These efforts should be complemented by targeted initiatives that promote access to education and training, ensuring that youth are prepared to innovate and implement sustainable actions. By integrating these strategies, future programming can unlock the potential of youth to drive climate security and resilience in their communities.

Key Design Concerns:

- Indicator Limitations: Some indicators lacked SMART (Specific, Measurable, Achievable, Relevant, Time-bound) attributes, particularly for measuring changes in gender inequality mindsets over time. Defining SMART indicators during the design phase is crucial, alongside providing support for improving government data systems and enhancing institutional capacity for public data collection. Additionally, investments in research and data interpretation are essential to ensure robust, actionable insights that inform evidence-based decision-making and track progress effectively.

- Coordination Gaps: The absence of a joint program document not only limited unified monitoring and accountability but also impeded effective coordination among implementing partners, leading to fragmented efforts and inconsistent reporting. Without a centralized framework, it became challenging to align activities, track progress across different components, and assess collective impact. The lack of a dedicated M&E coordinator further compounded this issue, as there was no designated focal point to streamline data collection, ensure timely evaluations, or facilitate cross-agency collaboration. This highlights the critical need for a comprehensive program document and dedicated M&E expertise in future interventions to enhance cohesion, accountability, and evidence-based decision-making.

- Institutional Weaknesses: Institutional weaknesses, such as the underutilization of village courts and police services, highlight a significant gap in the foundation necessary for effective peacebuilding initiatives. These structures often face challenges like limited resources, insufficient training, and a lack of community trust, which undermine their ability to mediate conflicts or maintain law and order. Strengthening these institutions through targeted capacity-building programs is essential, including training in conflict resolution, gender-sensitive approaches, and community engagement. Additionally, fostering stronger linkages between formal and informal justice systems can enhance accessibility and trust, enabling these local structures to play a more active and reliable role in sustaining peacebuilding efforts.

5.4.2 Coherence

How were the three projects interlinked and networked with other similar interventions in Hela and Southern Highlands provinces?

The projects demonstrated strong coherence through alignment with key development frameworks, including the UNSDCF, SDGs, and Papua New Guinea's national plans. Their participatory and inclusive design effectively targeted women, youth, and vulnerable groups while addressing peacebuilding needs. Initiatives focused on strengthening conflict resolution, planning, and mediation mechanisms at both provincial and community levels. Infrastructure developments, such as Learning, Empowerment, and Protection (LEP) centres and village courts, alongside capacity-building efforts like MHPSS and climate mitigation skills, provided practical responses to ongoing conflict-related issues. However, the absence of SMART indicators for some outcomes, particularly those related to gender equality, posed challenges for assessing and ensuring long-term effectiveness.

Efforts to ensure inter-project coherence were supported by a unified strategic management structure. A single-spine steering committee coordinated annual work plans and activities across national and provincial levels, ensuring synergy and consistency. The Projects Coordination Office played a critical role in aligning efforts among UN agencies, provincial authorities, and implementing partners, enhancing visibility and efficiency. Collaboration with local NGOs, faith-based organizations (FBOs), and government entities further bolstered coherence, leveraging frameworks like the UN-World Bank Pathways for Peace and the Spotlight Initiative to strengthen interventions and promote synergies.

Future improvements should prioritize enhanced collaboration among donors, NGOs, and government stakeholders to sustain and scale peacebuilding initiatives effectively. Strengthening monitoring frameworks with clear indicators and expanding accessibility measures can also ensure greater impact and alignment with overarching development goals.

5.4.3 Effectiveness

To what extent were each of the three projects' objectives realized?

The projects largely realized their objectives, achieving 84% of outcome indicators and 67% of output indicators (with an additional 23% partially achieved)[18]. This strong performance reflects substantial progress in conflict resolution, delivery of MHPSS, and climate mitigation. However, the ambitious nature of some output targets and the volatile local context posed challenges to fully meeting expectations, underscoring the need for adaptable and sustainable strategies.

The strong performance of the projects highlights their potential to drive meaningful change; however, strengthening peacebuilding efforts requires a more holistic approach. Enhancing the capacity and resilience of public institutions is critical to ensuring sustainable outcomes, alongside improving data and information systems to support evidence-based decision-making. Promoting economic diversification can provide communities with alternative livelihoods, reducing the economic pressures that often fuel conflicts. Capacity building for civil society organizations is equally important, enabling them to actively participate in peacebuilding processes and advocate for community needs. Raising awareness about the

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[18] Based on the "Endline Report – CCfP", by Pamela Kamya, February 2024 and the "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.

underlying reasons for conflicts, while shifting narratives to focus on upholding the rule of law rather than perpetuating tribal fight discourses, is essential for fostering long-term stability and social cohesion. These efforts will create a more robust framework to address the root causes of conflicts and build lasting peace.

What outcomes have been achieved, and what progress has been made toward their achievement?

Key outcomes include significant reductions in conflict-related deaths and injuries, enhanced delivery of psychosocial support services, and improved climate mitigation skills among community members. Progress is also evident in capacity building for provincial stakeholders and the development of grassroots structures like Learning, Empowerment, and Protection (LEP) centres and peace mediation mechanisms.

How was the implementation of the three projects affected by external factors?

External factors such as political instability, entrenched social norms, limited government capacity, and challenges in accessing communities significantly influenced project implementation. Poor infrastructure, including inadequate roads and access structures, combined with ongoing conflicts, created substantial barriers to consistent service delivery. Social norms, particularly those rooted in gender bias and male-dominated decision-making within clans, further restricted the integration of peacebuilding initiatives into broader frameworks. Despite these obstacles, the projects adapted by fostering strengthened partnerships and implementing targeted interventions to address specific challenges, ensuring progress even in the face of these external constraints.

What were the key achievements of the three projects so far?

Key achievements include:

- Slight Reduction in conflict-related casualties and injuries.
- Implementation of MHPSS activities that benefited displaced and conflict-affected populations.
- Development and use of knowledge products, such as CPDPs, GAP, and MHPSS curricula, to inform policy and practice.
- Strengthening of grassroots infrastructure like village courts and LEP centres to address ongoing peacebuilding needs.

What were the enablers and inhibitors of the projects' success?

Enablers:

- Strong coordination through the Projects Coordination Office and single-spine steering committee.
- Participatory and inclusive approaches involving women, youth, and vulnerable groups.
- Strategic partnerships with local NGOs, FBOs, and government structures.

Inhibitors:

- Limited human resource capacity among provincial authorities.
- Weak data and information systems for tracking conflicts.
- Insufficient community feedback mechanisms.
- Challenges in mainstreaming peacebuilding into existing service delivery frameworks.
- Inadequate roads and infrastructure
- Social norms, gender bias and male dominance
- Environmental factors related to climate change
- Political instability

How did the projects contribute to the empowerment of women, men, youth, and other vulnerable groups?

The projects actively contributed to empowerment by involving women, men, youth, and vulnerable groups in conflict resolution and peacebuilding processes. Training in MHPSS and climate mitigation enabled these groups to play a proactive role in their communities. Women, in particular, gained skills in psychological first aid, enhancing their capacity to offer emotional support and fostering greater social cohesion.

To what extent were the theories of change applicable?

Theories of change were largely applicable, providing a clear framework for addressing peacebuilding and climate security. Their effectiveness was evident in the structured approach to conflict resolution and community mobilization, though sustained success depends on further operationalizing these theories through long-term investments in capacity building and infrastructure.

Based on the theory of change of the project *Creating Conditions for Peace (CCfP)*, significant progress was observed, though challenges persist. Participation in violent conflict decreased, and the potential for future outbreaks of violence was mitigated through successful mediation and the resolution of ongoing conflicts by peaceful means, reducing the risk of escalation. Social capital, reflecting the horizontal dimensions of social cohesion, was enhanced, contributing to safer, more equal, and prosperous communities. However, entrenched social norms and gender biases continue to threaten sustainable peace and gender equality. Government institutions acknowledge the importance of peace for development, yet their efforts were limited by insufficient data, information, and a lack of coordinated action. Additionally, trust in government and state institutions, particularly in law enforcement and rule of law agents, did not improve, highlighting the need for targeted efforts to strengthen the vertical dimensions of social cohesion.

Based on the theory of change of the project *Preventing Climate-Induced Conflict Through Empowered Women Leadership*, notable advancements were achieved in fostering resilience and mitigating conflict. The potential for future outbreaks of violence due to climate-induced impacts was significantly reduced through proactive measures and strengthened community capacities. Social capital, representing the horizontal dimensions of social cohesion, was enhanced, resulting in safer and more resilient communities. By empowering women as leaders in climate action and conflict prevention, the project

contributed to building stronger, more inclusive networks that promote long-term stability and sustainability.

Based on the theory of change of the project *Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province*, the initiative achieved key outcomes in enhancing community resilience and fostering peace. The project contributed to reducing the impact of violent conflict through targeted psychosocial support interventions, enabling individuals and communities to heal and rebuild trust. By adopting a gender-transformative approach, it addressed underlying social norms and inequalities, promoting greater inclusion of women in peacebuilding and decision-making processes. These efforts strengthened social cohesion and created a foundation for more peaceful and equitable community dynamics, although persistent gender biases highlight the ongoing need for sustained efforts toward gender equality and social transformation.

Were the projects' strategies well operationalized to meet both geographical and beneficiary needs?

The projects were well operationalized to address the geographical and beneficiary-specific needs of Hela and Southern Highlands provinces. Strategies such as the establishment of LEP centres, capacity-building initiatives, and MHPSS activities ensured relevance to local contexts. However, future efforts should focus on strengthening community feedback mechanisms and scaling grassroots interventions to ensure long-term sustainability and inclusivity.

5.4.4 Efficiency

Was there value for money during the implementation of the projects' activities?

The projects demonstrated value for money through strong joint partnerships among UN agencies, which streamlined management and technical support. Competitive bidding processes and the engagement of area-based NGOs, CSOs, and FBOs optimized resource allocation and ensured effective targeting. These measures contributed to efficient use of funds while fostering community ownership and capacity. However, further efficiencies can be achieved by enhancing the management capacities of local organizations and expanding training programs for peace mediators, MHPSS counsellors, and women's groups.

To what extent did the projects achieve the intended objectives and results at reasonable cost?

The projects effectively achieved their intended objectives and results at reasonable costs by leveraging competitive processes and local partnerships. By involving community-based organizations and faith-based organizations, the projects minimized overhead expenses while ensuring culturally appropriate and locally relevant interventions. Expanding capacity-building efforts and addressing systemic barriers—such as entrenched patriarchy and low literacy among women—can further optimize the cost-effectiveness of future initiatives. However, the cost of conducting operations in the Highlands remains significantly higher compared to programs in developed areas. Additional expenses, such as heightened security requirements, backup power systems, long travel distances, property damage, and high repair costs, pose substantial financial challenges.

To what extent did the UN Peacebuilding Support Office (PBSO) and UN Resident Coordinator's Office (RCO) contribute to the delivery of the three projects?

The UN Peacebuilding Support Office (PBSO) and the UN Resident Coordinator's Office (RCO) played pivotal roles in the successful delivery of the projects. Their contributions included technical backstopping, strategic guidance, and coordination among UN agencies and local stakeholders. By fostering cohesive partnerships and aligning efforts with broader peacebuilding goals, the PBSO and RCO enhanced the efficiency and effectiveness of the interventions. Sustained support from these offices will be crucial to addressing long-term challenges, such as gender inclusivity and local capacity building, and ensuring the scalability and sustainability of project outcomes.

5.4.5 Impact

To what extent have the projects contributed to everlasting peace and stability in the provinces of Hela and Southern Highlands?

The projects have made meaningful contributions to peace and stability by strengthening provincial and subnational planning frameworks. Tools such as Community-Driven Development Plans (CPDPs) and climate risk assessments have been effectively integrated, promoting participatory approaches and inclusive decision-making. These efforts have empowered women and youth, fostering greater gender equality and social cohesion while building community resilience. However, achieving long-term peace requires sustained efforts to address entrenched patriarchal structures, low literacy levels, and the limited capacity of government leaders to incorporate peacebuilding strategies into broader service delivery frameworks.

What were the unintended changes brought about by the implementation of the three projects?

The projects catalysed several positive unintended changes, including increased trust in women's leadership within communities and enhanced resilience through inclusive planning and service delivery. These shifts indicate a growing recognition of the value of diverse leadership in addressing conflict and fostering social cohesion. Additionally, the participatory approaches employed in the projects indirectly strengthened community networks and collaboration, paving the way for more sustainable development initiatives.

What outstanding innovations have been contributed by the three projects?

The projects introduced several notable innovations:

- Participatory Planning Tools: The use of CPDPs and climate risk assessments provided communities with actionable, context-specific strategies for addressing peacebuilding and climate adaptation challenges.

- Integrated Approaches: Combining peacebuilding with climate mitigation and service delivery created a holistic framework for tackling interlinked issues in conflict-prone areas.

- Leadership Empowerment: Training programs for women and youth facilitated a cultural shift toward more inclusive governance and decision-making, which contributed to long-term social cohesion and trust.

These innovations have set a foundation for scalable and replicable strategies that can be adapted to similar contexts in other regions.

5.4.6 Sustainability

To what extent are the targeted beneficiaries likely to financially sustain the projects' interventions in the long term?

The targeted beneficiaries have been empowered through capacity-building efforts at provincial and community levels, equipping them with tools such as climate risk assessments and CPDPs to continue interventions. Local partners, including CBOs and FBOs, are well-positioned to sustain initiatives like conflict mediation and MHPSS delivery. However, financial sustainability is dependent on their ability to integrate these outcomes into ongoing programming. Weak financial and development management capacity among CBOs and insufficient government funding for CPDP implementation remain significant barriers to long-term financial viability.

How will the targeted men, women, youth, and other vulnerable groups benefit from project interventions in the long term?

The interventions have strengthened the capacity of men, women, youth, and vulnerable groups to engage in peacebuilding, conflict resolution, and climate adaptation. These groups are better equipped to leverage the infrastructure and skills provided, such as climate-smart agricultural techniques and psychological support, to improve their livelihoods and community resilience. Long-term benefits include enhanced social cohesion, economic stability, and greater representation in governance and decision-making processes.

How have the projects been able to mobilize resources to support their results in the targeted provinces?

The projects mobilized resources effectively through partnerships with local and international organizations, leveraging frameworks such as the Highland Joint Programme (HJP). Collaboration with FBOs, CBOs, and provincial governments provided additional support for conflict mediation, MHPSS services, and infrastructure rehabilitation. However, sustained resource mobilization will require continued alignment with broader peacebuilding and development programs.

What have the projects ensured that financial resources will be secured to sustain their benefits after they have ended?

The projects emphasized the integration of interventions into local organizational programming, enabling CBOs and FBOs to carry forward key activities. Political sustainability efforts, such as capacity building for administrative institutions and policy reforms, also support the long-term financing of these initiatives. Nevertheless, the lack of a joint exit strategy across the projects raises concerns about the consistency and adequacy of future financial support. To address this in the next phase, the joint programme should incorporate a robust joint funding strategy, including mechanisms for South-South cooperation and the exchange of expertise to strengthen resource mobilization, amplify impacts, and ensure long-term sustainability through diversified funding streams and enhanced collaboration with local stakeholders.

What evidence is there to show that the projects' interventions and achievements will be sustained and replicated?

Key evidence of sustainability includes the establishment of critical infrastructure, such as LEP centres and GPATs, and the enhanced capacity of local partners to deliver MHPSS and conflict mediation services. These achievements align with ongoing programs like the Highland Joint Programme, providing a platform for replication and scaling. Increased awareness and skill development among beneficiaries further reinforce the likelihood of sustaining project outcomes.

What exit strategies were put in place to ensure the sustainability of the projects' achievements after they have ended?

The projects prioritized empowering local partners and beneficiaries to take ownership of interventions, ensuring the continuation of services like conflict mediation and climate-smart practices. However, the absence of a unified exit strategy across the projects risks undermining synergies and long-term sustainability. Future efforts should focus on formalizing exit strategies, strengthening government involvement in maintaining law and order, and addressing emerging climate risks to ensure enduring impact.

5.4.7 Cross-Cutting Issues

To what extent did the projects contribute to the protection of human rights?

The projects effectively contributed to protecting human rights by embedding human rights principles into their design and implementation. Vulnerable groups, including women, youth, and displaced populations, were prioritized, ensuring equitable access to essential services like MHPSS and conflict resolution mechanisms. The participatory approach empowered these groups to assert their rights and fostered inclusive community development.

To what extent were PWDs included in the implementation of the project?

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PWDs were included to some extent, with measures such as access to MHPSS services and efforts to involve them in community activities. However, gaps remained in providing tailored accommodations, including accessible infrastructure and services adapted to specific disabilities and age groups, limiting their full participation.

To what extent were gender equality and empowerment addressed in the design, implementation, and monitoring of the projects?

Gender equality and empowerment were central themes, with initiatives aimed at increasing women's leadership roles, participation in peacebuilding, and access to services. Despite these efforts, systemic challenges, such as patriarchal norms and low literacy rates, hindered comprehensive progress, requiring further targeted interventions.

To what extent was the gender marker assigned to the projects during design, implementation, and monitoring of the projects?

The gender marker indicated a strong focus on gender equality throughout all project phases. Gender-disaggregated data collection and monitoring highlighted progress, but additional measures are needed to deepen the analysis of gender-specific outcomes and ensure more sustained impact.

How did the three projects ensure they included everyone in their design and implementation (Leaving No One Behind)?

The projects prioritized inclusion by engaging marginalized groups, including women, youth, displaced populations, and PWDs, through participatory approaches. Activities such as MHPSS delivery and conflict mediation ensured representation across diverse community segments. However, tailored interventions for highly vulnerable groups, like PWDs, were not consistently implemented.

To what extent were PWDs (by disability category and age group) given due consideration in the design and implementation of the three projects?

PWDs were partially considered, with some access to services like MHPSS. However, specific accommodations, such as assistive technologies and infrastructure adjustments, were largely absent. Addressing these gaps in future projects will enhance inclusivity and equity.

What innovations did the three projects bring on board during their implementation?

The projects introduced innovations like participatory planning tools (e.g., CPDPs), climate risk assessments for resilience building, and locally tailored peacebuilding strategies. These approaches encouraged community ownership and set a foundation for scalable and sustainable development.

Did the beneficiaries learn any new knowledge?

Beneficiaries gained new skills in areas such as conflict mediation, climate adaptation, and psychosocial support. Women and youth, in particular, developed leadership capacities, enabling them to contribute actively to peacebuilding and community resilience. These learnings have empowered communities to sustain and build upon project outcomes.

6. CONCLUSIONS:

This section summarizes the conclusions after the responses to the questions outlined in the evaluation matrix. It serves as the foundation for the subsequent section, which details recommendations derived from these findings.

Creating Conditions for Peace

6.8.1 Reduction in Conflict-related Deaths: While there was a slight reduction in conflict-related deaths, the target of a 50% decrease was not achieved, with significant differences in conflict intensity between provinces.

6.8.2 Limited Empowerment of Women and Youth: Women's self-confidence and young women's advocacy ability showed minimal improvement, failing to meet the targets. Youth access to empowerment services also remained stagnant.

6.8.3 Capacity Challenges for Officials: Provincial and district officials' confidence in conflict resolution and governance remains low due to high turnover and lack of local presence, impeding training impact.

6.8.4 Access to Justice and Trust in Systems: Trust in informal justice systems remains stronger than in formal systems, particularly in Southern Highlands, while access to both systems declined further in Hela Province.

6.8.5 Weak Institutional Support: Limited institutional support and community distrust in authorities hindered progress in community feedback loops, referrals for survivors of violence, and the integration of conflict-sensitive considerations in development plans.

Preventing Climate-Induced Conflicts through Empowered Women Leadership

6.8.6 Enhanced Women's Leadership: Women's participation in climate-induced conflict mitigation significantly increased, exceeding targets across all measures. Women became key community leaders and influencers, though some demographic details (e.g., age) remain unavailable.

6.8.7 Improved Climate Risk Understanding: Women demonstrated a strong self-rated understanding of climate-related security risks and expressed confidence in contributing to adaptation measures, exceeding expectations.

6.8.8 Inclusive Community Dialogue: Community dialogue has become more inclusive, with men and youth supporting women's participation and leadership in addressing climate and conflict-sensitive actions.

6.8.9 Strengthened Resilience: Communities enhanced their resilience to climate risks and disasters, reflected in improved risk ratings and successful implementation of costed, gender-sensitive peace plans.

6.8.10 Policy and Framework Development: Provincial policies and frameworks were informed by comprehensive climate risk assessments, leading to the development and implementation of targeted, costed action plans.

Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province

6.8.11 Improved Awareness: A significant portion of beneficiaries, including marginalized groups, reported improved understanding of the gender- and age-specific impacts and drivers of conflict and trauma.

6.8.12 Enhanced Mental Health Support: Participants in mental health sessions reported improved psychosocial well-being, with the initiative being a first-time intervention for many.

6.8.13 Strengthened Capacities: Health and community workers gained critical skills in trauma support, distress management, and conflict prevention, with most exceeding skill development targets.

6.8.14 Effective Curriculum Development: The creation of a tailored curriculum for MHPSS and peacebuilding provided a key resource for sustainable community-based support.

6.8.15 Training Gaps: While most training targets for health and community-based workers were met or exceeded, some numerical targets for specialized MHPSS training remained partially achieved.

7. RECOMMENDATIONS

Based on the findings of the project Creating Conditions for Peace

7.1 Enhance Localized Conflict Tracking: Strengthen weekly and monthly conflict monitoring systems by integrating them with other crisis management systems, such as Public Health, Humanitarian Support, and the Displacement Tracking Matrix. This integration will allow for the overlay of conflict data with existing datasets, enabling deeper analysis, early warning capabilities, and more localized and actionable insights for timely interventions.

7.2 Focus on Women's Empowerment: Develop targeted programs to address specific barriers to women's self-confidence and young women's advocacy, while expanding sustainable opportunities for youth empowerment. Leverage the experiences of women's empowerment programs from other parts of the country, such as the Women's Caucus, Bougainville Women for Peace, and the Nazareth Centre, to apply lessons learned and best practices, ensuring these initiatives are informed by proven strategies and locally relevant approaches.

7.3 Build Local Capacity for Officials: Establish mechanisms to retain officials within provinces and provide continuous training to provincial and district officials from the law and order and rule of law, ensuring conflict resolution capacities are localized and sustainable.

7.4 Promote Trust in Justice Systems: Strengthen informal justice systems while working to rebuild trust and accessibility in formal systems through community engagement and targeted interventions. Support research and foster collaboration with academia to explore similar informal justice experiences in other parts of the globe, enabling the application of best practices and evidence-based strategies to enhance the effectiveness and legitimacy of both formal and informal justice mechanisms.

7.5 Improve Institutional Integration: Facilitate stronger integration of conflict-sensitive approaches into government planning and ensure UN-led conflict analyses are effectively absorbed and utilized by provincial authorities.

Based on the findings of the project Preventing Climate-Induced Conflicts through Empowered Women Leadership

7.6 Expand Data Collection: Collect detailed demographic data (e.g., age and sex) to better understand the diverse impacts of climate risk mitigation efforts and enhance inclusivity.

7.7 Sustain Capacity Building: Continue and expand training initiatives to further strengthen women's leadership and adaptation skills in diverse community settings.

7.8 Broaden Stakeholder Engagement: Encourage deeper participation of men, youth, and other community members in supporting women-led initiatives for broader societal impact.

7.9 Scale Up Successes: Replicate successful community and provincial strategies in other regions to expand resilience-building and conflict mitigation efforts.

7.10 Monitor and Evaluate: Establish robust mechanisms for ongoing monitoring and evaluation to track progress, adapt approaches, and share best practices across regions and sectors.

Based on the findings of the project Gender Transformative Psychosocial Support for Peace and Community Resilience in Hela Province

7.11 Sustain Capacity Building: Expand and maintain training for health and community workers to ensure consistent delivery of specialized MHPSS services.

7.12 Increase Outreach: Focus on reaching remaining marginalized populations to ensure equitable access to trauma and peacebuilding services. Expand efforts to include districts and LLGs not currently covered and engage with a broader range of civil society organizations (CSOs) to explore opportunities for extending the reach of these services, ensuring no communities are left behind.

7.13 Strengthen Monitoring: Develop systems to track participation and outcomes in group-based MHPSS activities to address data gaps and non-initiated targets.

7.14 Enhance Collaboration: Engage with local organizations and stakeholders to build on existing successes and integrate lessons into broader peacebuilding strategies.

7.15 Focus on Specialized Training: Allocate additional resources to meet specific training targets for specialized MHPSS interventions, ensuring all planned human resources are adequately skilled.

7.2. General Recommendations to UN Agencies

7.2.1 UN Agencies need to come up with a holistic JHP successor phase with modified design:

The successor phase should be designed in such a way that all-project interventions have a Joint Program document with a Joint Log-frame as opposed to stand alone project documents. This joint programme could also have a well standardize resource mobilization strategy and plans, HJP Joint Communication and sustainability strategy. Such joint endeavours would reduce any cleavages between the UN Agencies, enhance UN operating as one.

7.2.2 There is need to strengthen and enhance the M&E function for the programme:

Strengthening and enhancing the M&E function is essential, which can be achieved by recruiting a Joint Program M&E Officer and developing a unified M&E and reporting system and plan. These measures would significantly improve learning and knowledge management across all projects within the joint program. Additionally, establishing SMART indicators at the outset of the project cycle is crucial to ensure effective monitoring and evaluation.

7.2.3 UN Agencies need to support disability inclusion facilities and services to enable PWDs fully participate in peace building, mediation and climate change resilience:

In the next phase of the programme, PWDs should be accorded special attention by putting in place rumps at markets and health facilities structures, sign language interpreters and necessary assistive devices (wheelchairs, white canes, jaws computer programs etc.) that can enable them benefit from the trainings, participatory planning at community level, livelihood opportunities, access to health services and safety during disasters. This can best be done using PWDs themselves, FBOs and provision of assistive devices, interpreters and guides to enable all categories of PWDs and gender.

7.2.4 UN Agencies need to enhance continuous capacity building for institutions and communities:

UN Agencies should design future phase interventions in such a manner that enhances continuous capacity building. Such continuous capacity building should be tailored towards specific institutional, and community needs as well as dynamic to address any emerging peace building, mediation and climate change and trauma issues.

7.2.5 UN Agencies need to actively involve local partners as critical for supporting peace building efforts, climate change mitigation and GBV related trauma:

In future projects UN Agencies should actively involve local partners such as Faith Based Organizations, Traditional and Cultural Leaders and community members as crucial actors in sustaining peacebuilding efforts. This because local partners have a better understanding of the local context, and their influence is high and reaches everyone. To operationalize the recommendation, the UN Agencies can leverage on on-going programmes and also employ national implementation modality to strengthen government service delivery structures.

7.2.6 UN Agencies need to develop a Joint Sustainability plan and strategy for the successor phase of HJP:

In the successor phase, the UN Agencies should put in place a joint sustainability strategic that encompasses all the project interventions operationalized under it to ensure well-coordinated exit and sustained results that best fit into development agenda of PNG.This can be done through joint design that comes up with a single sustainability strategy on matters to deal with personnel and infrastructure required.

7.3 Recommendations to the Government of PNG:

7.3.1 PNG government can support and enhance support to both informal and formal systems:

PNG government can support and enhance support to both informal and formal systems so that law and order in the two provinces is improved. Findings show that in Southern Highlands, community members have more trust in the informal system led by peace and order committees than formal system limited to village court system.in Hela province, access to both informal and formal systems have not improved, and law and order has deteriorated much more. The support can be operationalized through continuous capacity building of village court staff, the police, and the magistrates as well adequate funding to ensure courts have adequate infrastructure to run them.

7.3.2 PNG government can support capacity building of the provincial authorities to enable them absorb UN reports

PNG government can support capacity building of the provincial authorities to enable them absorb UN reports on development programming in the context of peace building and conflict mediation as well as service delivery. It has been reported that provincial authorities lack ability to absorb reports provided by the UN Agencies and are hardly available at their duty stations. This could be done by providing adequate and regular budgetary allocations and skilled personnel to provincial and district planning units.

7.3.3 PNG Government should support Community Development initiatives

PNG Government can support provincial and district planning units in both Hela and SHP to absorb community plans that reflect the needs of the people at village level. The findings indicate only 50% of the district and provincial planning units absorb community plans. This could be done by providing adequate and regular budgetary allocations and skilled personnel to provincial and district planning units.

7.3.4 PNG government can train and skills officials to enable them effectively implement community feedback loops

PNG government can train and skill officials at the provincial, district and LLG level to adequately have confidence to handle community feedback loops. Such skilling is important for enhance CPDPs a key approach to improved service delivery. According to the findings, only 37% of the trained government officials have confidence in sustaining responsive community feedback loops because they lack support from the government. The government can remedy the situation by providing and using call in broadcast programmes FM Radio stations and regular interactive community meetings on development matters in the two provinces.

7.3.5 PNG Government should promote Livelihood interventions that promote the development of climate-resilient livelihoods

PNG Government can promote livelihood interventions to promote agriculture by providing more training to support community members in agronomic practices of new crop varieties especially women feel there is need for more training about conservation practices and drought resistant crops. Training women and girls who are charged with food production at household level and equipping them with such skills would ensure they are secure from GBV at community level. TE findings indicate that women needed to learn more about growing the new crop varieties and how to cook them. Government can do this by designing and operationalizing a robust agriculture extension programme focused on proving seed, training on best agronomic and conservation practices at community level.

7.3.6 PNG Governments can support and work with FBOs and CSOs to empower women

PNG Governments can support and work with FBOs and CSOs to empower women so that they can improve on their confidence to advocate and demand for their rights so as to overcome cultural barriers. Findings show women still lacked confidence and needed platforms in which they can contribute. Using Civic education programmes, and working with local CBOs and actively involving women on regular basis could be the best way to boost their confidence.

7.3.7 PNG Government can provide more training to leaders at all levels in the provinces to enable them effectively integrate peace building strategies in service delivery

PNG government can provide more training of leaders in area of integrating peace building strategies in service delivery. Findings show that 50% of trained leaders required further support in building their capacity. The training can be operationalized through civic education programming funded by government working with FBOs to ensure there is massive reach in the two provinces of Hela and Southern Highlands.

7.3.8 The PNG government can work towards strengthening Law Enforcement.

PNG government can support and enhance both informal and formal systems so that law and order in the two provinces is improved. Findings show that in southern highlands, community members have more trust

in the informal system led by peace and order committees than formal system limited to village court system. In Hela province, access to both informal and formal systems have not improved and law and order has deteriorated much more. Emphasis should be placed on developing a community policing model tailored to the Highlands context, strengthening the role of Peace and Good Order Committees, and enhancing the capacity of village courts, which handle the vast majority of cases in PNG. These measures could contribute to rebuilding trust, improving accessibility, and creating a more cohesive justice system.

7.3.9 PNG government needs to establish its presence by deploying police and other security agencies to ensure security for persons and property

PNG government needs to establish its presence by deploying police and other security agencies to ensure security for persons and property. This could go along with rehabilitation and expansion of social services such as health centres, schools and water should be given priority in the two provinces. Findings show that frequency and impacts of conflicts have not changed with weekly incidences in Tari-Hela province and monthly frequency in the Southern Highlands. This could be operationalized by establishing police stations and adequately trained and equipped personnel to operationalize them.

7.3.10 The PNG government can promote Disaster Risk Reduction interventions at all levels so as to improve the availability of and access to early warning information from national to household levels.

Such an approach could improve the availability of and access to early warning information from national to provincial levels, and then from provincial to district, LLG, ward and household levels. It could also support the integration of hazard and risk information in DRM and the development plans or activities of the province, district and LLGs. This could be done by deploying reliable information channels such as using FM radio stations and mobile phone to issue alert messages in local languages and English.

8. LESSONS LEARNED

The key lessons learned from the three projects underscore the importance of joint design, planning, and implementation; active community involvement; capacity building; and the provision of alternative livelihoods to youth and other previously warring groups. These elements collectively served as the foundation for the projects' success. However, challenges such as latent conflict and limited government capacity constrained the effective delivery of interventions in the Hela and Southern Highlands Provinces.

Key lessons include the following:

- Role of UNCT/RCO: The UNCT/RCO played a critical role in addressing coordination mechanisms and fostering transparency and cooperation among implementing agencies. Their involvement ensured well-coordinated and synergized project delivery, while also providing stop-gap solutions at critical moments.

- Joint Partnerships: Collaborative efforts among UN agencies enhanced synergy, enabling more efficient and effective management of the projects. Mobilizing technical expertise and human resources from various agencies was instrumental in the successful implementation of interventions.

- Participatory Approaches: The projects' participatory design and implementation were essential to delivering sustainable results. This approach effectively addressed real issues in peacebuilding and ensured the inclusion of women, men, and vulnerable groups, laying the groundwork for formal and informal structures to support long-term outcomes.

- Local Partner Capacity: NGOs, FBOs, and CBOs demonstrated their reliability as partners in delivering project interventions. Despite challenges in financial management, their strong performance highlights the potential for enhanced effectiveness if their financial capacities are further developed.

- Community Engagement: Direct engagement with communities proved highly effective, allowing them to identify and prioritize their own development needs. The operationalization of Community Peace for Development Plans (CPDPs) showcased the tangible benefits of bottom-up planning approaches.

- Good Practices: Innovative practices enriched project implementation, including the establishment of trauma referral pathways, Women and Girls' Safe Spaces, and community-based support services. Small grants to women and youth facilitated productive activities, improving livelihoods while reducing the likelihood of conflict recurrence.

- Improved Data and Information Systems: The projects revealed the critical need for robust data and information systems to support evidence-based policymaking, conflict tracking, and adaptive management. Strengthening data collection, analysis, and sharing mechanisms would enable better monitoring of conflict dynamics and the impact of peacebuilding efforts, ensuring more responsive and targeted interventions.

In summary, the projects' success highlights the value of collaborative planning, capacity building, participatory implementation, community engagement, and improved data systems. These insights provide a foundation for refining and scaling interventions in similar contexts.

ATTACHMENTS:
1. OECD/DAC Rating Table
2. Evaluation Matrix
3. List of Stakeholders
4. List of documents
5. Interviews and FGDs scripts per stakeholder category
6. Terms of Reference

ATTACHMENT 1. OECD/DA Rating Table:

Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.

	Rating (1 low, 5 high)					Rationale
	1	2	3	4	5	
Impact			■			Inter-community social cohesion has been strengthened with 73% of community members in target communities now implementing inter-community projects and enhancing trust and cordial relations with what were previously their adversaries. The number of women participating in and contributing to peacebuilding initiatives within their communities has increased by 11%. In particular, the 21 gender awareness workshops conducted to promote gender equality, are reported in the GYPI project endline report to have contributed to advance the participation of women and girls in the public life of their communities.
Sustainability				■		Sustainability of the three projects has been visibly engrained through: ensuring high levels of local participation, ensuring strong local ownership, and focusing on capacity building for local and provincial institutions, organizations and community groups. Adequate capacity has been built at community and provincial level especially the CPDPs. CSOs,CBOs,FBOs women mediators and counsellors among others
Relevance/Design					■	The three projects by design cater for adequate inclusion of women but also ensure men are part and parcel of gender equality by engaging them in projects interventions. The projects were relevant in their focus to address conflict and contribution to development agenda of PNG, UNDP, UNSCDF, UNFPA, UNDP and IOM. The Direct Implementation model employed during projects interventions tends to water down the capacity building of government institutions especially agencies and provinces.
Coherence				■		To large degree, the three projects were coherence in that they fed into the HJP and interventions in one project reinforced the other projects such as CPDPs
Effectiveness				■		The three projects' performance at outcome and output levels has been satisfactory and met most of the set objectives, while even exceeding others, despite a very complex and difficult operational environment which necessitated many adaptations. At outcome level, the indicator

					achievement score stands at 84% percent. The output level indicator achievement score stands at 67% of output indicators (with an additional 23% partially achieved) percent
Efficiency					The approximate performance rate (defined here as expenditure rate) as a percentage of total projects' budget: 78.4 %. The projects achieved the intended objectives and results at a reasonable cost not only through an efficient use of the project budgets and partnerships with local organisations such as FBOs/CBOs.

ATTACHMENT 2: EVALUATION MATRIX						
Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.						
Evaluation Criteria	**Key Questions**	**Specific Sub-Questions**	**Data Sources**	**Data Collection Method**	**Indicators/Success Standards**	**Data Analysis Method**
Relevance and design						
	To what extent were the projects concept, design and alignments contribute to peace building, climate security concerns and needs of Papua New Guinea and the highlands? How were the projects' aligned with peace priorities of PNG national government and those of its development partners namely UNDP, IOM, UNFPA and UN Women's current country programme outputs and outcomes, UNSDCF and the SDGs? What were lessons learned from other projects about the views of men, women, and young people taken into account during the project design and implementation? How did the project's design and implementation address peace building and climate security needs and	To what extent was the project for creating conditions for peace in PNG Highlands aligned with and contributes to peace building in the highlands' region? To what extent was the project preventing climate-induced conflicts through empowered women leadership aligned with and contribute to peace building in the highlands' region? To what extent were lessons learnt from other projects inform the design and implementation of the three projects? To what extent were the three projects informed in design and implementation by lesson learnt from other projects?	Papua New Guinea Medium-Term Development Plan, The HJP Programme Document, The HJP Mid-Term Review Report, The Three Project Documents, Annual Project Plans, M&E Plans, Results Frameworks, Risk Logs, Studies, Research, Analyses undertaken by the projects, Mid-year and Annual Project Progress reports, including reports from Implementing Partners, Project Monitoring Mission Reports, Project baseline and end-line survey reports, UN Participating Organisations Newsletters and Social Media Posts	Desk review, Key Informant Interviews, Focus group discussions, Surveys	Evidence of Projects' concept, design alignment with and contribution to the major peace building and climate security concerns and needs in Papua New Guinea and the Highlands Region Evidence of projects' alignment with the Government of PNG's national development priorities, UNDP, IOM, UNFPA and UN Women's current country programme outputs and outcomes, UNSDCF and the SDGs, especially concerning peace. Inclusions of lessons learned from other projects especially inclusion of perspectives of men, women, and young people and were taken into account during the project design and implementation. The projects address the Hela and Southern Highlands communities' primary peace building and climate security needs and concerns, including those of young people and women.	Compare documents, reports, and interviews/discussion outcomes Comparing quantitative information with qualitative responses

	**ATTACHMENT 2: EVALUATION MATRIX** Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.
Evaluation Criteria	**Key Questions**	**Specific Sub-Questions**	**Data Sources**	**Data Collection Method**	**Indicators/Success Standards**	**Data Analysis Method**
	concerns include those of young people?					
	**Coherence**
	How the three projects were interlinked and networked with other similar interventions in Hela and Southern Highlands provinces?	To what extent were the three projects networked in their design and implementation? To what extent were the three projects linked and networked with similar projects in the Hela and Southern Highlands provinces?	Papua New Guinea Medium-Term Development Plan, The HJP Programme Document, The HJP Mid-Term Review Report, The Three Project Documents, Annual Project Plans, M&E Plans, Results Frameworks, Risk Logs, Studies, Research, Analyses undertaken by the projects, Mid-year and Annual Project Progress reports, including reports from Implementing Partners, Project Monitoring Mission Reports, Project baseline and end-line survey reports, UN Participating Organisations Newsletters and Social Media Posts	Desk review, Key Informant Interviews, Focus group discussions, Surveys	The extent of collaboration, coordination, and compatibility of the three projects with one another and with other interventions in the Hela and Southern Highlands provinces.	Documents, reports and interviews/discussion outcomes
	**Effectiveness**

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ATTACHMENT 2: EVALUATION MATRIX
Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.

Evaluation Criteria	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Method	Indicators/Success Standards	Data Analysis Method
	To what extent did each of the three projects objectives realised? What outcomes have been achieved or which progress has been made towards their achievement? How was the implementation of the three projects affected by the external factors? What were the key achievements of the three projects so far? What were the enables and inhibitors of the projects' success? How did the projects contribute to empowerment of women, men, youth and other vulnerable groups? To what extent were the theories of change applicable? Were the projects' strategies well	To what extent were the each of the three projects' objectives, outputs and activities logically linked? How was the delivery of the results of three projects affected by the external factors? What are the achievements registered by each of the projects? What were the enablers of each of the three projects? What were the inhibitors of each of the projects' success? Do each of the theories of change realistic? To what extent did each of the projects' strategies suitable for spatial and beneficiary needs? How appropriate were the monitoring tools in terms of capturing the desired data of results at outcome level?	Papua New Guinea Vision 50. Papua New Guinea Medium-Term Development Plan, The HJP Programme Document, The HJP Mid-Term Review Report, The Three Project Documents, Annual Project Plans, M&E Plans, Results Frameworks, Risk Logs, Studies, Research, Analyses undertaken by the projects, Mid-year and Annual Project Progress reports, including reports from Implementing Partners, Project Monitoring Mission Reports, Project baseline and end-line survey reports, UN Participating Organisations Newsletters and Social Media Posts	Desk review, Key Informant Interviews, Focus group discussions, Surveys	The clarity of the project objectives and the relationship between the outputs, activities, and inputs are logical and commensurate with the needs and resources allocated to the projects; the measurement and capturing of the results derived. Assessment of the impact of external factors on the projects' work plan, schedule, and overall management arrangements; project achievements beyond the planned outputs Key achievements of the three projects, supported by evidence and against their intended results and outputs. The main factors of success and challenges to the project's achievements. What could have been done better? Projects' contribution to empowering women, men, youth, and other vulnerable groups. Realisation of theories of change. Appropriateness and clarity of the projects' strategy in terms	Documents, reports and interviews/discussion outcomes

ATTACHMENT 2: EVALUATION MATRIX						
Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.						
Evaluation Criteria	**Key Questions**	**Specific Sub-Questions**	**Data Sources**	**Data Collection Method**	**Indicators/Success Standards**	**Data Analysis Method**
	operationalized to meet both geographical and beneficiary needs?				of geographic and beneficiary targeting. The project's monitoring system adequately captures data on results at an appropriate outcome level	
Efficiency						
	Was there value for money during the implementation of the projects' activities? To what extent did the projects achieve the intended objectives and results at reasonable cost? To what extent did the UN Peacebuilding Support Office (PBSO) and UN Resident Coordinator's Office (RCO)'s contribute to the delivery of the three projects?	Was the each of projects' activities implemented as scheduled and within the prescribed time frames? Were there any changes challenges faced in the implementation of the projects' activities? How were such challenges addressed? What key roles did the UN Peacebuilding Support Office (PBSO) and UN Resident Coordinator's Office (RCO)'s play in the efficient implementation of in the three projects? How did the projects management and governance structures contribute to efficiency in delivery?	Papua New Guinea Medium-Term Development Plan, The HJP Programme Document, The HJP Mid-Term Review Report, The Three Project Documents, Annual Project Plans, M&E Plans, Results Frameworks, Risk Logs, Studies, Research, Analyses undertaken by the projects, Mid-year and Annual Project Progress reports, including reports from Implementing Partners, Project Monitoring Mission Reports, Project baseline and end-line survey reports, UN Participating Organisations Newsletters and Social Media Posts	Desk review, Key Informant Interviews, Focus group discussions, Surveys	The quality and timeliness of the implementation of activities and the responsiveness of the projects to adapt and respond to changes and challenges, an analysis of the risks and expectation management. The cost efficiency of the projects: the intended objectives, results and indicators have been achieved cost-efficiently. UN Peacebuilding Support Office (PBSO) and UN Resident Coordinator's Office (RCO)'s role in the projects, including funding, communication, and overall coordination. • Project management and governance, such as project team structure, partnerships, work planning	Documents, reports and interviews/discussion outcomes

ATTACHMENT 2: EVALUATION MATRIX						
Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.						
Evaluation Criteria	**Key Questions**	**Specific Sub-Questions**	**Data Sources**	**Data Collection Method**	**Indicators/Success Standards**	**Data Analysis Method**
		How were the projects inclusive and participatory? To what extent were partnerships between the projects and CSOs effective? How did the projects ensure value for money? What projects' risks were identified and how were they addressed during implementation?			processes, delivery approach and M&E processes, contributed to the project delivery and efficiency. • Project management and implementation was participatory, ensuring the inclusion of men, women, youth, and other targeted groups. • Project partnership with civil society organisations was effective and efficient. • Projects have delivered value for money, given their resources and scale of impact. The financial and human resources were used effectively, and funds, male and female staff, time, expertise, etc., were allocated strategically to achieve outcomes. • Project risks were monitored and addressed during design and implementation.	
Impact							
.	To what extent have the projects contributed to everlasting peace and	How have the three projects contributed to peaceful coexistence of the	Papua New Guinea Medium-Term Development Plan, The	Desk review, Key Informant Interviews,	The projects made a difference to the two provinces and the	Documents, reports and interviews/discussion outcomes

ATTACHMENT 2: EVALUATION MATRIX						
Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.						
Evaluation Criteria	**Key Questions**	**Specific Sub-Questions**	**Data Sources**	**Data Collection Method**	**Indicators/Success Standards**	**Data Analysis Method**
	stability in the provinces of Southern Highlands? What were the untended changes brought about by the three-project implementation? What are the outstanding innovations contributed by the three projects?	communities in the provinces where they were implemented? What were the unintended positive changes brought about by the project? What were the unintended negative changes brought about by the project?	HJP Programme Document, The HJP Mid-Term Review Report, The Three Project Documents, Annual Project Plans, M&E Plans, Results Frameworks, Risk Logs, Studies, Research, Analyses undertaken by the projects, Mid-year and Annual Project Progress reports, including reports from Implementing Partners, Project Monitoring Mission Reports, Project baseline and end-line survey reports, UN Participating Organisations Newsletters and Social Media Posts	Focus group discussions, Surveys	communities and contributed to peace and stability. Unforeseen impacts or unintended consequences (whether positive or negative). Evidence of innovative interventions or approaches and any exceptional experiences that should be highlighted, including through case studies, stories, and best practices. Anecdotal evidence of positive and negative unintended changes brought about by the project case studies, stories, and best practices.	
Sustainability:						
	To what extent are the targeted beneficiaries likely to financially sustain the projects' interventions in the long-term? How will the targeted men, women, youth and other vulnerable groups	How will the vulnerable sustain the project benefits? What financial sustainability strategies have been put in place by the project?	Papua New Guinea Medium-Term Development Plan, The HJP Programme Document, The HJP Mid-Term Review Report, The Three Project Documents, Annual Project Plans,	Key Informant Interviews, Focus group discussions, Surveys	Sustainability of the results achieved with a focus on capacities built and the ability of institutions, organisations, and community groups to operate with reduced or even no, funding and technical support in the future.	Documents, reports and interviews/discussion outcomes

ATTACHMENT 2: EVALUATION MATRIX						
Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.						
Evaluation Criteria	**Key Questions**	**Specific Sub-Questions**	**Data Sources**	**Data Collection Method**	**Indicators/Success Standards**	**Data Analysis Method**
	benefit from project interventions in the long term? How have the projects been able to mobilise resources to support their results in the targeted provinces? What have the projects ensured that financial resources will be secured to sustain their benefits after they have ended? What evidence is there to show that the projects interventions and achievements will be sustained and replicated? What exit strategies were put in place to ensure sustenance of the projects' achievements after they have ended?	What resources have been mobilised in the targeted provinces to ensure results are sustained after the end of the projects?	M&E Plans, Results Frameworks, Risk Logs, Studies, Research, Analyses undertaken by the projects, Mid-year and Annual Project Progress reports, including reports from Implementing Partners, Project Monitoring Mission Reports, Project baseline and end-line survey reports, UN Participating Organisations Newsletters and Social Media Posts		• Targeted men, women, youth, and other vulnerable people will benefit from the project interventions in the long term. • The project made concerted efforts to increase the visibility of the results and approaches and obtain additional and catalytic funding for the provinces and priorities. •Financial resources will be available to sustain the benefits achieved by the project. •Evidence available to suggest that the project interventions and achievements will be sustained and replicated through the provincial administrations, NGOs, communities, or other partners. • Adequate exit strategies in place for the project	
CROSS-CUTTING						
Human Rights						

			ATTACHMENT 2: EVALUATION MATRIX Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.			
Evaluation Criteria	**Key Questions**	**Specific Sub-Questions**	**Data Sources**	**Data Collection Method**	**Indicators/Success Standards**	**Data Analysis Method**
	To what extent did the projects contribute to protection of Human rights?	To what extent did the projects include the interests of the vulnerable in society during implementation?	Projects' documents, Annual work plans, Monitoring and Mid-term review reports	Desk review, Key informant interviews, focus group discussions	Opportunities such as employment of poor, indigenous and Persons with Disability women, men, boys, girls and other disadvantaged and marginalised groups in the activities of the projects' during their implementation	Demonstrate emerging evidence on the provision of opportunities such employment, tenders from the three projects as derived from documents and interviews and observation
Gender Equality						
	To what extent were gender equality and empowerment addressed in the design, implementation and monitoring of the projects? To what extent was the gender marker assigned to the projects during design, implementation and monitoring of the projects?	How was gender equality and empowerment addressed by the projects? Were gender markers clearly employed in the design, implementation and monitoring of the projects?	Projects' documents, Annual work plans, Monitoring and Mid-term review reports	Desk review, Key informant interviews, focus group discussions	Extent of inclusion of women in the projects' cycles Evidence of mainstream gender markers along the project implementation continuum	Compare emerging evidence from documents and interviews and observation from captured pictures and sites
Leaving No One Behind						
	How did the three projects ensure they include everyone in their design and implementation?	How were the most vulnerable groups targeted in the three projects? To what extent were the designs of the three projects inclusive of all? Did each of the three projects create	Papua New Guinea Vision 50. Papua New Guinea Medium-Term Development Plan, The HJP Programme Document, The HJP Mid-Term Review	Desk review, Key informant interviews, focus group discussions	Evidence of inclusion of the most vulnerable in the design and implementation of the three projects Indicators of enabling environment to ensure everyone is including in	Desk review, Key informant interviews, focus group discussions

ATTACHMENT 2: EVALUATION MATRIX						
Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.						
Evaluation Criteria	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Method	Indicators/Success Standards	Data Analysis Method
		environments for all to participate in their implementation? How did the three projects promote equality of all during their design and implementation? To what extent were the PWDs (by disability category and age group) given due consideration in the design and implantation of the three projects?	Report, The Three Project Documents, Annual Project Plans, M&E Plans, Results Frameworks, Risk Logs, Studies, Research, Analyses undertaken by the projects, Mid-year and Annual Project Progress reports, including reports from Implementing Partners, Project Monitoring Mission Reports, Project baseline and end-line survey reports, UN Participating Organisations Newsletters and Social Media Posts		implementation in each of the projects. Evidence of [promotion of equality in targeting of the projects	
Innovation						
	What innovations did the three projects bring on board during their implementation? Did the beneficiaries learn any new knowledge?	Are there any novel ways that the three projects employed in implementation of projects? Are there any new ideas employed by the three projects that beneficiaries acquired from participating in the projects?	Mid-year and Annual Project Progress reports, including reports from Implementing Partners, Project Monitoring Mission Reports, Project baseline and end-line survey reports, UN Participating Organisations	Desk review, Key informant interviews, focus group discussions	Evidence of innovations employed during project implementation Examples of new knowledge that beneficiaries were able to gain from the projects.	Desk review, Key informant interviews, focus group discussions

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ATTACHMENT 2: EVALUATION MATRIX						
Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.						
Evaluation Criteria	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Method	Indicators/Success Standards	Data Analysis Method
			Newsletters and Social Media Posts			

#s	Organisation	Staff Name	Title	Gender Male	Gender Female

ATTACHMENT 3: LIST OF CONSULTED STAKEHOLDERS

Source: "Terminal Evaluation Report" by Cliff B. Nuwakora and Siriosi Jessica, November 2024.

#s	Organisation	Staff Name	Title	Male	Female
1	RC's Office	Richard Howard	UN – Resident Coordinator	Male	
2	UNDP	Nicholas Booth	UNDP Resident Representative	Male	
3	UNDP	Gerard Ng	HJP (Former Staff HJP)	Male	
4	UNDP	Dhiraj Singh	Head of PSU	Male	
5	UNDP	Consuelo Fernandez	Project Manager		Female
6	UNDP	Yoshinori Ikeda	HJP	Male	
7	UN	Anthony Cameroon	PDA	Male	
8	UNPBSO	Jelena Zelenovic	PBSO		Female
9	UNHCR (previously with UNFPA)	Steven Paniu	Senior Protection Officer	Male	
10	UN Women	Boniface Darua	Program Analyst	Male	
11	UN Women	Goodshow Bote	M&E Specialist	Male	
12	IOM	Serhan Aktoprak	Chief of Mission	Male	
13	IOM	Peter Murorera	Project Officer	Male	
14	IOM	Sebastian Hurokoli	SHP Field Coordinator	Male	
15	IOM	David Kuna	Hela Field Officer	Male	
16	World Vision PNG	Chris Jensen	National Director	Male	
17	World Vision	Smith Sapaka	Associate Program Operations	Male	
18	World Vision	Shareena Sarah Tanabi	Project Focal Point		Female
19	World Vision	Hannelle Tulkki	Interim Operations Director		Female
20	World Vision	Christabel Chan	Program Development and Compliance Manager		Female
21	National Statistics Office	Morris Popona	Section Head - Demography and Projection		Female
22	National Weather Services	Kasis Inape	Ag. Director	Male	
23	Climate Change Development Authority	Jacinta Kull	National Communications Officers		Female
24	Climate Change Development Authority	Priscila Pepp	National Communications Officers		Female
25	Conciliation Resources Australia	Bianca Monteiro	Project Officer		Female
26	SH Provincial Administration	Henry Happen	Deputy Provincial Administrator	Male	
27	SH Provincial Administration	Rim Kanea	Policy Planning Advisor	Male	
28	Southern Highlands Provincial Government	Jackson Epat	Snr.Liaison Officer - Police, CIS & Court, Law	Male	
29	Sugu Valley - Mediation Team	Father Isaiah	Catholic Parish Priest	Male	
30	Maipata 1 community	Binale Eya	Women leader		Female
31	Maipata 2 community	Banabas Maria	Community representative	Male	
32	Pira 1 community	Rockins Rero	Community representative	Male	
33	Pira 2 community	Berta Aron	Women leader		Female
34	House of Hope	Sister Lorena	Leader		Female
35	House of Hope	(anynomous)	Survivor		Female
36	House of Hope	(anynomous)	Survivor		Female
37	House of Hope	(anynomous)	Survivor		Female

38	House of Hope	(anynomous)	Survivor		Female
39	Semin LEP Centre	Howard Alpha	Lep centre staff		Female
40	Catholic Diocese of Mendi - SARV Survivors Project	Father Emmanuel	CDM	Male	
41	Hela Provincial Administration	Tai Lawe	Deputy Provincial Administrator	Male	
42	Hela Provincial Administration	Eky Parapugo	Deputy Provincial Administrator	Male	
43	Hela Provincial Administration	Eric Yuguli	Environment and DRR Officer	Male	
44	Hela Provincial Administration	Joane Puname	Director of Planning		Female
45	Hela Provincial Administration	Johnson Tigi	Director of LLG & Districts	Male	
46	Hela PHA (Provincial Health Authority)	Dr Michael Mai	Psychiatrist	Male	
47	United Church	Moses Komengi	Lead Mediator	Male	
48	Rural Women's Development Foundation Inc.	Marilyn Tabagua	Programme Coordinator		Female
49	Rural Women's Development Foundation Inc.	Sola Peri	Project Officer		Female
50	Rural Women's Development Foundation Inc.	Melani	Community Outreach		Female
51	United Church	Rev. Francis	Youth Coordinator	Male	
52	United Chruch	Moses Komengi	Peace mediator team leader	Male	
53	Catholic Church	Father Emmanuel	Pastor, School and youth club coordinator	Male	
54	Community Counslor, Peace Mediator	Maureen Mokai	Community Counselor, Peace Mediator		Female
55	Community Leader	Carol Gurel	Youth leader		Female
56	Oceanic Rebels, Kupari school	Dickson Gurel	Teacher, Youth coordinator	Male	
57	Diocese of Mendi	Fr Isaiah Timba	Pastor, Peace mediator team leader	Male	
58	Walate LEP Centre	Ruth Yanabe	Lep centre staff		Female
59	LEP (Learning and Empowerent center) Koroba	Alice Bibe	LEP Coordinator		Female
60	Komo Youths for Change Wed/Pai (Tari-Pori)	Morris Edwin	Youth leader and coordinator	Male	
61	LEP centre Komo	Jenny Martin	Lep centre staff		Female
62	Purani LEP Centre	Agnes Lui	Purani		Female
63	Idauwi community	Rose Tambiri	Women leader		Female
64	Idauwi community	Aripe Tayali	Youth leader		Female
65	Paipali community (town	Mary Angobe	Women leader		Female
66	Paipali community	Frank John	Youth leader	Male	
67	Paipali community	Henry Tendele	Community leader	Male	
68	Paipali community	Joy Angai	Community coordinator		Female
69	Tengo community	Rex Kalari	Community leader/Ward Councillor	Male	
70	Tengo community	Anna Palaus	Community coordinator		Female
71	Sugu Valley	Reuben Aita	Pastor	Male	
72	Sugu Valley	Andrew Kenoa	LLG President	Male	
73	Sugu Valley	Kevin Umboi	Leader	Male	
74	Sugu Valley	Masu Awai	Leader	Male	
75	Sugu Valley	Philimon Kuwa	Leader	Male	
76	Sugu Valley	Thomas Kera	Elementry Teacher	Male	
77	Sugu Valley	Allan Apelepa	Primary Teacher	Male	
78	Sugu Valley	Peter Kamali	Primary Teacher	Male	
79	Sugu Valley	Gapea Kumi	Elementry Teacher	Male	

80	Sugu Valley	Mark Yana	Youth Representative	Male	
81	Sugu Valley	Naik Aita	Elda		Female
82	Sugu Valley	Lini Pala	Youth Representative		Female
83	Sugu Valley	Alphin Simon	Youth Representative		Female
84	Sugu Valley	Mark Wala	Leader	Male	
85	Sugu Valley	Warisa Mombea	Youth Representative		Female
86	Sugu Valley	Daisy Jim	Women Representative		Female
87	Sugu Valley	Mark Rami	Youth Representative	Male	
88	Sugu Valley	Kandipi	Youth Representative	Male	
89	Sugu Valley	Egton Rero	Youth Representative	Male	
90	Sugu Valley	Sixtu Koyali	Youth Representative	Male	
91	Sugu Valley	Baya Roape	Youth Representative	Male	
92	Sugu Valley	Roto Lepo	Youth Representative	Male	
93	Sugu Valley	Jukari Tawai	Youth Group Representative	Male	
94	Mapata / Pira	Kepson Pokea	Head Teacher - Wabi Primary School	Male	
95	Mapata / Pira	Koni Ben	Mapata 2 Representative	Male	
96	Mapata / Pira	Amos Yano	Mapata 2 Representative	Male	
97	Mapata / Pira	Jim Buka	Elementry Teacher	Male	
98	Mapata / Pira	Esther Ben	Female Women Representative		Female
99	Mapata / Pira	Matina Moke	Female Women Representative		Female
100	Mapata / Pira	Soty Able	Youth Representative - Pira	Male	
101	Mapata / Pira	Lorence Ben	Mapata 2 Representative	Male	
102	Mapata / Pira	Erick Aphenai	Mapata 1 Representative	Male	
103	Mapata / Pira	Stalon Rockins	Mapata 2 Representative	Male	
104	Mapata / Pira	Albert Hanal		Male	
105	Mapata / Pira	Jack Paul		Male	
106	Mapata / Pira	Steven Kiap		Male	
107	Mapata / Pira	Divid Mabol		Male	
108	Mapata / Pira	Simien Hukum		Male	
109	Mapata / Pira	Luke Nom	Pastor	Male	
110	Mapata / Pira	Jeremy Maip		Male	
111	Mapata / Pira	Kongo Noeng		Male	
112	Mapata / Pira	P'e Paul		Male	
113	Mapata / Pira	Maguna	Pastor	Male	
114	Mapata / Pira	Mala Simiyan	Pastor	Male	
115	United Church and Organization	Rev.Wai Tege	Pioneer Bishop Dialoge Officer	Male	
116	United Church and Organization/ Hela Region	Rev. Joy Lembe	Regional Secretary		Female
117	United Church and Organization	Rev. Luke Keara	Circuit Minister	Male	
118	United Church and Organization	Bera Paka	Church Pastor	Male	
119	United Church and Organization	Rev. Langsoon Lamamao	Church Member	Male	
120	United Church and Organization	Edward Tambago	Church Pastor	Male	
121	United Church and Organizaion	James Kenny	Peace Member	Male	
122	United Church and Organization	David Koniono	Church Pastor	Male	
123	United Church and Organization	Rev. Bola Magini	Reverend	Male	

Annex 4: References

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Annex 5: Data collection tools
i) Key Informant Guide for Projects' Teams

1	Project name	
2	Specific role during implementation	
3	Institution/Organization	
4	Organisation's mandate	
4	Position in the Organization	
5	Date of the Interview	

INTRODUCTION

Hello,

My name is …………………………Your Institution/Organization was selected on the basis of being a key partner and stakeholder in the program. The program is nearing completion and hence the need for a terminal evaluation. Primary purpose of the evaluation is to take stock of the achievements hitherto and capture feedback to inform future programing. You are requested to freely provide information that will enable the achievement of the evaluation objectives. Your views and opinions shall be treated with utmost confidentiality. To ensure this, the names of the respondents shall not feature anywhere in the report.

The interview takes about 30- 40 minutes and you are free to stop the interview at any point should you deem yourself unable to continue with it.

RELEVANCE

1. To what extent did the projects' concepts, designs and alignments contribute to peace building, climate security concerns and needs of Papua New Guinea and the highlands?
2. How were the projects' aligned with peace priorities of PNG national government and those of its development partners namely UNDP, IOM, UNFPA and UN Women's current country programme outputs and outcomes, UNSDCF and the SDGs?
3. Drawing from the lessons learned from other projects, how were the views of men, women, and young people taken into account during the projects' design and implementation?
4. How did the projects' design and implementation address peace building and climate security needs and concerns include those of young people?

COHERENCE

1. How the three projects were interlinked and networked with other similar interventions in Hela and Southern Highlands provinces?

EFFECTIVENESS

1. To what extent did each of the three projects objectives realised?
2. What outcomes have been achieved or which progress has been made towards their achievement?
3. How was the implementation of the three projects affected by the external factors?
4. What were the key achievements of the three projects so far?
5. What were the enables and inhibitors of the projects' success?
6. How did the projects contribute to empowerment of women, men, youth and other vulnerable groups?
7. To what extent were the theories of change applicable?
8. Were the projects' strategies well operationalized to meet both geographical and beneficiary needs?

EFFICIENCY
1. Was there value for money during the implementation of the projects' activities?
2. To what extent did the projects achieve the intended objectives and results at reasonable cost?
3. To what extent did the UN Peacebuilding Support Office (PBSO) and UN Resident Coordinator's Office (RCO)'s contribute to the delivery of the three projects?

IMPACT
1. To what extent have the projects contributed to everlasting peace and stability in the provinces of Hera and the highlands?
2. What were the untended changes brought about by the three projects' implementation?
3. What are the outstanding innovations contributed by the three projects?

SUSTAINABILITY
1. To what extent are the targeted beneficiaries likely to financially sustain the projects' interventions in the long-term?
2. How will the targeted men, women, youth and other vulnerable groups benefit from project interventions in the long term?
3. What evidence is there to show that the projects interventions and achievements will be sustained and replicated?
4. What exit strategies were put in place to ensure sustenance of the projects' achievements after they have ended?

HUMAN RIGHTS
1. To what extent did the projects contribute to promotion and protection of Human rights?

GENDER EQUALITY
1. To what extent were gender equality and empowerment addressed in the design, implementation and monitoring of the projects?

2. To what extent was the gender marker assigned to the projects during design, implementation and monitoring of the projects?

LEAVING NO ONE BEHIND (LNOB)
1. How were the most vulnerable groups targeted in the three projects?
2. To what extent were the designs of the three projects inclusive of all?
3. Did each of the three projects create environments for all to participate in their implementation?
4. How did the three projects promote equality of all during their design and implementation?

INNOVATIONS
1. What innovations did the three projects bring on board during their implementation?
2. Did the beneficiaries learn any new knowledge?

ii) Key informant interview guide for UNDP and UN Agencies

1	Project name	
2	Specific role during implementation	
3	Institution/Organization	
4	Organisation's mandate	
4	Position in the Organization	
5	Date of the Interview	

<u>INTRODUCTION</u>
Hello,
My name is …………………………Your Institution/Organization was selected on the basis of being a key partner and stakeholder in the program. The program is nearing completion and hence the need for a terminal evaluation. Primary purpose of the evaluation is to take stock of the achievements hitherto and capture feedback to inform future programing. You are requested to freely provide information that will enable the achievement of the evaluation objectives. Your views and opinions shall be treated with utmost confidentiality. To ensure this, the names of the respondents shall not feature anywhere in the report.
The interview takes about 30- 40 minutes and you are free to stop the interview at any point should you deem yourself unable to continue with it.
RELEVANCE

1. To what extent did the projects' concepts, designs and alignments contribute to peace building, climate security concerns and needs of Papua New Guinea and the highlands?
2. How were the projects' aligned with peace priorities of PNG national government and those of its development partners namely UNDP, IOM, UNFPA and UN Women's current country programme outputs and outcomes, UNSDCF and the SDGs?
3. Drawing from the lessons learned from other projects, how were the views of men, women, and young people taken into account during the projects' design and implementation?
4. How did the projects' design and implementation address peace building and climate security needs and concerns include those of young people?

COHERENCE
1. How the three projects were interlinked, and networked with other similar interventions in Hela and Southern Highlands provinces?

EFFECTIVENESS
1. To what extent did each of the three projects objectives realised?
2. What outcomes have been achieved or which progress has been made towards their achievement?
3. How was the implementation of the three projects affected by the external factors?
4. What were the key achievements of the three projects so far?
5. What were the enables and inhibitors of the projects' success?
6. How did the projects contribute to empowerment of women, men, youth and other vulnerable groups?
7. To what extent were the theories of change applicable?
8. Were the projects' strategies well operationalized to meet both geographical and beneficiary needs?

EFFICIENCY
1. Was there value for money during the implementation of the projects' activities?
2. To what extent did the projects achieve the intended objectives and results at reasonable cost?
3. To what extent did the UN Peacebuilding Support Office (PBSO) and UN Resident Coordinator's Office (RCO)'s contribute to the delivery of the three projects?

IMPACT
1. To what extent have the projects contributed to everlasting peace and stability in the provinces of Hera and the highlands?
2. What were the untended changes brought about by the three-projects' implementation?

3. What are the outstanding innovations contributed by the three projects?

SUSTAINABILITY
1. To what extent are the targeted beneficiaries likely to financially sustain the projects' interventions in the long-term?
2. How will the targeted men, women, youth and other vulnerable groups benefit from project interventions in the long term?
3. What evidence is there to show that the projects interventions and achievements will be sustained and replicated?
4. What exit strategies were put in place to ensure sustenance of the projects' achievements after they have ended?

HUMAN RIGHTS
1. To what extent did the projects contribute to promotion and protection of Human rights?

GENDER EQUALITY
1. To what extent were gender equality and empowerment addressed in the design, implementation and monitoring of the projects?
2. To what extent was the gender marker assigned to the projects during design, implementation and monitoring of the projects?

LEAVING NO ONE BEHIND (LNOB)
1. How were the most vulnerable groups targeted in the three projects?
2. To what extent were the designs of the three projects inclusive of all?
3. Did each of the three projects create environments for all to participate in their implementation?
4. How did the three projects promote equality of all during their design and implementation?

INNOVATIONS
1. What innovations did the three projects bring on board during their implementation?
2. Did the beneficiaries learn any new knowledge?

iii) Key informant interview guide-National and Provincial Governments

1	Project name	
2	Specific role during implementation	
3	Institution/Organization	
4	Organisation's mandate	
4	Position in the Organization	
5	Date of the Interview	

INTRODUCTION

Hello,

My name is ……………………Your Institution/Organization was selected on the basis of being a key partner and stakeholder in the program. The program is nearing completion and hence the need for a terminal evaluation. Primary purpose of the evaluation is to take stock of the achievements hitherto and capture feedback to inform future programing. You are requested to freely provide information that will enable the achievement of the evaluation objectives. Your views and opinions shall be treated with utmost confidentiality. To ensure this, the names of the respondents shall not feature anywhere in the report.

The interview takes about 30- 40 minutes and you are free to stop the interview at any point should you deem yourself unable to continue with it.

RELEVANCE

1. To what extent did the projects' concepts, designs and alignments contribute to peace building, climate security concerns and needs of Papua New Guniea and the highlands?
2. How were the projects' aligned with peace priorities of PNG national government and those of its development partners namely UNDP, IOM, UNFPA and UN Women's current country programme outputs and outcomes, UNSDCF and the SDGs?
3. Drawing from the lessons learned from other projects, how were the views of men, women, and young people taken into account during the projects' design and implementation?
4. How did the projects' design and implementation address peace building and climate security needs and concerns include those of young people?

COHERENCE

1. How the three projects were interlinked and networked with other similar interventions in Hela and Southern Highlands provinces?

EFFECTIVENESS

1. To what extent did each of the three projects objectives realised?

2. What outcomes have been achieved or which progress has been made towards their achievement?
3. How was the implementation of the three projects affected by the external factors?
4. What were the key achievements of the three projects so far?
5. What were the enables and inhibitors of the projects' success?
6. How did the projects contribute to empowerment of women, men, youth and other vulnerable groups?
7. To what extent were the theories of change applicable?
8. Were the projects' strategies well operationalized to meet both geographical and beneficiary needs?

EFFICIENCY
1. Was there value for money during the implementation of the projects' activities?
2. To what extent did the projects achieve the intended objectives and results at reasonable cost?
3. To what extent did the UN Peacebuilding Support Office (PBSO) and UN Resident Coordinator's Office (RCO)'s contribute to the delivery of the three projects?

IMPACT
1. To what extent have the projects contributed to everlasting peace and stability in the provinces of Hera and the highlands?
2. What were the untended changes brought about by the three-projects implementation?
3. What are the outstanding innovations contributed by the three projects?

SUSTAINABILITY
1. To what extent are the targeted beneficiaries likely to financially sustain the projects' interventions in the long-term?
2. How will the targeted men, women, youth and other vulnerable groups benefit from project interventions in the long term?
3. What evidence is there to show that the projects interventions and achievements will be sustained and replicated?
4. What exit strategies were put in place to ensure sustenance of the projects' achievements after they have ended?

HUMAN RIGHTS
1. To what extent did the projects contribute to promotion and protection of Human rights?

GENDER EQUALITY
1. To what extent were gender equality and empowerment addressed in the design, implementation and monitoring of the projects?
2. To what extent was the gender marker assigned to the projects during design, implementation and monitoring of the projects?

LEAVING NO ONE BEHIND (LNOB)
1. How were the most vulnerable groups targeted in the three projects?
2. To what extent were the designs of the three projects inclusive of all?
3. Did each of the three projects create environments for all to participate in their implementation?
4. How did the three projects promote equality of all during their design and implementation?

INNOVATIONS
1. What innovations did the three projects bring on board during their implementation?
2. Did the beneficiaries learn any new knowledge?

iv) FGD Guide for program beneficiaries

1	Project name	
2	Specific benefit received	
3	Location	
5	Date of the Interview	
6	Start time:	End time:

INTRODUCTION

- Program background

- Evaluation purpose and objectives

- Guidelines for the discussion

The discussion takes about 30- 40 minutes and you are free to opt out at any point should you deem yourself unable to continue with it.

RELEVANCE

1) To what extent was the project relevant for creating conditions for peace in PNG Highlands aligned with and contributes to peace building in the highlands' region?
2) How has the project supported communities to mitigate conflicts related to climate change?
3) How did the project supported women leadership contribute to peace building in the highlands' region?

COHERENCE

1) To what extent were the three projects networked in their design and implementation?
2) How the three projects were linked and networked with similar projects in the Hela and Southern Highlands provinces?

EFFECTIVENESS

1) What are the achievements of each of the three projects?
2) What were the enablers of success for each of the three projects'?
3) What were the inhibitors of success for each of the projects'?
4) How did each of the projects' implementation strategies suitable for the area and   beneficiary need?
5) How were you involved in the monitoring of the projects' activities?

EFFICIENCY

1) Were the projects' activities delivered within the prescribed timeframe?
2) To what extent did the projects achieve the intended objectives and results at reasonable cost?

IMPACT

1) What are the everlasting changes realised in this area due to implementation of the projects?
2) To what extent did the three projects contribute to peaceful coexistence of the communities in this area?
3) What were the unintended positive changes brought about by the projects?
4) What were the unintended negative changes brought about by the projects?

SUSTAINABILITY

1) How are the projects' benefits likely to be sustained especially by the vulnerable?
2) What resources have been mobilised in the targeted provinces to ensure results are sustained after the end of the projects?

HUMAN RIGHTS

1) To what extent did the projects include the interests of the vulnerable in society during implementation? (Probe for Women, Youth, PWDs, Elderly etc)

GENDER

1) To what extent did the projects promote gender equality and empowerment in this area?

LEAVING NO ONE BEHIND (LNOB)

1. Did each of the three projects create enabling environments for all to participate in their implementation?

INNOVATIONS

1. Are there any novel ways that the three projects employed in implementation of projects?
2. Is there any new ideas employed by the three projects that beneficiaries acquired from participating in the projects?

Annex 6: Terms of Reference
IC/PNG/001-2024 International Consultancy: Evaluation Expert & Team

Leader Consultant

Location:	Papua New Guinea (Port Moresby, Southern Highlands and Hela Provinces)
Type of Contract:	Consultancy (Individual Contractor)
Projects:	00124826 Creating Conditions for Peace in PNG Highlands (https://mptf.undp.org/project/00124826) 00129773 Preventing Climate-Induced Conflicts Through Empowered Women Leadership (https://mptf.undp.org/project/00129773) 00130034 Gender transformative psychosocial support for peace and community resilience in Hela Province, Papua New Guinea (https://mptf.undp.org/project/00130034)
Languages Required:	English
Starting Date:	15 Feb 2024
Duration of Initial Contract:	50 Days (until 30 April 2024)

Background

Hela and Southern Highlands Provinces in the Highlands of Papua New Guinea experience violent inter-group or intra-group conflicts of varying scales where violence remains the normative response to disputes and grievances and continues to be perceived as a culturally 'legitimate' means of prosecuting claims and seeking restitution. Characterised by low-level, low-intensity, small-scale, hyper-localized conflicts, these individual conflicts are primarily underpinned by similar causal factors ranging from demographic pressures to lack of economic

opportunities and access to an effective formal justice system existing within a context of weak governance. Observed trends suggest that proximate factors for these conflicts can manifest themselves differently in each Province. Inter-group conflicts in Southern Highlands Province can be broadly attributed to explosive 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.'

There are an estimated one hundred and fifteen (115) unresolved internecine conflicts across the Highlands provinces of Hela and Southern Highlands alone. These ongoing conflicts, coupled with election-related violence, have affected 265,000 in the Highlands, leaving almost 90,000   people
displaced in 20221 without accounting for the extent of human rights abuses, including gender- based violence and sorcery accusation-related violence. A general breakdown in the traditional social structures, including rules governing warfare and an influx of guns, amplifies the violence's effects.

Interpersonal, intra-group and inter-group disputes trigger tensions between and within various groups and lead to outbreaks of violent conflict, causing destruction, disruption, death, injury, and grave human rights violations. Specifically, where opposing groups have collectively agreed to cease hostilities, the process of conflict resolution (usually involving compensation for deaths and losses) does not account for the need for the physical recovery of communities and inter- communal confidence building, leading to a continuous deficit of trust and lack of post-conflict recovery.

Having identified the unique drivers of conflict in Hela and Southern Highlands provinces, the United Nations in Papua New Guinea (PNG) has been implementing a three-year area-based joint programme, the Highlands Joint Programme (HJP) for Peace and Development with three objectives: 1) support creation of peaceful and enabling conditions for achieving the Sustainable Development Goals in the Highlands; 2) catalyse greater investments in equitable human development activities both by the PNG government, development partners and the private sector; and 3) support local aspirations for inclusive peace and development.

Guided by the UN and World Bank's Pathways for Peace approach, the HJP's programme 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 the government's development plans sustainably. The HJP's results framework focuses on developing the capacity of rights holders and duty bearers while reinforcing their environments to promote mutually supportive, compatible peacebuilding and development approaches in the areas affected by conflict.

Jointly implemented by seven participating UN organisations (IOM, FAO, UNCDF, UNDP, UNFPA, UNICEF, UN Women) with UNDP acting as the technical coherence and convening agency, the programme is targeting priority locations in Hela and Southern Highlands provinces as collectively identified with provincial authorities. The participating UN organisations (PUNO) are implementing up to forty-five activities funded through various projects under the programme. Within the framework of the HJP programme, three projects are funded by the UN's Peacebuilding Fund (PBF) and implemented by IOM, UNDP, UNFPA, and UNWOMEN.

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1 https://www.theguardian.com/world/2022/sep/28/png-election-violence-90000-displaced-since-may-25000-children-unable-to- attend-school

1. Creating Conditions for Peace in PNG (19 Nov 2020 – 17 Dec 2023 / Budget: $4 MM) UNDP, IOM, UNFPA and UN Women have been jointly implementing the PBF-funded project 'Creating Conditions for Peace' (CCfP). As a key pillar of the HJP, this project has focused on implementing critical 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 the capacity of traditional/local leadership in the practice of effective leadership and conflict management. The project has also enhanced intra- and intergroup dialogue and mediation by directly supporting community-level conflict mediation, supporting the role of women mediators, and facilitating local peace conferences.

The project contributes towards the following outputs:
Women and youth supported for leadership roles in established community peacebuilding mechanisms and decision-making in domestic and community settings.
Peacebuilding skills and tools are entrenched in communities and faith-based organisations.
Duty bearers are capacitated with gender-responsive and youth-sensitive leadership/conflict management skills to address different dimensions of risk and improve local governance.
Physical and non-physical institutional arrangements supporting/for local peace and development efforts established, including post-conflict needs assessments.
Information systems (including community feedback mechanisms) are established to generate evidence, transfer knowledge on peacebuilding and conflict, and support early warning and action.
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.

The project has strengthened local governance and post-conflict recovery efforts through a) training of local and provincial leadership in conflict-sensitive development, local-level governance and decentralisation, b) facilitating the development of and implementation of community peace for development plans through small grant projects, c) facilitating access to basic services, d) the establishment of feedback mechanisms to enhance institutional accountability and conflict monitoring and mapping for early warning and early action, and e) tracking population displacement to inform planning and response actions.

2. Preventing Climate-Induced Conflicts through Empowered Women Leadership
(17 Dec 2021 – 15 Mar 2024 / Budget: $1.5 MM)
UNDP and IOM jointly implement this project to empower women leadership in climate-induced conflict prevention to reduce the risk exposure of vulnerable local communities. The project has supported women leaders to be conflict-sensitive community resilience activists through training, sharing best practices, strengthening inclusive peacebuilder networks, and advancing gender equality. Targeting communities at risk of heightened climatic variability coupled with the physical and social consequences, the project has leveraged empowered women leadership to support the enhancement of community resilience in confronting climate shocks while actively reducing the risk of climate-induced conflicts through the facilitated development of enhanced Community Peace For Development Plans (CPDP) with target communities as well as the implementation of priority actions identified in individual CPDPs. The project has also focused on addressing knowledge gaps within the climate-gender-conflict nexus, given its increased relevance within the prevention agenda, with the aim of integration with the development of local and provincial frameworks through gendered analyses and assessments and climate and gender-sensitive peace and security strategies.

The project contributes towards the following outputs:
Capacity of women and youth community leadership particularly in climate-induced conflicts and in the development of climate adaptation measures is strengthened.
Impact of climate variability and risk of climate- induced conflicts for women is reduced.
Provincial policies and strategic frameworks are informed by climate-induced peace and security risks.

The project has improved communities' and households' resilience to manage risks and mitigate shocks from conflict and human-induced and national disasters through a) strengthening the capacity of women's and youth's community leadership, particularly in climate-induced conflicts and in the development of climate adaptation measures, b) reducing the impact of climate variability and risk of climate-induced conflicts for women, and c) informing

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provincial policies and strategic frameworks by climate-induced peace and security risks.

3. Gender transformative psychosocial support for peace and community resilience in Hela Province, Papua New Guinea (07 Jan 2022 – 06 Apr 2024 / Budget: $1.5 MM)

Jointly implemented by UN Women and UNFPA, this project addresses conflict-related trauma amongst men, women, and youth as part of peacebuilding and conflict prevention efforts. The project aims to address the underlying causes of conflict responsible for the cycle of inter-group violence and resultant conflict-related trauma in Hela province by providing mental health and psychosocial support (MHPSS) to women, men and young men and women. The project contributes towards the following outputs:

Knowledge and evidence on gendered and age-specific impacts of conflict and gender/age differences in response to conflict-related trauma are generated.

Community stakeholders are able to integrate psychosocial support to address conflict- related trauma as part of conflict prevention and peacebuilding efforts (curriculum development and training and coaching of facilitators)
Local MHPSS and health workers have increased skills and knowledge to improve mental health and well-being to address the traumatic impacts of conflict-related violence.
Women, men, young women, and young men affected by conflict are able to harness MHPSS to promote mental health and develop social and emotional skills to contribute to local peacebuilding processes.

Key Objective

UNDP is seeking an international consultant (evaluation expert & team leader) to assess the achievements of the above-mentioned three projects against the expected results outlined in the projects' results framework, examining the overall performance and relevance of the projects and whether they were implemented as intended and identified results and indicators achieved. The consultant will examine which factors proved critical in helping or hindering change and if the original assumptions remained relevant during implementation. Moreover, the consultant will examine not only the impact of the projects but equally important it will be to provide future direction to the UN organisations by drawing upon lessons learned, assessing the current context in the Highlands related to peace and development, and making recommendations for future consideration.

The findings and conclusions of the evaluation shall be shared with the PNG National Government, Hela and Southern Highlands Provincial Administrations, Donors, UN organisations and Development and Peace Actors in the Highlands.

Duties and Responsibilities

Scope of Work

The evaluation will be conducted for the three projects as they are finalising their activities across Hela and Southern Highlands provinces. The evaluation will focus on key institutions and communities involved in the projects, including provincial administrations, non-government organisations, faith-based and civil society organisations and institutions working on climate security, peacebuilding and conflict resolution in Southern Highlands and Hela provinces. As part of the fieldwork aspect of the consultancy, the consultant will be required to travel to the Southern Highlands and Hela provinces. The project will hire a local consultant to collaborate closely with and assist the international consultant throughout the evaluation period. The local consultant will accompany the international consultant to the field visits, offer interpretation and translation services, aid in note-taking, conduct desk reviews, and provide any other necessary support essential to the international consultant's tasks. The decision on the specific locations for the evaluation will be proposed by the project Representing UN Organisations and agreed upon with
the consultant based on the methodology and proposed sample size. The consultant's work is anticipated to span 50 days, spread out over Feb and Apr 2024.

All three projects have conducted baselines for their indicators. The endline for the project 'Creating Conditions for Peace' would have been concluded by the time the evaluation begins, providing the consultant with a structured and measurable way to assess the impact and effectiveness. The endline for the other two projects would also be prioritised, aiming to conclude during the evaluation period. The baseline reports of all three projects and the endline of the 'Creating Conditions for Peace' project will be provided to the consultant for the desk reviews.

Aligned with the evaluation goals and guided by the OECD DAC Evaluation Criteria in Conflict and Fragile2 Settings, alongside the norms and principles outlined by the United Nations Evaluations Group, the evaluation will focus on specific key areas and inquiries outlined below. The evaluation should use these reference guidelines when evaluating the projects, which could be refined in the inception report.

Relevance

The Projects' concept, design, and alignment with and contribution to the major peacebuilding and climate security concerns and needs in Papua New Guinea and the Highlands Region.

The projects' alignment with the Government of PNG's national development priorities, UNDP, IOM, UNFPA and UN Women's current country programme outputs and outcomes, UNSDCF and the SDGs, especially concerning peace.

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The lessons learned from other projects, including perspectives of men, women, and young people, are taken into account during the project design and implementation.
The projects address the Hela and Southern Highlands communities' primary peacebuilding and climate security needs and concerns, including those of young people and women.

Coherence

The extent of collaboration, coordination, and compatibility of the three projects with one another and with other interventions in the Hela and Southern Highlands provinces.

Effectiveness:

The clarity of the project objectives and the relationship between the outputs, activities, and inputs are logical and commensurate with the needs and resources

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2 https://www.oecd-ilibrary.org/docserver/9789264106802-en.pdf?expires=1570808839&id=id&accname=ocid195767&checksum=E395E7C957BEA0EADC13DACF9A702741; https://www.cdacollaborative.org/wp-content/uploads/2017/01/Reflecting-on-Peace-Practice-RPP-Basics-A-Resource- Manual.pdf

allocated to the projects; the measurement and capturing of the results derived.
Assessment of the impact of external factors on the projects' work plan, schedule, and overall management arrangements; project achievements beyond the planned outputs
Key achievements of the three projects, supported by evidence and against their intended results and outputs.
The main factors of success and challenges to the project's achievements. What could have been done better?
Projects' contribution to empowering women, men, youth, and other vulnerable groups.
Realisation of theories of change.
Appropriateness and clarity of the projects' strategy in terms of geographic and beneficiary targeting.
The project's monitoring system adequately captures data on results at an appropriate outcome level.

Efficiency

The quality and timeliness of the implementation of activities and the responsiveness of the projects to adapt and respond to changes and challenges, an analysis of the risks and expectation management.

The cost efficiency of the projects: the intended objectives, results and indicators have been achieved cost-efficiently.

UN Peacebuilding Support Office (PBSO) and UN Resident Coordinator's Office (RCO)'s role in the projects, including funding, communication, and overall coordination.

Project management and governance, such as project team structure, partnerships, work planning processes, delivery approach and M&E processes, contributed to the project delivery and efficiency.

Project management and implementation was participatory, ensuring the inclusion of men, women, youth, and other targeted groups.

Project partnership with civil society organisations was effective and efficient.

Projects have delivered value for money, given their resources and scale of impact. The financial and human resources were used effectively, and funds, male and female staff, time, expertise, etc., were allocated strategically to achieve outcomes.

Project risks were monitored and addressed during design and implementation.

Impact:

The projects made a difference to the two provinces and the communities and contributed to peace and stability.

Unforeseen impacts or unintended consequences (whether positive or negative).

Evidence of innovative interventions or approaches and any exceptional experiences that should be highlighted, including through case studies, stories, and best practices.

Sustainability:

Sustainability of the results achieved with a focus on capacities built and the ability of institutions, organisations, and community groups to operate with reduced, or even no, funding and technical support in the future.

Targeted men, women, youth, and other vulnerable people will benefit from the project interventions in the long term.

The project made concerted efforts to increase the visibility of the results and approaches and obtain additional and catalytic funding for the provinces and priorities.

Financial resources will be available to sustain the benefits achieved by the project.

Evidence available to suggest that the project interventions and achievements will be sustained and replicated through the provincial administrations, NGOs, communities, or other partners.

Adequate exit strategies in place for the project

Future UN Programming for the Highlands of PNG:

Possible scope of future support - recommendations on what future UN programming should focus on.

Recommendations on how best the projects could maximise the transfer of activities and resources to provincial administrations, NGOs, communities, or other partners.

Cross-Cutting

Human Rights
The three projects contributed to the protection of human rights, including through opportunities for poor, indigenous and physically challenged women, men, boys, girls and other disadvantaged and marginalised groups as part of project implementation.

Gender Equality
Gender equality and women's empowerment have been addressed in the design, implementation and monitoring of the projects that contributed to changes in gender equality.
The gender marker assigned to the projects is representative of the reality.

Evaluation Approach and Methodology
The consultant team, comprised of the Lead Consultant (International – Evaluation Expert & Team Leader) and Local Consultant, is expected to follow a participatory consultative approach. This will be achieved through close engagement with the UN PBSO, UN RCO, UNDP, IOM, UN Women and UNFPA Country Offices, Project teams, Hela and Southern Highlands Provincial Administrations, Implementing Partners, stakeholders, and beneficiaries as and where relevant.

An evaluation reference group involving participating UN organisations (UNDP, IOM, UN Women and UNFPA) and PBSO and RCO representatives will guide the consultant and review the Inception Report and Draft design report to ensure the quality of the study.

The evaluation approach and methodology will include:
Desk Study: The consultant should examine all relevant project documents. The desk review should explore other Peace and Development initiatives globally and within the region, including PUNOs, as a basis for future advice and relevant lessons learned and best practices. The desk review must cover project objectives and results frameworks in the context of government policies, programmes and decision-making, presence of state institutions, and leadership structure at the various levels of government.
local and professional peacebuilding and conflict prevention/management capacities.
availability and access to community spaces, systems, and mechanisms to incorporate the voices and aspirations of men, women, and youth.
Institutional arrangements supporting local peacebuilding and development efforts are present.

ensuring inclusive, meaningful participation of men, women, and youth in local peacebuilding processes.

The consultant will review all sources of relevant information, including, but not limited to, the following:

Papua New Guinea Medium-Term Development Plan
The HJP Programme Document
The HJP Mid-Term Review Report
The Three Project Documents
Annual Project Plans, M&E Plans, Results Frameworks, Risk Logs
Studies, Research, Analyses, etc undertaken by the projects
Mid-year and Annual Project Progress reports, including reports from Implementing Partners
Project Monitoring Mission Reports
Project baseline and endline survey reports
UN Participating Organisations Newsletters and Social Media Posts

Evaluation Design: The evaluation will utilise a non-experimental design, which examines the project progress before and after the implementation, in line with the OECD DAC evaluation criteria and then also makes forward-looking recommendations for UN implementation. The evaluation will utilise a combination of document and data review, Key Informant Interviews (KIIs), and Focus Group Discussions (FGDs) with key stakeholders in targeted priority provinces, including Hela and Southern Highlands. The review will be conducted over approximately three months, with fieldwork in March 2024. The team will consult with relevant stakeholders, including but not limited to various levels of Government, civil society, faith-based organisations and other peace and development partners.

Clear ethical guidelines should be followed and implemented, obtaining consent from any individuals interviewed or included in the FGDs, considering the protection of the identity of specific populations such as GBV survivors or youth involved/affected by conflict. The evaluation should be gender and youth-responsive, as outlined in the evaluation objectives, using a participatory methodology. Any limitations in the design should be clearly stated, and data should be triangulated to enhance the robustness of the findings and conclusions.

Evaluation Deliverables

The consultant will be responsible for the following deliverables, which will be reviewed by the Evaluation Reference Group, which consists of UNDP, UNFPA, UN Women, IOM, PBSO, and RCO.

Inception Report

The inception report should outline the desk review, evaluation objectives, methodologies, evaluation questions, list of stakeholders, quality assurance mechanisms, sampling, deliverables, work plan, and the timing of the fieldwork. The report should detail the consultant's understanding of what is being evaluated and why and should include a proposed schedule of tasks, activities, and deliverables, designating a team member as the lead responsible for each task or product.

Fieldwork:
The consultant should visit Port Moresby, Hela and Southern Highlands provinces to collect data and meet the implementing partners and beneficiaries. The consultant should pay particular attention to interviewing stakeholders, implementing partners, communities, provincial administrations, civil society organisations, women's groups, UN Agencies, project teams, and representatives of PBSO.

Validation Workshop / Presentation of Initial Findings
The consultant should compile and analyse the feedback from the stakeholders and beneficiaries involved in or affected by the project, present the preliminary findings of the fieldwork to the Evaluation Reference Group, and seek feedback on their observations and findings.

Draft Evaluation Report

The consultant should develop a comprehensive report detailing the evaluation process, methodology used, findings, analysis, and recommendations for improvements or future actions and submit it to the Evaluation Reference Group for comments.

Final Evaluation Report

The consultant should incorporate comments and submit the final report to the Evaluation Reference Group. The final report should not be more than 35 pages. The report must have a cover page, a list of acronyms, an executive summary, and annexes.

Deliverables and Duration:

Deliverables	Payments	No of Days/ Report Due

- Inception report outlining objectives, methodologies, tools, list of stakeholders, quality assurance mechanism, sampling, deliverables, work plan, and the timing of the fieldwork	20%	10 days By 25 Feb 2024
- Fieldwork & Validation Workshop to present the preliminary findings of the fieldwork to the Evaluation Reference Group	50%	25 Days By 31 Mar 2024
- Draft Report with preliminary results detailing the evaluation process, methodology used, findings, analysis, and recommendations for improvements or future actions	0%	10 Days By 10 Apr 2024
- Final Report, incorporating feedback received during the presentation and written comments on the draft report, and including the following components as a minimum requirement (Acronyms; Executive Summary; Introduction; Methodology; Limitations; Findings; Conclusion and Recommendations; Appendix.	30%	5 Days By 30 Apr 2024

Submission of specific deliverables will be completed in accordance with the above schedule unless the Evaluation Reference Group and the Consultant mutually agree upon revised timelines. The Evaluation Reference Group will determine the acceptance of deliverables. Milestone payments will be made upon submission and acceptance of specific deliverables.

Evaluation Management

The Project Evaluation will be executed under the management of the Reference Group with on- the-ground support from available RUNO (UNDP, UNFPA, IOM and UN Women). Further logistical and liaison support will be given by the RUNO staff in Port Moresby where necessary. The Evaluation Reference Group will provide further information on project activities and stakeholders and facilitate liaison with implementing partners and beneficiaries. The consultant leader will give brief progress updates to the Reference Group on a weekly basis and will work in close liaison with the Group throughout the evaluation.

Institutional Arrangement
Team Composition
A team of two independent evaluators will conduct the evaluation. One is an International Evaluation Expert (this TOR) who will be a team leader. The other is the team expert, who is a national. The Team Leader will be responsible for the overall assessment of the project, starting with the preparation of the evaluation methodology and inception report, management of interviews and data analysis, and overall development of the draft report and the final report. The Team expert will report to the team leader and support the Team Leader in the entire assignment.

Resources Provided

The evaluator shall provide his/her own office productivity equipment (hardware and software) and mobile connectivity. Where specialised logistics are required in-country, the Evaluation Reference Group shall avail as needed based on an agreed activity budget to be developed and agreed upon.