FINAL EVALUATION REPORT

United Nations Peacebuilding Priority Plan 2015 – 2017

Autonomous Region of Bougainville Pa!ua Ne " #uinea

United Nations \$evelo!ment Programme

%a " rence Robertson &nde!endent 'ontractor() valuator

November 201*

Final Evaluation Report: United Nations Peacebuildi

A'*NO+LE, -E.ENT(

- .e evaluator "ould li5e to t.an5 +.addie -a!o of UN\$P for all .er great .el! in organising and com!leting t.e evaluation!

su!!ort t.roug. AB# and civil society institutions to .el! address t.e needs of some conflict2related trauma victims!

- .e UN/s "or5 in strengt.ening relations.i!s and trust bet" een t.e #oPN# and AB# to su!!ort t.e im!lementation of autonomy arrangements and t.e BPA and su!!orting access to more ob;ective and accurate information and fora for dialogue and debate "as seen as relevant and a!!ro!riate as "ell as critical to t.e main ac.ievements in im!lementing t.e BPA over t.e 20152201* !eriodl .e PPP/s "or5 on building relations.i!s and trust bet "een t.e #oPN# and AB# "as seen as t.e most successful area of t.e PPPI +ome areas of su!!ort in trauma .ealing "ere seen as less strategic and t.us less relevant and a!!ro!riatel .e revision of t.e Pro;ect \$ocument in t.is area did not resolve dissatisfaction "it. t.is ob;ective !articularly "it. 5ey develo!ment !artners!
- .e United Nations .ad numerous c.allenges in staffing t.e !ro;ect and t.e PPP team .ad many c.allenges in designing and im!lementing activities as "ell as managing monitoring and re!orting on t.ese activities in t.e c.allenging environment of PN# and t.e ARoBI .e PPP team "as attentive to t.e economical use of resources in !rogramme im!lementationI .e !olitical nature of t.e !rogramme and delays from bot. governments c.allenged !lanning and increased costs to t.e !ro;ectI .e !rocurement team used best !ractices to !rocure goods and services ra!idly and com!etitivelyI Planning "as a constant c.allenge for t.e PPP? annual !lans "ere develo!ed and im!lemented in "ays t.at allo"ed for fle0ibility since muc. of t.e timing and agenda "as under t.e control of t.e t"o governments "it. constant sli!!age in t.e timingI , B) data does not seem to .ave been used for management only to re!ort to PB+91 .e PPP "as im!lemented by a lean team led by an international !ro;ect manager as able to resist t.e !ressures of bot. governmentsI

UN activities under t.e PPP are acce!ted by !artners sta5e.olders and beneficiaries in PN# and t.e ARoB! - .e t"o governments de!end on t.e PPP for !ractical facilitation of meetings are accustomed to equalities from the UN about t.e need for meetings on BPA im!lementation and rely 4(i) 10.8696(m) ...65326(a) 9.21631(l)

- PB+9 s.ould consider less demanding monitoring and evaluation modalities and re!orting on PPP im!lementation and "or5 "it. PPP leaders to develo!, B) systems t.at "ill be used as !art of PPP management as "ell as for information s.aring!
- - .e PB+9 s.ould consider develo!ing !rogrammes "it. longer time !eriods t.an t.e t.ree2year term for t.e PPP or ma5ing it clear t.at PPPs "ill be se3uenced since !eacebuilding is a long2term !rocess!
- PB+9 s.ould continue to consider su!!orting !eacebuilding !riority !lans t.at may not be able to focus on sustainability re!lication or magnification but t.at are able to su!!ort !riority actions to build or sustain !eace at critical !eriods in t.e !eacebuilding !rocesses around t.e "orld!"
- - .e UN s.ould continue to su!!ort t.e im!lementation of 5ey !rocesses in BPA im!lementation!
- Pro;ect design and im!lementation s.ould focus on 5ey !riorities of bot. governments in .el!ing t.em !re!are for and im!lement !rocesses around t.e referendum and its aftermat. !lus !ublic a "areness activities!
- - .e design of activities in a successor PB:2funded !rogramme on !eacebuilding in Bougainville s.ould focus more on sustainability and national o "ners.i!!

") INTRO, U'TION3 & A'* - ROUN, AN, PURPO(E

INTRO, U'TION

- .e United Nations \$evelo!ment Programme 7UN\$P8 Pa!ua Ne" #uinea 7PN#8 commissioned a final evaluation of t.e United Nations Peacebuilding Priority Plan 7PPP8 2015 2017 in mid2201*I .e Peacebuilding +u!!ort 9ffice 7PB+98 t.roug. t.e Peacebuilding and Recovery :acility 7PR:8 of t.e UN Peacebuilding :und 7PB:8 financed t.e im!lementation of t.e PPP by t.e Reci!ient United Nations 9 rganisations 7RUN9s8 in PN# after t.e UN +ecretary2#eneral declared t.at PN# "as eligible for su!!ort from t.e Peacebuilding :und 7PB:8 in 2014I RUN9s UN\$P and t.e United Nations Po!ulation :und 7UN:PA8 im!lemented t.e PPP in t.e Autonomous Region of Bougainville 7ARoB8 of Pa!ua Ne" #uinea from August 2015 t.roug. A!ril 201*I .e !ur!ose of t.e final evaluation is to assess t.e overall !rogress of t.e !ro;ect over t.ese 44 mont.s against its intended goals and ob;ectivesI .e evaluation used t.e "ay t.e PPP "as divided into four single !ro;ects "it. t.eir o"n outcomes to evaluate t.e design of t.e PPP ac.ievements in eac. com!onent of t.e PPP to "ards t.ese outcomes t.e effectiveness of t.e !rocesses used and sustainabilityI .e evaluation .as also assessed overall PPP outcomes and indicators used in t.e monitoring and evaluation 7, B)8 frame "or5 for t.e PPPI
- .e :inal) valuation Re!ort consists of t.is introduction t.at e0!lains ".y t.e evaluation "as conducted t.e bac5ground conte0t for t.e PPP and an e0!lanation of .o" t.e PPP "as organised and e0!lains t.e !ur!oses of t.e evaluation! .e subse3uent section outlines t.e met.ods used in t.e evaluation including t.e 3uestions to be ans "ered by t.e evaluation and identifies limitations to t.e evaluation/s met.ods and ris5s as "ell as "ays t.at t.e evaluator .as mitigated t.ese limitations! .e !enultimate section organises findings from t.e evaluation/s met.ods and summarises t.ese accumulated findings as conclusions! .e final section analyses t.e conclusions to ma5e recommendations and dra" lessons learned from t.e PPPI Re!ort anne0es include an) valuation , atri0 a bibliogra! .y of documents used a list of intervie "ees and t.e data collection instrument used in t.e evaluation!
- .e final evaluation "as conducted in @uly and August 201* immediately after t.e !eriod of im!lementation ".ic. .as enabled data collection ".ile memories are fres. and lessons to be learned rig.t after im!lementation! .e evaluator .as t.us assessed sustainability s.ortly after t.e conclusion of im!lementation!

&A'*-ROUN,

- .e conte0t for t.e PPP "as s.a!ed by conditions in PN# in t.e Autonomous Region of Bougainville 7ARoB8 as "ell as t.e United Nations| Based on t.is bac5ground UN\$PPa!ua Ne " #uinea "or5ed "it.!artners sta5e.olders and t.e Peacebuilding PB+9 to develo! t.e PPP|
- .e ARoB .as been a conflict2torn area of Pa!ua Ne " #uinea? t.e region of a!!ro0imately 400 000 !eo!le .as been c.aracteriAed for decades by !overty and underdevelo!ment! Bougainville suffered nearly a decade of violent conflict in t.e 1<<0s 2 t.e 6Bougainville 'risis/ 2 t.at 5illed an estimated 20 000 !eo!le! 9 rganised violence largely ended "it. t.e signing of t.e Bougainville Peace Agreement 7BPA8 in 2001! Do "ever tensions bet" een and "it.in communities in Bougainville remained and relations bet "een t.e Autonomous Bougainville #overnment 7AB#8 ".ic. "as establis.ed as !art of t.e BPA and t.e #overnment of PN# 7#oPN#8 "ere !roblematic! .e United Nations 7UN8 .as been one of t.e 5ey international !artners in !eacebuilding in Bougainville and .as .ad an im!ortant active role in su!!orting t.e AB# and !artners in t.e im!lementation of t.e BPA!

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- .e UN establis .ed t .e Peacebuilding : und to su!!ort !ost2conflict !eacebuilding initiatives in 200Cl .e PB+9 .as develo! ne" instruments and e0!erience in .el!ing !revent 7re8la!se into conflict and sustaining !eacel A PPP is !eacebuilding strategy develo!ed by t .e UN and t .e government of a member country " .ic. toget .er endorse t .e PPP and submit it for PB: funding t .roug. a @oint +teering 'ommittee t .at lin5s t .e government and UNI A PPP is meant to be .ig. level based on contributions financial and ot .er " ise 2 from all !arties!
- .e UN +ecretary2#eneral declared t.at PN# "as eligible for su!!ort from t.e PB: in 2014l .e UN and AB# t.en conducted a com!re.ensive Peace and \$evelo!ment Analysis 7P\$ A8 funded by t.e PB+9 and facilitated by &nter!eace ".ic. concluded t.at t.e. istorical drivers of conflict in Bougainville remained and t.at t.e region s.ould not be classified as !ost2conflict! P\$ A findings in 2014 suggested t.at t.ere "ere !otentially more contributing factors to conflict in 2014 t.at raised ris5s of conflict com!ared to t.e situation in t.e 1<70s and 1<*0s before t.e outbrea5 of t.e conflict! .e P\$ A identified t.e conflict factors is 2014 as> 718 resistance to HoutsidersI because of !erceived t.reat to Bougainville resources culture and identity? 7ii8 une3ual distribution of benefits and costs from Panguna mine and from ot.er natural resources? 7iii8 internal 7communal8 ;ealousies and dis!utes over land and ot.er resources ".ic. do not .ave easily accessible non2monetised means of resolution!2
- .e UN #oPN# and AB# develo!ed t.e PPP and submitted t.e !lan to PB+91 .e PPP "as develo!ed to address t.e findings of t.e P\$A and im!lement recommendations from t.e analysis! .e Plan "as a!!roved by t.e #oPN# AB# and t.e UN in 2016! &m!lementation commenced in August 2015! PR: grants are designed to .ave a ma0imum duration of t.ree years! A si02mont. no

isntrent is !ossibleAn elension "as .rees-

 $!rocesses \ used \ and \ sustainability !-- .e \ PPP \ .as \ outcome \ areas \ and \ outcomes \ and \ eac. \ of \ t.e \ four \ !ro; ects \ .ave \ !ro; ect \ outcomes]$

- .e PPP "as made u! of four !ro;ect documents 7one for su!!ort to PB: coordination and monitoring

- c.oices at t.e Bougainville referendum and to .ave increased confidence in t.e BPA !rocess t.roug. access to more objective and accurate information and for a dialogue and debate on 5ey !eacebuilding issues bot. "it.in communities and "it.t.eir !olitical leadersI 7!! 58!
- .e Pro;ect \$ ocument for PPP Outco 8 e /3 Pro 8 oting security and social co9esion in & ougainville "as funded at t.e U+\$ 1 500 0001 .e RUN9s im!lementing t.e outcome "ere UN\$P 7U+\$ 1 270 0008 and UN:PA 7U+\$ 240 00081 9 utcome 4 .ad t"o !ro;ect outcomes>
 - Outco $\mathbf{8}$ e " 2 &ncreased community social co.esion and community security t.roug. access to trauma .ealing and reconciliation services
 - Outco 8 e 2 'ommunity !olice trauma counsellors and .ealt. "or5ers dealing "it. family and se0ual violence 7:+E8 !rovide more effective and informed services on trauma res!onse and reconciliations!
- .e P\$A .ig.lig.ted t.at t"o significant issues related to dealing "it. t.e legacy of t.e !ast .ad been largely neglected! .ese t"o issues "ere trauma .ealing 7affecting many communities as "ell as individuals8 and t.e !oor conditions and environment for discussing t.e conflict and learning from t.e !ast! .e 2014 H:amily Dealt. and +afety +urveyI conducted in Bougainville t.roug. a ;oint UN !rogramme led by UN\$P called 6Partners for Prevention/ found alarming levels of family and se0ual violence 7:+E8 and t.at a 5ey contributing factor to t.is violence "as t.e !ersistence of !ost2conflict trauma! .is led to structuring "or5 under 9 utcome 4 to su!!ort social co.esion and community security t.roug. alternative lo "2cost non2!oliticised gender and conflict2sensitive trauma .ealing "it. communities! .e second issue "as t.e limited discussion of t.e !ast conflict and corres!onding limited learning from t.e !ast conflict ".ic. could .ave ramifications for t.e ris5s of current and future conflict!

PURPO(E

- .e !ur!ose of t.e 'lose2of2Pro;ect evaluation is to assess t.e overall !rogress of t.e !ro;ects against t.eir intended goals and ob;ectives! - .ese benefits may be .el!ful to UN\$P ot.er UN organisations and units 7including t.e PB: +ecretariat8 t.e AB# #oPN# organisations "or5ing in t.e ARoB and PN# to su!!ort !eace and develo!ment and ot.er donors and !artners interested in !eace and develo!ment in t.e ARoB!

.)-D9\$9%9#F

- .e evaluation .as used conventional evaluation met.odologies to collect and analyse data on t.e design im!lementation outcomes im!act and sustainability of t.e PPPl - .e -erms of Reference 7- 9R8 for t.e evaluation detailed im!ortant areas for findings and analysis on t.e develo!ment and im!lementation of t.e !ro;ects of t.e PPP ".ic. .ave been used to structure t.e evaluation! - .e +9 = as5ed 3uestions about four main areas of t.e PPP> t.e 3uality and relevance of t.e design t.e effectiveness of t.e PPP in relation to its stated objectives and intended results t.e efficiency of !lanning and im!lementation and t.e !otential for sustainability re!lication and magnification! An &nce!tion Re!ort "as used to develo! an)valuation , atri0 7attac.ed as Anne0 18 and to develo! 3uestions for t.e evaluation/s field "or5!

EVALUTION = UE(TION(

- .e - 9R as5ed t.at t.e evaluation address t.e follo "ing s!ecific issues and 3uestions>

Quality and Relevance of Design

Assess t.e continuing a!!ro!riateness and relevance of t.e \$esign! - .e !ro;ect conte0t t.reats and o!!ortunities may .ave c.anged during t.e !ro;ect! Assess ".et.er t.e ob;ectives are still valid and ".at ad;ustments .ave been made!

Effectiveness

conducted semi2structured intervie "s" it. 2< staff of UN organisations and t.eir!artners as "ell as "it. leaders from t.e #oPN# and AB# civil society organisations and community2level organisations in Bougainville 7see Anne0 4 &ntervie "s8l - .e evaluator used an intervie "!rotocol and semi2structured intervie " 3uestions designed to gat.er 3ualitative information 7included in Anne0 68l &ntervie "s "ere conducted eit.er in !erson or over t.e !.one(+5y!e in) nglis.l &ntervie "s .ave been used to gat.er 3ualitative information from 5ey individuals directly relevant to t.e!ur!oses of t.e evaluation! - .e evaluator follo "ed u! on structured 3uestions from t.e draft intervie " guide "it. res!ondents to learn more from !articularly interesting res!onses and to dig dee!er into t.eir!ers!ectives! Not all informants "ere as5ed all 3uestions as t.ere "ere too many 3uestions from t.e - 9 R for an .our to one2and2a2.alf .our intervie " | Kno " ledge and e0!erience "it.!ro;ects also varied among res!ondents! \$ ifferent

been .eld even once in t.e four years !rior to t.e PPP8 setting u! ne " 5ey mec.anisms for e0ecutive branc. engagement suc. as t.e Bougainville Referendum 'ommittee and develo!ing relations.i!s bet "een legislators t.roug. t.e Bi!artisan Referendum 'ommittee of t.e PN# Parliament and t.e Referendum 'ommittee of t.e AB# Douse of Re!resentatives| &ntervie "ees from t.e t "o governments noted t.at t.e!ro;ect.el!ed build and maintain relations.i!s bet "een 5ey counter!arts from bot. governments| &ntervie "ees a!!reciated t.e su!!ort of t.e!ro;ect for @oint -ec.nical -eam 7@--8 meetings to !re!are for @+B meetings as critical ste!s in building relations bet "een t.e t"o governments and "or5ing to "ards im!lementation of t.e BPAI

&ntervie "ees noted continued !roblems in t.e relations.i!s bet "een bot. governments and in im!lementation of autonomy arrangements and t.e BPAL - .ese issues "ere seen as validating t.e need for t.e PPP to continue to su!!ort dialogue bet "een t.e t"o governments! &ntervie "ees did not re!ort t.at UN staff "ere able to address t.e content of t.ese !ersistent disagreements bet "een t.e t"o governments in BPA im!lementation 7suc. as t.e distribution of develo!ment grant funding from t.e #oPN#8L+ome UN intervie "s asserted t.at t.e UN s.ould .ave been more involved in t.e s

- .e 2017 &nterim +urvey for t.e PPP gat.ered information from a multi2strata sam!le of t.e !o!ulation of t.e ARoB and com!ared t.is 5no "ledge to t.e !ublic o!inion data from t.e earlier +e!tember 201C baseline survey for t.e PPPI 9ne of t.e largest c.anges in sentiment "as on e0!ected voting be.aviourl &n t.e 201C survey *7 !ercent of res!ondents declared t.at t.ey "ere inclined t

too small too dis!arate and not focused on community security! PB+9 t.us soug.t a restructuring of im!lementation and t.e activities under t.e ob;ective? 5ey donor !artners also soug.t c.ange in t.is areal +ome UN develo!ment !artner and PB+9 intervie "ees re!orted t.at develo!ment !artners felt t.at UN\$P and UN:PA activities in t.is !ro;ect "ere !otentially du!licative and(or focused on areas t.at "ere !erceived as less strategic 7ile! "or5ing to su!!ort trauma .ealing t.roug. t.e refurbis.ment of facilities training and net "or5ing of !rofessionals and service !rovision itself rat.er t.an !ursuing a strategy of develo!ing !olicies and frame "or5s for trauma .ealing ".ic. "as t.e a!!roac. ta5en by \$:A-8!+ome UN\$ staff noted t.at develo!ment !artner staff turnover

!ercent8 of t.e t.ree !illars 7t.ese being 6C !ercent in males against 20 !ercent in females8 &n 2017 t.ese figures .ave sli!!ed a little? no "only 27 !ercent of res!ondents claim com!re.ension of t.e t.ree !illars 7good command 6 !ercent some command 24 !ercent8 - .is may be a function of t.e H!illars I language? res!ondents e0!ressed greater confidence in t.ese areas t.an a "areness - .e reasons for t.is decline des!ite !ro;ect2su!!orted and ot.er outreac. to t.e !o!ulation are not clear from t.e survey from ot.er , B) !roducts or from intervie "sl

&n t.is 2017 survey t.e !o!ulation of Bougainville felt even more strongly 7C* !ercent8 t.at t.eir BDoR

- .e PPP also encouraged and su!!orted AB# effor $9\,l2\,9\,(f)$ - b

sam!le of communities in Nort. 'entral and +out. Bougainvillel - .ese mec.anisms !roduced .ig.2 3uality data t.at "as un!recedented in Bougainville on t.e !erce!tions and amount of information of community leaders and t.e !o!ulation on t.e BPAI - .is mec.anism a!!ears to .ave not been used to a great e0tent .o"ever as t.e 'B, !rocess did not "or5 autonomously but instead re3uired substantial "or5 from t.e, B) s!ecialist to fund organise and lead meetings "it. community leaders to get any monitoring data! No intervie" noted t.e use of t.e 'B, data for PPP management! = .ile t.e data from t.e t"o !o!ulation surveys "as available no intervie"ee noted s!ecific "ays t.at t.is information "as used to inform PPP !lanning or im!lementation! - .is information is !otentially useful for management! - .e PPP team did not develo! an elite survey? instead !rogram management interacted "it. 5ey elites in t.e AB# and #oPN# as a !art of im!lementing t.e PPP! - .is !rovided t.e team "it. t.e vie"s of 5ey elites! Do "ever t.ese vie"s "ere not re!orted on systematically or used in t.e, B) system!

- .e neutrality t.at "as !ossible t.roug. an international !ro;ect manager "as seen as im!ortant by some UN staff as "ell as by develo!ment !artners! An e0!atriate "as seen as !otentially able to resist t.e constant !ressure !ut on !rogramme activities from t.e #oPN# AB# and develo!ment !artners!

PB: outreac. communications and "or5 on a "areness Hs.ould .ave been better I "as a common vie "e0!ressed by some UN staff and donor !artners - .is "as seen as "ea5 in bot. ca!turing stories t.at could be used as e0am!les and in ca!turing t.e results of t.e PPPI

- .e !rogramme team "as seen to learn from e0!erience in im!lementing t.e PPP to im!rove deliveryl :or e0am!le t.e first tranc.e of su!!ort for members of t.e BD9R to su!!ort !ublic dialogue and debate on BPA im!lementation "as im!lemented t.roug. a contract to a !rivate firm ".o in t.en "or5ed "it. t.e BD9R members and staffl - .is !ractice "as seen to "or5 !oorlyl - .e PPP team ad;usted and !rovided t.e second tranc.e of su!!ort for !ublic dialogue and debate on BPA im!lementation t.roug.

%essons learned in t.e im!lementation of t.e PPP "ere said to .ave been a !art of t.e !rocesses of develo!ment of t.e current PB: & !ro;ect Referendum +u!!ort Pro;ect and #FP&! %essons learned from t.e PPP contributed to t.e #FP& and PB: & .aving a stronger focused on communications at grassroots levels using local a!!roac.es greater attention to "omen and yout. and more consultation "it. donor !artners in design!

activities! - .e additional su!!ort !rovided by t.e PPP staff and t.e different funding modality used in t.e second set of BD9R outreac. activities resolved t.ese timeliness !roblems!

- .e !ro;ect management team "as able to im!lement t.e PPPI - .is suggests t.at t.at !ro;ect management "as robust enoug. to meet t.e im!lementation needs for t.e PPPI - .e small team came in for substantial !raise for t.eir ability to e0ecute t.e c.allenging !ro;ect in t.e demanding conditions of PN# and t.e ARoBI Key UN intervie "s noted t.at t.e PB: coordinator "as in.erently !ut in an e0tremely difficult situation in leading t.e PPP by .aving t.e 5ey roles in facilitating engagement bet "een t.e t"o governments in t.e small resource constrained AB#I - .e tas5s of su!!orting t.e AB# ".ile ad.ering to t.e PPP and UN regulations "ere seen as demanding? AB# counter!arts "ere seen as not systematic and often last2minute in t.eir demands on t.e !ro;ectI - .e fre3uent and last2minute re3uests for su!!ort from t.e AB# "ere seen as in.erently leading to tensions bet "een t.e AB# and t.e PB: 'oordinator ".o needed to follo" regulations and !lans!

+ome UN intervie "s em!.asiAed t.e benefits of .aving a neutral international serve as PB: 'oordinator and of .aving an international in c.arge of o!erations and !rocurement! - .e .ig.ly !olitical !ositions small siAe of t.e AB# and !lace of t.e !ro;ect in bet "een t.e #oPN# and AB# "as seen as re3uiring international staff!)0!ectations "ere noted t.at national staff" ere

- .e !ro;ect management team "as able to im!lement t.e PPPI - .is suggests t.at t.at t.e small !ro;ect team "as robust enoug. and to meet t.e im!lementation needs for t.e PPPI = .ile intervie "s !raised !ro;ect management UN staff develo!ment !artners and some government !artners noted room for im!rovement in management in !articular in t.e siAe of t.e !ro;ect team use of , B) and in communicationsI - .e !ro;ect board "as not seen as active in management? t.e only use of t.e @+' "as to a!!rove t.e PPP a!!rove modest c.anges in design of 9b;ective 4 on trauma .ealing soug.t by be develo!ment !artners and a!!rove t.e annual re!ortsI +taff and sta5e.olders .ad different vie "s on ".et.er t.e PPP .ad made efficient use of !artners.i!s in im!lementing activities !articularly on t.e BD9R outreac. activities!

Potential or sustainability3 replication and 8 agniciation

+een as relevant and a!!ro!riate intervie"s found t.at UN activities under t.e PPP "ere acce!ted across !artners sta5e.olders and beneficiaries in PN# and t.e ARoBl &ntervie"ees agreed t.at UN su!!ort t.roug. t.e PPP "as acce!ted – and e0!ressed a!!reciation for UN su!!ort across t.e boardl - .is a!!reciation follo"ed discussion of efficiency and effectiveness ".ic. is ".ere intervie"ees noted some c.allenges in PPP im!lementation!

- .e main areas " .ere t.e PPP came in for criticism in acce!tance " as in 9b;ective 4 on social co.esion " .ere develo!ment !artners and UN staff felt more care could .ave been ta5en in t.e design monitoring re!orting and communication of results!

PB+9 and PPP language in re!orting .as an evident stress on t.e !otential for catalytic effects from t.ese interventions! - .is r.etoric "as seen by some UN staff and develo!ment !artners in intervie "s as overstating t.e !otential for catalytic effects in t.e conte0t of PN# and t.e ARoBI &ntervie "ees noted t.e limited finances of bot. governments as "ell as t.e !aucity of donors t.at made it unli5ely t.at modest su!!ort from t.e PB: .ad muc. !otential to stimulate ot.er resources or activities 7in t.e absence of additional resources8! - .is "as t.e case for civil society as "ell? t.e modest resources of t.e B = : t.e NaAaret. 'entre for Re.abilitation 7N': R8 and ot.er organisations did not allo " for e0!ansion and t.ese organiAations did not note additional o!!ortunities for funding t.roug. t.eir engagement "it. t.e PPP or ot.er !rogramming!

&ntervie "s noted "ays t.at PPP2su!!orted!ractices" ere continuing in t.e ARoBI &n trauma .ealing t.e N': R continues to "or5 on community!rogramming and t.roug. its safe .ouses after su!!ort from t.e

'ON'LU(ION(

UN activities under t.e PPP are acce!ted by !artners sta5e.olders and beneficiaries in PN# and t.e ARoBI Acce!tance .o "ever does not do ;ustice to t.e role of t.e PPP in su!!orting PBA im!lementation in Bougainvillel - .e t "o governments de!end on t.e PPP for !ractical facilitation of meetings are accustomed to nudges from t.e UN about t.e need for meetings on BPA im!lementation and rely on t.e PPP to .el! facilitate t.eir face2to2face interactionsI) ngagements outside of t.e face2to2 face forums are limitedI - .is .as left com!laints by AB# leaders t.at t.e #oPN# .as not met or "as continuing to not meet " .at t.ey sa " as its res!onsibilities under t.e BPA as constant features of dialogue!

PB+9 and PPP language about catalytic effects "as not seen as realistic in t.e conte0t of PN# and t.e ARoBl - .e limited finances of bot. governments as "ell as t.e !aucity of donors mean t.at t.ere is little e0!ectation of PPP financing stimulating ot.er resources!

Alt.oug. some PPP2su!!orted !ractices continued to be im!lemented by !artners after t.e su!!ort of t.e PPP .ad ceased t.e limited ca!acity of t.e AB# and #oPN# c.allenged assum!tions t.at bot. governments "ould be able to continue t.ese activities after t.e .and2over of PPP activities to t.e governments!:acilities and PPP2!rovided e3ui!ment .as in cases to date a!!arently found limited use by government !artners! &nterests in continuing activities in all t.ree outcomes is clear but 5ey counter!arts do not .ave t.e ca!acity or financial su!!ort to continue t.e activities of t.e PPP at !resent! - .ese ca!acity constraints .ave im!eded and are li5ely to continue to im!ede t.e incor!oration of !ro;ect2 su!!orted activities or results into government institutions!

+caling u! PPP activities re3uires substantial resources ".ic. are not no " available! &n a resource constrained environment t.e successor PB: !rogramme for Bougainville is seen not as scaling u! but instead as essential funding for BPA im!lementation!

&ntervie "ees recommended as future PB:2funded activities t.e!lans and a!!roac.es of t.e second successor PB: !rogramme> continued su!!ort for dialogue bet "een t.e t" o governments and !arliaments increased a "areness and dialogue on t.e BPA referendum and !ost2referendum issues and !rogress on "ea!ons dis!osall &ntervie "ees soug.t future PB: activities to "ards t.ese t.ree ends and recogniAed t.at time "as of t.e essence if Bougainville "as to .old a successful referendum by 15 @une 201<|

/) LE((ON(LEARNE, AN, RE'O. .EN, ATION(

Relevance

Based on t.e "ay t.e United Nations develo!ed reac.ed agreement on and im!lemented t.e Peacebuilding Priority Plan in PN# and Bougainville over 20162201* t.e UN does not .ave issues "it. staff! artners or sta5e.olders about ".et.er it is a!!ro!riate and relevant for t.e UN to su!!ort t.e dialogue bet "een t.e t"o governments on t.e im!lementation of t.e BPA a "areness raising on BPA im!lementation or social co.esionl -.e engagement of t.e UN in !eacebuilding ".en conducted after gaining t.e a!!roval of sta5e.olders t.roug. consultations is "idely recogniAed as a!!ro!riate and relevant in PN# and t.e ARoBI

- .e ne0t several years "ill be critical in sustaining !eace in Bougainville! As an acce!ted and valued !artner and in t.e absence of ot.er acce!ted neutral organisations t.at could serve as alternative !artners

Final Evaluation Report: United Nations Peacebuildi

- .e UN UNPA UN = and PB+9 s.ould consider additional "ays to "or5 systematically over a sustained !eriod of time "it. community2based and AB# institutions "or5ing "it. yout. to enable a "ider reac. to t.is large critical !o!ulation across t.e AB#1
- .e PB+9 s.ould consider less demanding monitoring and evaluation modalities and re!orting on PPP im!lementation and "or5 "it. PPP leaders to develo! , B) systems t.at "ill be used as !art of PPP management as "ell as for information s.aring "it. PB+9 in Ne" For5l &n t.eory , B) is most effective ".en it is used for management! PPP managers s.ould use , B) data to su!!ort t.eir management of t.e !rograml .e content and e0tent of , B) for a !ro;ect s.ould !rimarily de!end on ".at t.e !ro;ect needs and can utiliAe for management! .e detailed information collect

ANNEO ": EVALUATION . ATRIO

Evaluation = uestions (ub\$>uestions Indicators?Per<or8ance , ata (ourcs(ub\$>uestions

o!!ortunities to im!lementing t.e BPAJ

\$0 you see it as a!!ro!riate and relevant for t.e PPP to "or5 su!!ort access to more objective and accurate information and fora for dialogue and debate to .el! !eo!leo! 5t4-667(o)10.8ugon ao to .elta8l3.68 To [(!)-0.48828l(-1.6s(oB3(o608l5(i)-4.602.55 10.48828l(!!4.608l5(a)-1.0.8696(r)-3.9 i-15.966(e)-1.69063 3(nd d)10.86eva t Por BPlend dtaoinfolementingion aa!a5u(!!)-0.48827(o)10.86962015 e!. Ao.2l63l(t)6.26009(eli!lementing t.e BPAJ

\$0 you see it as a!!ro!riate and relevant for t.e PPP to "or5 to su!!ort community social co.esion and security t.roug. dealing "it. conflict2related trauma effectively su!!orting t.e resolution of local dis!uted !eacefully and t.roug. better access to information to access a!!ro!riate !ost2 conflict su!!ort2servicesJ

\$id t.e "or5 in t.is area continue to be relevant over t.e!eriod of PPP im!lementation from August 2015 t.roug. A!ril 201*J relation to its stated ob;ectives and intended resultsJ

Are t.ere any ma;or failures of t.e !ro;ect to dateJ = .at are t.ese failures 7if any8J = .y .ave t.ey .ave occurredJ

Are t.ere any unforeseen im!acts 7!ositive or negative8 of t.e PPPJ = .at are t.ese unforeseen im!actsJ

= .at if any are t.e e0ce!tional e0!eriences from t.e PPP t.at s.ould be .ig.lig.tedJ 7 elgl case2studies stories best !ractices8 PPP in strengt.ening !artners.i! and !olitical dialogue bet "een #oPN# and AB#J

Do " concerned are you about t.e !rocess of "ea!ons dis!osal and its !ros!ects under t.e PBAJ

Do" concerned do you t.in5 t.e !o!ulation in Bougainville is about t.e !rocess of "ea!ons dis!osal and its !ros!ects under t.e PBAJ

at do you see as t.e
main ac.ievements of t.e
PPP in su!!orting
5no"ledge2building and understanding of t.e
Bougainville Peace
AgreementJ

= .at do you see as t.e main ac.ievements of t.e PPP in !romoting security and social co.esion in Bougainville

\$0 you see any ma;or failures or la!ses in t.e im!lementation of t.e PPPJ &f so ".at are t.ese +!ecific 5no" ledge of !ro;ect2su!!orted activities 7ty!es !laces !eo!le8

) vidence for t.eir !erce!tions or be.avioural c.ange bot. retros!ective and current 7stories e0am!les !erceived c.anges8

) vidence for !erce!tion or

| | failuresJ = .at are t.e causes of t.ese failuresJ | | | |
|--|--|-------------------|--|--|
| | \$0 you see any !ositive or negative unforeseen im!acts of t.e PPPJ &f so ".at are t.ese unforeseen im!actsJ | | | |
| | = .at "ould you say s.ould be .ig.lig.ted as e0ce!tional in t.e im!lementation of t.e PPP as best !ractices or lessons learnedJ | | | |
| E <ciciency o<="" planning<br="">and I 8 ple 8 entation - o " .at e0tent resources are being used economically to deliver t.e !ro;ectJ Are !lans being used im!lemented and ada!ted as necessaryJ</ciciency> | Do " did t.e PPP manage activities to economically use resourcesJ | +!ecific e0am!les | | |
| | Do " .as t.e PPP used !lanning to deliver t.e !ro;ectJ | | | |
| at !rogrammemanagement factorsave been im!ortant in deliveryJ | = as t.e financial e0!enditure in t.e PPP in accordance "it. t.at !lannedJ | | | |
| | Das , B) data been collected and it available to inform future !lansJ | | | |
| | = .at "ould you say .as "or5ed "ell in !rogramme | | | |

| <u></u> | | |
|--|------|--|
| management in t.e im!lementation of t.e PPPJ = .y .as t.is "or5ed "ellJ | | |
| Dave any ca!acity ga!s in t.e!ro;ect team affected deliveryJ | | |
| Dave any ca!acity ga!s at UN\$P affected deliveryJ | | |
| Dave any ca!acity ga!s among !artners affected deliveryJ | | |
| Dave "or5ing relations.i!s "it.in t.e team affected deliveryJ | | |
| Dave "or5ing relations.i!s "it. !artners sta5e.olders and donors affected deliveryJ | | |
| Do " efficiently .as t.e PPP !ursued learning coordination and e0c.ange "it. related !ro;ectsJ | | |
| Do " efficiently .as t.e PPP team communicated internallyJ | | |
| Do " efficiently .as t.e PPP team communicated "it. e0ternal sta5e.oldersJ | | |

| | Dave !ro;ect im!lementers received t.e funds needed to im!lement activities in a timely "ayJ \$ o you t.in5 t.e management of t.e !ro;ects .as been ca!able and effectiveJ = .y or ".y notJ Do " effectively did t.e !rogramme management team monitor !rogramme !erformance and resultsJ Do " did any issues from | | | | |
|--|---|--|--|-----------------------------------|---|
| | re!orting get!assed to t.e!ro;ect board(leaders.i!and result in effective follo "2u! actionJ | | | | |
| | - o " .at e0tent did t.e !ro;ects ma5e efficient use of !artners.i!s in im!lementing t.e activitiesJ | | | | |
| Potential <or (ustainability3 Replication3 and . agni<icationb< td=""><td></td><td></td><td></td><td></td><td></td></icationb<></or | | | | | |
| at are t.e 5eyfactors t.at .aveaffected t.esustainability of t.ePPPJ | Do " acce!ted is t.e PPP in t.e environment t.at it is im!lemented in in PN# and t.e ARoBJ | +!ecific e0am!les of activity results "it. enduring or large effects | +econdary documents 7Pro;ect re!orting ot.er | &ntervie " guide and 3uestions | ontent and t.ematic analysis and com!arison |

- 'an t.e !ro;ect be considered as delivering value for money for its !resent sco!e(scale of im!actJ
- = .at s.ould be recommended as 5ey strategic o!tions for t.e future of t.e PPP 7 ilel e0it strategy scale do "n re!lication scale2u! continuation ma;or modifications to strategy8J
- = .at ste!s .ave t.e !ro;ect ta5en to "ards ma5ing t.e activities and results continue on beyond t.e end of t.e fundingJ

\$0 you t.in5 t.e activities su!!orted by t.e !ro;ects "ill continue to !rovide lasting benefits after t.e !ro;ectJ = .y or ".y notJ

Dave ot.er !artners continued to use !ractices from t.e PPPJ = .at evidence is t.ere for continuing scaling u! or re!licating PPP activities t.roug. local o "ners.i!J

Do" .ave results been incor!orated into local AB# or #oPN# institutionsJ

- = .at mig.t it cost to scale u! t.e im!act of t.e PPPJ
- = ere t.ere savings t.at in your o!inion could .ave been made in t.e im!lementation of t.e PPP

 $"it.out\ com! 10.8696 (i)\ -4.608 15 (41.65193 (o\ or 3.95667 (\)17.131 (i)\ -4.60.65193 (\ t)\ 6.4.608 15 (de)\ -1.65144)\ -4.608 15 (i)\ -4.608 15 (ng)\ 10.869 (ng)\ 10.$

ANNEO: &I&LIO-RAP51

 $P\&(O\mbox{ ,ocu 8ents}$

United Nations Peacebuilding +u!! ort488281(ui) - 2(I) - 12(di) - 2(ng) 10(+) - 4(u) 0.488281(!!) - 0.488281!ui di 9.05110(+) - 4(u) 0.488281(!!) - 0.488281!ui di 9.05110(+) - 4(u) 0.4882810(+) - 4(u) 0.4882810(+) - 4(u) 0.48828110(+) - 4(u) 0.4882810(+) - 4(u) 0.4882810(+) - 4(u) 0.4882810(+

Pro;ect Dalf Fearly Progress U!dates 7elgl @anuary2@une 201C8 Promoting security and social co.esion in Bougainville

Pro;ect Fearly Progress U!dates $7elgl\ 20178\ + u!!$ ort to PB: 'oordination and monitoring in PN#

Pro;ect Fearly Progress U!dates 7elgl 20178 +trengt.ening !artners.i! and t.e !olitical dialogue bet" een #oPN# and AB#

ANNEO /: INTERVIE+(

UN,P

- racy Eienings \$e!uty Resident Re!resentative @ulie Bu5i5un Assistant Resident Re!resentative

ANNE 0 2: EVALUATION IN (TRU . ENT (

(TRU'TURE, ,O'U.ENT REVIE + PROTO'OL

Relevance @" A

) vidence for a!!ro!riateness and relevance for t.e PPP to "or5 to strengt.en relations.i!s and trust bet "een t.e #oPN# and AB# to su!!ort t.e im!lementation of autonomy arrangements and t.e BPA 79 b;ective 18

) vidence for c. ange in a!!ro!riateness or relevance

) vidence t. ese ob; ectives still valid today

) vidence for ad; ustments associated 6(i) -4.60882 (de) (de) -1.65193 (pg) -1.65193 (e) -1.65193 (f) -1.65193 (f)

(s) 8.56483474(s) 8.564(l) -4.60815ntsy607been t tive

- 'auses of any failures
-)0!licit claim of unforeseen im!acts of t.e PPP 7!ositive or negative8? evidence of unforeseen im!acts
-)0!licit claim of best !ractices or lessons learned

E<<i style="color: blue;">E<<i style="color: blue;">iciency o< Planning and I 8 ple 8 entation @''%A

-) vidence for attention to managing activities to economically use resources
-) vidence for use of !lanning to deliver t.e !ro;ect
- 'om!arison in re!orting documents of financial e0!enditures in t.e PPP annual re!orting com!ared to Pro\$oc
-) vidence $\ ,\ B$) data $\ .$ as been collected? assertions t.at $\ ,\ B$) data $\ .$ as been available to inform future !lans

Assertions of successes in !rogramme management in t.e im!lementation of t.e PPP? e0!lanations for successes in !rogramme management

- +tatements t.at ca!acity ga!s in t.e !ro;ect team affected delivery
- +tatements t.at ca!acity ga!s at UN\$P affected delivery
- +tatements t.at ca!acity ga!s among !artners affected delivery
- +tatements t.at "or5ing relations.i!s "it.in t.e team affected delivery
- +tatements t.at "or5ing relations.i!s "it. !artners sta5e.olders and donors affected delivery
- +tatements noting t.e !ursuit of learning coordination and e0c.ange "it. related !ro;ects
-) vidence for efficient internal communication among t.e PPP team
-) vidence for efficient communication "it. e0ternal sta5e.olders
-) vidence t.at !ro;ect im!lementers received t.e funds needed to im!lement activities in a timely "ay
-) vidence for !ro;ect management
-) vidence for monitoring !rogramme !erformance and results
-) vidence from Pro;ect Board t.at issues from re!orting "ere discussed and resulted in effective follo "2u! action
-) vidence for efficient use of !artners.i!s in im!lementing activities

Potential or sustainability3 replication and 8 agnicication @4A

-) vidence t.e PPP is acce!ted in in PN# and t.e ARoB
-) vidence for attention to " ards ma5ing t.e activities and results continue on beyond t.e end of t.e funding

(E.I (TRU'TURE, INTERVIE + - UI, E AN, = UE (TION)

Introduction and Incor8ed 'onsent

- .an5 you for tal5ing "it. me todayl
- , y name is %a"rence Robertson! & am "or5ing inde!endently for t.e United Nations to conduct an evaluation of t.e "or5 conducted by UN\$P and its !artners t.roug. funding from t.e Peacebuilding Priority Plan! .e goal of t.e revie" is to learn about ".at .as been accom!lis.ed in t.e region t.roug. t.e !lan ".at .as "or5ed "ell and ".at .as not "or5ed as "ell! %essons from t.is revie" "ill used to .el! t.e UN UN\$P and its !artners in future "or5 .ere and around t.e "orld!"
- .e information collected today "ill only be used for t.e revie" | & "ill not use t.is information in a "ay t.at identifies you as an individual 7or your s!ecific community8 in t.e re!ort
- & "ould also li5e to clarify t.at t.is intervie" is entirely voluntary and t.at you .ave t.e rig.t to "it.dra" from intervie" at any !oint "it.out conse3uence!
- & .o!e to learn from you from your 5no "ledge and e0!erience "it. t.e !lan and its activities! Are you

= .at ad;ustments .ave you seen in t.e im!lementation of t.e PPP in t.is area to c.anges in t.reats and o!!ortunities to im!lementing t.e BPAJ

9b:ective 4

\$0 you see it as a!!ro!riate and relevant for t.e PPP to "or5 to su!!ort community social co.esion and security t.roug. dealing "it. conflict2related trauma effectively su!!orting t.e resolution of local dis!uted !eacefully and t.roug. better access to information to access a!!ro!riate !ost2conflict su!!ort2 servicesJ

idt.e "or5 in t. is area continue to be relevant over t.e !eriod of PPP im!lementation from August 2015 t.roug. A !ril 201*J

Are t.ese objectives still valid todayJ

= .at ad;ustments .ave you seen in t.e im!lementation of t.e PPP in t.is area to c.anges in t.reats and o!!ortunities to im!lementing t.e BPAJ

E<<ectiveness

= .at do you see as t.e main ac.ievements of t.e PPP in strengt.ening !artners.i! and !olitical dialogue bet" een #oPN# and AB#J

Do " concerned are you about t.e !rocess of "ea!ons dis!osal and its !ros!ects under t.e PBAJ

Do " concerned do you t.in5 t.e !o!ulation in Bougainville is about t.e !rocess of "ea!ons dis!osal and its !ros!ects under t.e PBAJ

= .at do you see as t.e main ac.ievements of t.e PPP in su!!orting 5no "ledge2building and understanding of t.e Bougainville Peace AgreementJ

Ps. at do you see as t.e main ac.ievements of t.e PPP in !ro.3034l(u) [7.lf. as P of Pe

Dave any ca!acity ga!s in t.e !ro;ect team affected deliveryJ

Dave any ca!acity ga!s at UN\$P affected deliveryJ

Dave any ca!acity ga!s among !artners affected deliveryJ

Dave "or5ing relations.i!s "it.in t.e team affected deliveryJ

Dave "or5ing relations.i!s "it. !artners sta5e.olders and donors affected deliveryJ

Do " efficiently .as t.e PPP !ursued learning coordination and e0c.ange "it. related !ro;ectsJ

Do " efficiently .as t.e PPP team communicated internallyJ

Do " efficiently .as t.e PPP team communicated "it. e0ternal sta5e.oldersJ

Dave !ro;ect im!lementers received t.e funds needed to im!lement activities in a timely "ayJ

\$o you t.in5 t.e management of t.e !ro;ects .as been ca!able and effectiveJ = .y or ".y notJ

Do " effectively did t.e !rogramme management team monitor !rogramme !erformance and resultsJ

Do " did any issues from re!orting get !assed to t.e !ro;ect board(leaders.i! and result in effective follo "2u! actionJ