

EVALUATION BRIEF

EX-POST EVALUATION: “COMMUNITY BASED TRIBAL CONFLICT MITIGATION AND PEACE BUILDING IN ENGA AND MOROBE PROVINCE, PAPUA NEW GUINEA (COMBAT-COMIT)”

This evaluation brief is a summary of the key findings, conclusions, and recommendations, as identified by the evaluator for use by internal stakeholders (e.g. IOM Papua New Guinea, IOM Development Fund) and external partners (e.g. Government stakeholders, development partners). The full evaluation report is available upon request.

Evaluation type:	Internal Independent Evaluation
Evaluators:	Reiko Matsuyama & Sokleang Kim, IOM Regional Office for Asia and the Pacific
Evaluation visit:	January 2019
Final Report Date:	24 May 2019
Commissioned by:	IOM Mission in Papua New Guinea
Managed by:	Peter Murodera, M&E Officer

Evaluation purpose: The objectives of the evaluation were: To assess the extent to which the project responded to the needs of target groups, including the Govt of PNG and conflicting communities; To assess the extent to which the project achieved its stated results, and the contributing factors; To assess the use of available resources in attaining the project results; To identify the extent the project contributed towards long-term changes in livelihoods and social status of the targeted communities; To assess the extent peace and institutional/ individual changes will be maintained and how; and To identify key lessons learnt and provide recommendations to inform future interventions.

Evaluation criteria: Relevance, effectiveness, efficiency, impact, and sustainability. Human rights and gender equality were mainstreamed into each criterion, as relevant

Evaluation methodology: Document review and key informant interviews.

PROJECT SUMMARY

The Context

Home to approximately 7.3 million people, Papua New Guinea (PNG) is a diverse country with over 1,000 tribes and 800 languages. While the country has significant natural resources, it faces challenges of providing services to a diverse, dispersed and mostly rural population. In addition, ongoing tribal tensions caused by various issues such as land disputes, accusations of sorcery and witchcraft, and inequality, have led to outbreaks of fighting, rioting and looting. This often results in destruction of property and services, death or injury, as well as internal displacement. In late 2014, estimated number of internally displaced persons (IDPs) was 22,500. Profiling of IDPs in PNG in 2017 found that 12.5% were displaced due to tribal fighting.

The IOM Project

IOM has been operating in PNG since 2001, addressing complex emergencies, providing humanitarian relief, and building capacity of the Government. The Community Based Tribal Conflict Mitigation and Peace Building (COMBAT-COMIT) project was implemented by IOM Papua New Guinea from December 2015 to November 2017, with funding from the IOM Development Fund (IDF) totalling USD 200,000. The project aimed to promote sustainable peace and reconciliation solutions in communities highly impacted by conflict. In order to



Project Information

Geographical coverage::	Papua New Guinea
Project type:	Community Stabilization
Project code:	CS.0743 & CS.0820
Project period:	Dec 2015 – Nov 2017
Donor:	IOM Development Fund (IDF)
Budget:	USD 200,000

strengthen local capacities to mitigate conflict and maintain peace, and build community resilience, the project envisaged to establish the following in areas highly impacted by tribal conflict and related human mobility: 1) Sustainable peace and reconciliation solutions; and 2) Community driven recovery and development peace building projects. The project was implemented in Bulolo community in Morobe province, and Murip community in Enga province.

KEY FINDINGS & CONCLUSIONS

Overall, the project was relevant to the needs of the communities and target beneficiaries, employing a pertinent approach towards sustainable peace and conflict mitigation based on its Theory of Change. Effectiveness and efficiency were adequate, as the project only partially achieved the results envisaged. The evaluation team felt that it was too early to fully ascertain the impact of the project, but identified promising evidence of sustainability.

RELEVANCE

- The project was well aligned with relevant national policies/ legislations, IOM frameworks/ strategies, and the Sustainable Development Goals (SDGs).
- The project was highly pertinent to the needs of the target beneficiaries, namely those affected by tribal conflicts in target locations.
- The project activities and outputs were consistent with the intended results, as articulated in the Theory of Change; and the project increased its relevance to stakeholder needs, by incorporating additional output/ activities, based on survey findings.
- One limitation was that gender concerns were not adequately taken into consideration.

EFFECTIVENESS

- The project was relatively effective in bringing about personal and relational changes in the target communities, which contributed towards cessation of conflict.
- Strengthened local capacity and establishment of Peace, Reconciliation and Mitigation Committees, were effective in bringing together diverse stakeholders, contributing to individual empowerment (personal change), changes in perceptions (relational change), and increased cooperation and collaboration towards common goals (relational change).
- However, there is little evidence that structural and cultural changes have taken root: Dependence on external interventions remains high; mechanisms to incorporate local priorities in government development plans are not in place; fundamental distrust in Governmental structures still prevails; and there is limited evidence that communities accept civic engagement as a means to address grievances.

EFFICIENCY

- All project activities and outputs, except for one, were delivered on time and within budget, as planned; and direct operational resources were available at planned cost to implement the project activities.
- However, the project did not allocate additional funds to support staff and office structures during the extension period.

IMPACT

- While some positive effects were observed (e.g. No recorded tribal conflict in the targeted communities during and within 13 months after project implementation) the evaluation was not able to confirm long-term impact on tribal conflict management, local capacities for peace, nor community resilience.
- Long-term impact would require continued interventions with additional resources.

SUSTAINABILITY

- There is evidence of sustainability of output level results such as enhanced local capacity to mediate and manage conflict, and implementation of community-based development projects, particularly those handed over to the Local Government.
- While sustainability of outcome level behaviour change, such as community utilization of conflict mitigation/referral mechanisms, or continued improvements in access to basic social services and other opportunities, remain limited, there are promising signs of other stakeholders taking on the issues and continuing similar interventions.

KEY RECOMMENDATIONS

- **Future Interventions:** The project's community-based approach to conflict mitigation and peace building was highly relevant to beneficiaries' and Government counterparts' needs. As such, replication of the project approach and utilization of the project Theory of Change is recommended.
- In establishing peace and reconciliation solutions, demand-side interventions for social and behaviour change, such as awareness raising and trust building interventions, should be incorporated.
- In order to reinforce effectiveness of the Community-Based Planning (CBP) projects and processes, linkages with government planning/ budgeting mechanisms should be strengthened.
- **Gender:** Since evidence abounds on the high levels of Gender-Based Violence (GBV) in PNG, future interventions are strongly recommended to specifically collect data on, and include targeted interventions to address GBV and other gender inequalities.
- **Good Practice—Local Partnerships:** Strong commitments among, and coordination with, local government counterparts was recognized as one of the key enabling factors for project success. IOM was accepted as a trusted partner, and was able to implement activities in areas where not many other external organizations operate. Moreover, IOM maintained good communication and coordination throughout,