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## I. DEVELOPMENT CHALLENGE

Sitting just six degrees south of the Equator, straddling the Pacific Ocean and the Solomon Sea, the Autonomous Region of Bougainville (AROB) of Papua New Guinea (PNG) now finds itself at a critical juncture for a peaceful future. On the 11 December 2019, the result of the Bougainville Referendum was announced with an overwhelming majority, 97.7% of the 181,067 voters, voting in favour of independence. Critically, the referendum result is non-binding, meaning that the result of the referendum must be consulted by the two governments and ratified by the PNG National Parliament, which retains final decision-making authority.

With an estimated population of over 300,000 people, speaking 28 languages, in 33 constituencies stretching from the atolls and islands to the mountains that dominate the centre of the mainland, Bougainville is a very diverse region. After a ten-year civil war that resulted in between 15,000 to 20,000 men and women died, 70,000 displaced, and the destruction of infrastructure in Bougainville, a 1998 ceasefire agreement known as the Lincoln Agreement led to the adoption of the August 2001 Bougainville Peace Agreement (BPA); signed between the National Government of Papua New Guinea (GoPNG) and leaders representing the people of Bougainville. The engine for the peace process in Bougainville is the BPA. It has three inter-linked pillars: (i) autonomy, (ii) weapons disposal, and (iii) referendum.

The 11<sup>th</sup> December 2019 marked a historical moment for PNG-Bougainville relations with the announcement of the Bougainville referendum result with 97.7 per cent of voters choosing independence from PNG. The process has been widely acknowledged as credible, transparent and inclusive by the various international and domestic observer groups present.

In the lead up to the referendum, a large, concerted effort was made across Bougainville to support the peace process, remove weapons from communities, and (for those divided by the conflict) to reconcile. Instruments such as the constituency level Referendum Ready Decelerations, referendum checklists, and the Joint Weapons Disposal Secretariat, were used to guide local level interventions. Key reconciliations involving the Churches in Bougainville (April 2019), Veterans and Me'ekamui (July 2019) and a symbolic reconciliation between former Bougainvillean combatants and members of PNG's security forces (November 2019), all supported further integration and unification. Such initiatives also supported Me'ekamui factions from across Bougainville, but in particular in and around Panguna mine, where the crisis started, to come into the peace architecture and remove weapons from their communities and participate in the referendum.

However, the combined risk of outlying factions and remaining weapons in Bougainville played out during the referendum, with localized armed conflict escalating in the constituency of Kon'nou in south Bougainville, leading to six deaths and 479 displaced persons (191 in care centres, 288 in local villages). The rise in tensions was a combination of ongoing cyclical retaliations between factions in the Kon'nou. This resulted in many families seeking refuge outside their communities.

In 2018, the United Nations in PNG conducted a review of the *2014 Peace and Development Analysis for Bougainville*, which involved consultation with regional authorities, and in March 2020 the UN updated its Conflict Analysis for Bougainville. It also conducted a lessons learned workshop on sustaining peace in Bougainville. The Conflict Analysis and the Lessons Learned report identified key risks to peace going forward as:

- **Post-Referendum Process:** Including the legitimacy of the consulting group by the population, the management of information, awareness on the process and progress, the importance of an inclusion with a broad spectrum of meaningful participation across Bougainville society.
- **Outlier groups:** There are two large outlier groups remaining in Kon'nou and Tonu (both South Bougainville). Both remain a key issue in preventing Bougainville moving forward in a united manner and in the case of Kon'nou the outlier group was responsible for approx. 500 internally displaced people during the referendum period.
- **Influence of resource extraction and sustainable livelihoods for families:** In the absence of livelihood opportunities for the majority of people to engage in, Bougainville will remain constrained. This was also identified in the 2018 PDA review workshop, that there remains strong demand for

investment in the non-mining sector, where most Bougainvilleans pursue their livelihoods, as a way of developing the weak economic base of the region.

- **Communal violence and social cohesion:** The lack of awareness and understanding of the BPA and post referendum process due to illiteracy is a major driver of a negative mentality and disconnect. The protection and monitoring of Human Rights during the post referendum process is considered an important part of maintaining social stability.
- **Economic Growth:** The importance of stimulating economic growth, economic opportunity and employment for Bougainvilleans as a critical contribution to the ongoing peace process.

Two groups remain marginalized and under-represented in official dialogue and decision making: women, and youth. Their voice has strengthened as a collective, however, they generally remain underutilized. The UN has supported the elevation of women into decision making fora, including the advocacy for two women to join the Post-Referendum Planning Taskforce, as well as female representation in the COVID19 Emergency Taskforce. The inclusion of women and youth in decision-making fora, consistent with the UN's Women, Peace and Security Policy and the Youth, Peace and Security Agenda, would contribute to more sustainable, informed and peaceful solutions. Ongoing support is needed to ensure meaningful, continued and increased engagement by marginalized groups such as women and youth in the post referendum period. Both will continue to play a key role in bringing communities together and providing channels of information, particularly women's groups.

## THE ECONOMY OF BOUGAINVILLE

Before the civil war began, Bougainville was a wealthy province with "highly favorable socio-economic indicators relative to the rest of the nation," according to a 2018 report by the Papua New Guinea National Research Institute. It had the second highest per capita income of PNG's 20 provinces, the highest life expectancy, lowest infant mortality and second-lowest proportion of the population without any schooling. Since its economy collapsed during the military blockade, Bougainvilleans have depended mostly on agriculture and small-scale mining. While official statistics about Bougainville's economy are not available, the PNG National Research Institute estimates that the region has a per-capita GDP of about \$1,100 and relies heavily on money from the National Government.

It was envisioned at the signing of the Peace Agreement, that the economy of the Autonomous Region of Bougainville (ARoB) would recover over time, and in the process, provide revenues for the budget. The concept of fiscal self-reliance was introduced in the Peace Agreement in anticipation of a rebound in revenues generated from internal sources to the extent that the costs of sovereign services would be shared with the National Government once the set threshold was reached. At present, the domestic economy of Bougainville is reliant mainly on:

- Small scale alluvial mining.
- Small scale cocoa and copra farming.
- Seaweed farming.
- Remittances.
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The total budget for the Autonomous Bougainville Government for 2016, the most recent period for which this data is available, was approximately 286 million Kina. The total budget for an independent Bougainville nation, calculated based on population-weighted budget of the neighboring Melanesian nations, will be anything between two to three times more.

Since the legislative First House of the ABG under the leadership of the late Honorable Joseph Kabui, the ABG has made efforts in attempting to reignite and resuscitate the once vibrant economy of the region. However, this has not been without challenges and the major stumbling blocks have been security within the region and the kind of investors a post-conflict environment attracts. Another stumbling block has been the method in which the ABG and the National Government have addressed priorities on the identification and draw-down of key functions and powers in the economic sector that have had a significant role in reviving the economy of the region. Cases in point that exemplify this are reflected in the Agricultural and Mining sector.

In the Mining sector the draw-down of functions and powers has been carrying on since the inception of the First House of the ABG in 2005. Both Governments had a long-standing disagreement regarding the rights of customary landowners over mineral resources. A framework for the Draw-Down of Mining Powers and Functions was finally agreed in April 2008 in Alotau during a Joint Supervisory Body meeting. However, this failed to move issues forward until the recent passage of the Bougainville Mining Act. The contents of the Act have however, not gone unchallenged within Bougainville by the ex-combatant hardliners and there is also still a major capacity issue in terms of its implementation.

In the Agricultural sector, although plans have been developed since 2005, there has been limited movement in progressing work on re-developing the once thriving cocoa and coconut plantations on Bougainville. The Bougainville Strategic Development Plan 2018-2020 recognised the following challenges:

- Youth and children make up 60 per cent of the population. Bougainville's youth face major challenges related to the conflict because of disrupted education, patterns of trauma and violence, and institutions that are not strong enough to ensure youth grow up in an environment where they can realize their full potential. These factors then contribute directly to a lack of opportunities to participate in the economy through employment.
- A large youth population lost schooling time during the Crisis, and are today referred to negatively as the 'lost generation.' This generation epitomizes a lack of skills and competencies, poor or unacceptable social behavior, and excessive substance abuse including alcohol and drugs.
- Veterans have an important place in Bougainville's history. The veterans, if unified and included in decision, can support the Peace Agreement's implementation, the growth of the economy, and the maintenance of peace.
- Extensive study and research demonstrate the need for Government to be very active in empowering women, protecting families, and the combatting of family and sexual violence. History has shown that empowering women and strengthening their roles in society supports social and economic development.
- Corruption in Bougainville is a major concern. A Bougainville Audience Study commissioned by the ABG Media Bureau and published in June 2019 highlighted widespread criticism of ABG's performance but focused on two related issues: the lack of services, and the misuse of funds and corruption. Respondents said the ABG had not delivered services as expected or promised, and the infrastructure was lacking, mainly in roads, education, and health. ABG was also criticized for the lack of progress in establishing a strong economy in Bougainville.
- Research in 2008 demonstrated the significant benefits from people being able to access services and transport their produce to the markets more efficiently. It also highlighted the then disparity in the economy between the South Bougainville and the North Bougainville due to the poor state of infrastructure in the South. This continues to present challenges.

The National Minister for Bougainville affairs is of the strong view that the future of Bougainville's economy lies in 'bottom-up' approach where Bougainville's underdeveloped human capital is developed through education in agriculture, fishing and tourism rather than large scale resource mining. Therefore, the need to ensure economic development and opportunities to the people of Bougainville to sustain and improve their livelihoods is critical in ensuring a smooth and constructive ongoing political dialogue for peace.

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## **II. STRATEGY**

### **2.1. Alignment and Strategic Fit**

In light of the early stage of post-referendum preparations, the complex landscape that lies ahead, and the coordinated approach of other actors in this space, the proposed approach set out in the project document maintains high flexibility to deploy resources where they will have maximum impact in moving the process forward. A Project Board, to include UNDP, the two governments and the Government of Japan, will continue to guide the allocation of resources as the project moves forward (See section VII. Governance And Management Arrangements).

Organizationally the project is aligned with the UN's and UNDP's strategic objectives to help Papua New Guinea achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks. In particular, the project comes under UNDP Country Programme Document (2018-2022) Outcome 4.1: By 2022, government agencies and non-government organizations working on good governance, peace and security have capacity and leadership to undertake measures to combat corruption, prevent violence and provide access to justice. The project further aligns with the Sustainable Development Goals in particular with SDG16, promoting peaceful and inclusive societies for sustainable development, and SDG17 strengthening partnerships.

Programmatically, the project builds on a continuation of support the UN, and in particular UNDP, has extended to the two governments since the signing of the BPA. In particular developing further the interventions initiated under the Sustaining Peace in Bougainville Project, that supported the Post Referendum Planning Taskforce in its preparations for the post referendum period, and the Bougainville Referendum Support Project, which supported the BRC to achieve a credible, inclusive and transparent referendum.

## **2.2. Project theory of change (ToC)**

The project will provide independent, neutral support to the two governments to assist in the progression of the BPA with a particular focus on the post referendum process. The non-binding nature of the referendum means the outcome of the referendum will involve a two-stage process; consultations followed by a ratification process by the National Parliament. The PNG Constitution 342 states:

- 1) The National Government and the Bougainville Government shall consult over the results of the Referendum.
- 2) Subject to the consultation referred to Subsection(1), the Minister responsible for the Bougainville Referendum shall take the results of the Referendum in the National Parliament and the Speaker of the National Parliament shall furnish to the Bougainville Executive a copy of the minutes of the relevant proceedings and of any decision made in the national Parliament regarding the referendum.

The proposed project will work with the two governments to design and implement solutions that will have maximum impact on progressing the post referendum process in a peaceful, inclusive and transparent manner; implemented and designed in collaboration with other actors and interventions on the ground, in particular the support provided by other development partners. The economic empowerment aspect is critical to progressing the Bougainville Peace Agreement and ensuring its successful implementation over the longer-term.

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## **III. RESULTS AND PARTNERSHIPS**

The project will assist with continuing to support peace within Bougainville and the rest of PNG through three critical pathways: 1) the attainment of a joint agreed outcome via provision of independent technical and operational support to the joint consultations & ratification process and 2) increased awareness and understanding of the post referendum process for the newly elected women members of parliament using community led and conventional media channels 3) ensuring an inclusive process enabling all stakeholders to participate meaningfully in the BPA and in particular the post referendum process through an economic empowerment component for youths, both male and female. By doing so progressing the Bougainville Post-Referendum Process that is understood by the people of Bougainville and the rest of Papua New Guinea. These pathways are presented below under two Outputs.

### **3.1 Expected Results**

***Political Engagement: Support on-going dialogue on delivery of the Bougainville Peace Agreement and the post-referendum process***

The long-term goal of this project is to sustain peace through inclusive democratic participation and economic development. Building upon the result of the Referendum and the work of the Taskforce, the

Project will support political engagement and economic development, both of which are assessed as critical to ensuring a successful peace process.

Politically, the Government of Japan's assistance will support the immediate post-referendum processes. In doing so, Japan's assistance will be used to:

- Facilitate ongoing dialogue to support the continued delivery of the Bougainville Peace Agreement.
- Capacity building of key participants involved in the political dialogue on achieving the future political status of Bougainville following the referendum outcome.
- Assistance for the ratification process and continued awareness raising among the people of Bougainville and Papua New Guinea on the progress of political efforts to ensure lasting peace in Bougainville.
- Ensuring inclusive opportunities that support the meaningful participation of both Bougainvilleans and Papua New Guineans more generally in the ongoing peace process.

Economically, the Government of Japan's assistance will stimulate opportunities for investment and jobs, particularly for youth and women. This assistance will be used to:

- Conduct an economic baseline survey which has been lacking for years to inform both the political dialogue and negotiations on the economic outlook for Bougainville in terms of its economic viability for fiscal self-reliance. This help guide future investment.
- Deliver infrastructure which will be used to establish an Innovation Hub. This will include conference facilities, digital technology labs and tutorial rooms.
- Train students in how to use computers and other information and communication technologies.
- Provide assistance to youth and women skills' training to find employment once trained through the Innovation Hub to earn incomes and achieve greater economic stability for people and their families and therefore peace.

Politically, this project will contribute to inter-governmental dialogue between the National Government and the ABG, via the post-referendum process. Resources will also be used to ensure that people across Bougainville and PNG are made aware of this work using participatory processes such as storytelling and traditional means of communication, community-level dialogue and additional media-based awareness tools.

Economically, this project will support the delivery of critical infrastructure that will stimulate economic activity which is a necessary component to ensure lasting political peace.

### **Economic baseline**

The funding provided by the Government of Japan through UNDP, will greatly support the post-referendum process as this political and economic assistance will contribute to the ongoing delivery of the Bougainville Peace Process. This means, that the Government of Japan will be an important partner for both the Autonomous Government of Bougainville and the National Government of Papua New Guinea in ensuring the joint consultation process for sustained peace is well understood by the people of Bougainville and Papua New Guinea more broadly.

The economy of Bougainville is on a recovery mode. Currently sustained by cocoa, copra, fishery, agriculture and SME. The economy has the potential in fishery, mining, logging, tourism and agriculture. Bougainville contributes about 23% to the national GDP output. A Bougainville economic/investment summit is proposed for April 2021. The objective of the summit is to discuss the socioeconomic situation and potential of Bougainville. The main outcome is to provide the basis for charting a socioeconomic development roadmap for Bougainville over the immediate to medium term.

As a lead up to the summit a number of assessments are being conducted. Among them the UNDP is leading a study on the assessment of the economy and its potential and is providing technical support to a socioeconomic baseline survey. The main outputs of the baseline survey are: (1) socioeconomic baseline

database, (2) socioeconomic baseline survey report, and (3) two stakeholder consultation workshops - one in Arawa and another in Port Moresby.

The overall outcome of the baseline survey is to provide quantitative and qualitative statistical information for policy makers and for investors including development partners. The survey will be conducted by a team from ABG and national government especially DCI, NCOBA and DNPM. Survey teams will be deployed to all parts of Bougainville. Teams will lead focus group meetings in all the 3 regions and 13 districts of Bougaibille as well as all LLGS and constituencies. Key findings of the survey will provide Summit participants the critical statistical information to use during the Summit discussions. One of which will on the empowerment of youths.

### **Economic engagement: Empowerment of youths**

UNDP has experience across Asia-Pacific in designing and delivering one-stop shop youth innovation hubs for fostering innovation and entrepreneurship and developing vocational and transferable skills among young people. These hubs provide an integrated end-to-end support service to entrepreneurs from idea generation, start-up to scale-up of businesses. Youth are also supported with training to develop vocational and soft skills; and are supported with mentorship programmes to build their confidence and capacity. Innovation hub services include vocational training services, business training and incubation, business registration and legal advice, financing and financial literacy, innovation camps and challenges, research and leadership development, internships and employment opportunities, internet access and online learning, and e-market platform connecting demand to supply for skills, services, and products.

Examples from UNDP experience in the region:

In Timor-Leste UNDP manages Knua Juventude Fila-Liman, a 'one stop shop' youth entrepreneurship and innovation hub seeded and scaled by UNDP. Launched in August 2017 by former Prime Minister H.E. Dr. Rui Maria de Araújo, Knua Juventude Fila-Liman (KJFL) brings together a wide range of public and private institutions to provide integrated support to Timor-Leste's youth. KJFL unlocks access to the support that young job seekers and entrepreneurs need – from support in developing and refining a business model, to vocational training and employment opportunities, to financing, to registering a business, to legal advice, to mentors and networks, to new technologies and infrastructure, and co-working space. A core team of KJFL business trainers directly build young people's capacity, and KJFL brings in a wide range of relevant technical expertise from elsewhere. KJFL also hosts Timor-Leste's first 3D Innovation Lab, fitted with 3D printers, design software and fabrication tools.

In Fiji, UNDP hosts an innovation hub and co-working space in partnership with the University of the South Pacific (USP). The UNDP-USP Innovation Hub hosts training for young entrepreneurs including: Business Plan Training facilitated by the Ministry of Industry, Trade and Tourism, Start and Improve Your Business training by ILO; Financial Management and Budgeting training; and Leadership and Public Speaking. The Innovation Hub also provides a place for young entrepreneurs and innovators to connect and network. Co-created in 2017 by the United Nations Development Programme (UNDP) and the Citi Foundation, Youth Co:Lab aims to establish a common agenda for countries in the Asia-Pacific region to empower and invest in youth, so that they can accelerate the implementation of the Sustainable Development Goals (SDGs) through leadership, social innovation and entrepreneurship. Youth Co:Lab has developed a publicly available curriculum for young entrepreneurs under the Youth Co:Lab Springboard programme. Specific curricula are also developed at national level. Please see a sample in Annex 2.

In PNG, the Project will be connected to the Micro, Small, and Medium Enterprises (MSMEs) where economic hubs and learning centres have been established in Port Moresby. The Project will also connect with UNDP initiative outlined above and work on job placements with the MSMEs initiatives in the major business centred in PNG such as Port Moresby, Lae and Kokopo for skills development and work experience. Upon completion, both the ABG Department for Economic Development and ABG Education Division.

### **Youth, women, and churches**

Three key groups remain marginalized and under-represented in official dialogue and decision making: women, youth and the churches. All have pan-Bougainville representation through their federation networks and receive support by international partners, including the UN. Their voice has strengthened as a collective, however, they generally remain underutilised. The UN has supported the elevation of women into decision making fora, including the advocacy for two women to join the Post-Referendum Planning Taskforce, as well as female representation in the COVID19 Emergency Taskforce.

The inclusion of women and youth in decision-making fora, consistent with the UN's Women, Peace and Security Policy and the Youth, Peace and Security Agenda, would contribute to more sustainable, informed and peaceful solutions. Ongoing support is needed to ensure meaningful and continued/increased engagement by marginalized groups such as women, youth and churches in the post referendum period. In addition, the Churches of Bougainville are highly trusted by their followers and have significant reach into communities across Bougainville. In the past there were concerns of different denominations supporting societal divisions but in recent years they have reconciled and acted as connectors and healers. Churches and their leaders are generally highly trusted by Bougainville communities. They will continue to play a key role in bringing communities together and providing channels of information.

As the Chair of the BRC, former Prime Minister of Ireland, Bertie Ahern, said during the announcement of the 2019 Bougainville Referendum result whilst reflecting on his experience in the peace process on the island of Ireland "it is important to not allow a vacuum. People need to see progress - the referendum is one part of the ongoing journey between the two governments". Building upon the work of the Taskforce during 2019, the project will specifically contribute to reducing the risk of a "vacuum" via its support to the post referendum process, particularly through supporting consultations between the two governments and ensuring the process is inclusive and understood by the population at large through awareness initiatives, hence The Project will contribute to a critical and integral part of the post-referendum dialogue by sustaining peace in Bougainville and preventing a relapse in to conflict.

### ***3.2 Resources Required to Achieve the Expected Results***

The interventions the project aims to support are highly complex and sensitive. The project will need a range of assistance and advice during different parts of implementation. This includes support from the UN's Resident Coordinator's Office, including the Resident Coordinator, the UN Liaison Officer and the National Liaison Officer based in Port Moresby. In addition, DPPA will continue to support the Bougainville peace process, including through the Mediation Support Unit. Specific technical advice, including legal and constitutional will be contracted as and when required. To support awareness and communications, a range of partners including NGOs, local partners, such as radio stations, and awareness experts may be contracted throughout the project.

UNDP proposes to establish a team of experienced staff to support the Joint Secretariat achieve its function. The project has nationalized most of its staff positions to save costs and is using the existing position of the UN Liaison Officer to provide overall political analysis/ oversight/ coordination of the project activities in Bougainville with limited extra costs for the project; the project office is being cost shared with other UN projects. The costs of travel between Bougainville and Port Moresby are high and while best efforts will be made to cut down on non-essential face to face meetings, in a context of building trust and relationships, effective and constant dialogue is essential. Project programmatic support, including monitoring and reporting and general communications, will be provided by a Programme Support Unit based in Port Moresby.

The Project will deploy numerous measures in order to achieve cost effectiveness, and it will adapt its activities to the "new normal" of live with coronavirus COVID-19. In terms of outsourcing of services and experts will be based on a transparent and competitive process, as well as on the value-for-money principle. The Project will seek to achieve economy of scale in investments by combining, where possible, financial resources with other on-going interventions in target localities, or public funds at local and higher government levels, as well as cost share staff cost.

### 3.3 Partnerships

The primary implementing partners of the project will be the GoPNG and the ABG, through the Joint Secretariat. The bulk of the activities under the Outputs will be delivered through working with and accompanying specific institutions of both governments such as the National Coordination Office for Bougainville Affairs (NCOBA), the Office of the National and ABG Chief Secretaries, the Department of Prime Minister and the National Executive Council (NEC), the Office of the President of the ABG and the Bougainville Executive Committee (BEC), and key interlocutors in Bougainville such as the Department of Post Referendum Consultation and Dialogue, the Department of Community Development and the Media Directorate as well as the Bougainville House of Representatives (BhoR). Several CSOs including women and youth based CSOs, CBOs and FBOs will also be involved in implementation, e.g. the Bougainville Women's Federation, Bougainville Youth Federation, Leitana Nehan, and Nazareth Rehabilitation Centre, among others. PACSIA will be one of the implementing partners under this outcome to support community level dialogues around a peaceful future.

The Project will also work closely with the Australia's aid to Bougainville (up to AUS\$50 million) where it is supporting stability by strengthening governance and service delivery, promoting social cohesion and private sector-driven economic growth, and empowering women and youth. Working through PNG national programmes in health, education, transport infrastructure, and law and justice, Australia aims to build capacity within the ABG to improve its capacity to deliver services. New Zealand helps to strengthen policing through the Bougainville Community Policing Programme implemented by New Zealand Police. Through the Governance and Implementation Project, jointly funded with Australia, New Zealand supports ABG to build capacity to govern, plan and deliver effective services, and promote sustainable economic development.

This project does not duplicate any of the above interventions. The project will coordinate and work within the existing development partner space to provide targeted support to the post-referendum process and awareness of the process. To avoid duplication of efforts or 'double dipping' the Project will consult with other partners supporting this process, including Australia and New Zealand, particularly with regard to technical, legal and constitutional support to the consultations. The support to this process is, however, only one of the elements of a holistic approach to laying the foundations for durable peace in Bougainville.

The project will contribute to achieving Outcome 1 of the United Nations Development Programme Country Document on improved transparency, accountability, delivery of justice and promotion of peace and security, which will trigger progress towards achieving Outcome 4 (Peace) of the United Nations Development Assistance Framework (UNDAF) for PNG 2018-2022. The project will also contribute towards outcomes under both the Government of Papua New Guinea's Vision 2050 and Medium Term Development Strategy 3 (2018-2022) as well as the ABG Bougainville Strategic Development Plan (2018-2022).

### 3.4 Risks and Assumptions

<b>Risks to the achievement of PBF outcomes</b>	<b>Likelihood of occurrence (high, medium, low)</b>	<b>Severity of risk impact (high, medium, low)</b>	<b>Mitigating Strategy and Responsible Parties</b>
Lack of will to progress the Post Referendum process due to shifting government priorities	Medium	High	Regular risk assessment conducted by UNDP and engagement with both governments on key activities that need to be progressed in order to make this project effective
Lack of trust between GoPNG and ABG at political, administrative and financial levels may affect project outcomes	Medium	High	Hold regular meetings with the heads of government and key departmental heads to share risk analysis on bottlenecks to project implementation, inclusive of facilitation of JCB meetings to address concerns of trust



Limited access to quality information and informed discourse at community level	Medium	High	Strengthened engagement throughout Bougainville and strategically with support of PACSIA, in parts of Papua New Guinea on post Referendum awareness
UN faces allegations of partiality or blamed for delays in the implementation of the Post Referendum process	Medium	Medium	<p>Conduct of regular political analysis by the National Liaison Office and Liaison Officer and engage with both governments to manage public expectations about the UN's role.</p> <p>The project will only support activities of joint requests of the two governments, and include the two governments in interventions of the project</p>
Lack of substantive engagement with women and young people due to entrenched unequal social norms	Medium	High	Specific funds allocated and impact carefully monitored throughout the lifespan of the project to ensure women and young people are engaged
Incidents or outbreak of violence during the implementation of the project	Medium	High	Use existing early warning/early response systems to detect and mitigate violence. Support from UNDSS LSA for regular security reports.
Capacity limitation of partners to engage including the various ABG departments may affect project implementation	Medium	Medium	Capacity assessment and reinforcement of Implementing Partners to support projects. Inclusion and engagement of partners in various project activities to build their capacity
Project not being able to attract and retain qualified staff	Medium	High	Consider Detailed Assignments, and consultancies including expediting salary scale surveys for national staff
Lack of will and institutional memory to progress BPA, including post-	High	High	Being flexible and responsive to these changes and quick to build relationships and provide briefings with new leaders
Safety of all project staff including non-Bougainvilleans	Low	High	Put in place internal Security Measure and orient staff on these measures