UN Multi-Partner Trust Fund Office

General Information

Fund	MPTF_00329: Leaving No One Behind - The Internal Displacement Solutions Fund					
FMP Record	MPTF_00329_00020: Advancing Durable Solutions in Papua New Guinea					
MPTFO Project Id						
Start Date						
End Date						
Applicants	**Status**	**Contact Type**	**Name**	**e-mail**	**Position**	**Telephone**
	Active: 28-Nov-2025 1:34:00 AM	Project Manager	Tedius Owiti	towiti@iom.int	Head of Programmes Support Unit	

Signatories	**Signature Process**	**Role**	**Name of Organization**	**Name**	**User Email**
	Digital	Signatory	UNDCO	Shalini Bahuguna	shalini.bahuguna@un.org
	Digital	Signatory	IOM: IOM (International Organization for Migration)	Mr Peter Murorera	pmurorera@iom.int
	Digital	Signatory	UNDP: UNDP (United Nations Development Programme (UNDP))	Mr Aadil Mansoor	aadil.mansoor@undp.org
	Digital	Signatory	UNWOMEN: UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	Mr Peterson Magoola	peterson.magoola@unwomen.org

Contacts	**Contact Type**	**Name**	**e-mail**	**Position**	**Additional e-mail**	**Telephone**
	Focal Point	Tosin Akibu	tosin.akibu@unwomen.org	Deputy Representative		
	Focal Point	Zoe Pelter	zoe.pelter@undp.org	Assistant Resident Representative		

Description	Papua New Guinea (PNG) is facing a rapidly intensifying internal displacement crisis driven by the convergence of climate vulnerability, recurrent natural hazards, subnational conflict, land disputes, and uneven state presence. Recent evidence confirms that displacement in PNG is no longer episodic but increasingly protracted and structural, with serious implications for development, peace, social cohesion, and human rights. In 2024 alone, nearly 31,000 new displacements were recorded, while the total number of internally displaced persons (IDPs) is estimated at over 84,000, likely an undercount given limited tracking in urban and remote areas. Women and girls, persons with disabilities, youth, and older persons are disproportionately affected, facing heightened risks of violence, exclusion, and barriers to accessing services and livelihoods. Despite important policy advances, including the endorsement of the National Internally Displaced Persons Policy (NIDPP), PNG's capacity to prevent displacement and deliver durable solutions remains constrained by fragmented governance, weak subnational planning and financing capacity, and limited availability and use of reliable, disaggregated, and conflict-sensitive data. These gaps have contributed to reactive, short-term responses that are insufficient to support sustainable local integration, safe return where feasible, or planned relocation when necessary. The proposed Joint Programme (JP) responds directly to these challenges by supporting the Government of Papua New Guinea to operationalise its national commitments to durable solutions through institutionalisation, evidence-based decision-making, and scalable subnational solutions pathways. The JP is explicitly designed as a catalytic investment, using relatively modest resources to unlock system change and mobilise larger domestic and development financing, in line with Goals 1 and 3 of the Internal Displacement Solutions Fund (IDSF). **Programme Approach and Results** The JP delivers results across three mutually reinforcing outcomes: • Outcome 1 establishes nationally owned coordination and financing mechanisms for displacement solutions by embedding a National IDP Coordination Secretariat within the Department of Provincial and Local Government Affairs (DPLGA). Anchored in PNG's decentralisation framework and supported by existing provincial coordination platforms, this outcome replaces fragmented arrangements with a coherent, Government-led system capable of translating policy commitments into action. • Outcome 2 strengthens the availability and use of gender-, age-, and disability-disaggregated, conflict-sensitive displacement data, building on nationally endorsed systems such as IOM's Displacement Tracking Matrix. By integrating displacement data into Government planning and ward-level profiling systems, the JP transforms evidence into a core governance asset that informs prevention, protection, planning, and investment decisions. • Outcome 3 translates national readiness into locally owned subnational practice, with a focus on urban integration in Mount Hagen, Western Highlands Province. Through rapid capacity assessments, participatory planning, and targeted advocacy, the JP identifies practical entry points to integrate displacement priorities into existing planning cycles and financing instruments, including provincial and constituency development funds and development partner portfolios. Together, these outcomes enable a shift from reactive assistance toward prevention-oriented, protective, and development-linked durable solutions. **Catalytic Impact, Sustainability, and National Ownership** Sustainability is embedded by design. The JP works exclusively through Government-mandated institutions, strengthens national and subnational capacity, and aligns solutions with existing public financing systems and fiscal reform processes. Pilot and seed-funded activities are deliberately framed as demonstration models, generating evidence and political commitment to attract follow-on financing from domestic resources, bilateral donors, and international financial institutions, including prevention and resilience-focused portfolios. The programme is implemented in a context conducive to nationally owned solutions, evidenced by strong Government leadership, formal policy endorsement, and explicit requests for technical support. As such, JP results are expected not only to endure beyond the programme lifecycle but to scale through Government systems and development financing pipelines. **Cross-Cutting Priorities** Gender equality, accountability to affected populations, and conflict sensitivity are integrated across all components. While gender equality is not the principal objective, the JP justifies a Gender Marker score of 2 by embedding gender-responsive planning, data, budgeting, and participation within strengthened Government systems. IDPs and host communities are actively engaged through participatory consultations, inclusive coordination mechanisms, and feedback and accountability systems, ensuring solutions are locally legitimate and rights-based. **Strategic Alignment** The JP directly contributes to the UN Secretary-General's Action Agenda on Internal Displacement, strengthens the triple foundation for durable solutions (solutions, prevention and protection, and assistance), and aligns with the UNSDCF 2024–2028, contributing to: • Outcome 2 (governance, peace, and social cohesion), • Outcome 4 (inclusive human development), and • Outcome 5 (climate change). **Contribution to the 2030 Agenda for Sustainable Development**

The JP contributes directly to the 2030 Agenda for Sustainable Development by addressing the structural drivers and impacts of internal displacement through nationally owned, development-oriented solutions. In particular, the JP advances the following Sustainable Development Goals (SDGs):

- SDG 1: No Poverty – by reducing displacement-related vulnerability and supporting pathways to livelihoods, service access, and resilience for displaced and host communities;
- SDG 5: Gender Equality – through gender-responsive planning, disaggregated data systems, and inclusive governance that address the differentiated impacts of displacement on women and girls;
- SDG 10: Reduced Inequalities – by promoting inclusive, area-based governance and equitable access to services for displaced persons and marginalised groups;
- SDG 11: Sustainable Cities and Communities – through integrated, area-based urban and peri-urban solutions that support safe, inclusive, and resilient urban integration;
- SDG 13: Climate Action – by addressing climate-induced displacement risks and strengthening prevention, resilience, and adaptation through evidence-based planning; and
- SDG 16: Peace, Justice, and Strong Institutions – by strengthening national and subnational institutions, coordination mechanisms, and accountability frameworks for durable displacement solutions.

Through this integrated approach, the JP ensures that progress on internal displacement contributes simultaneously to poverty reduction, gender equality, climate resilience, urban sustainability, and institutional strengthening, reinforcing displacement solutions as a core development priority rather than a parallel humanitarian concern.

By embedding displacement governance within national and subnational systems, closing critical data gaps, and preparing scalable subnational solutions models, the JP delivers strong value for money and catalytic impact. It positions the Government of Papua New Guinea to move from fragmented, short-term responses toward durable, nationally owned solutions to internal displacement at scale, with benefits that extend well beyond the life of the programme.

Universal Markers	**Gender Equality Marker**	**Risk**		
	• GEM2 - GEWE is a significant objective of the Key Activity's overall intent	• Medium Risk		
Optional Markers	**WB Income Category**	• Lower Middle Income		
	UN LDC	• No		
	Fragile Context	• Yes		
	Small Island Developing States (SIDS)	• Yes		
Fund Specific Markers	**Relevance of IDSF Overarching Objectives – 1. IDP Solutions Strategies: Promoting nationally owned solutions to internal displacement**	**Level of contribution** • Primary objective		
	Relevance of IDSF Overarching Objectives – 2. Accountability Frameworks: Leveraging a whole-of-UN response to displacement	**Level of contribution** • Contributing to		
	Supporting joint assessments, including through data collection and analysis, to shape investments, and measure progress towards solutions.	**Level of contribution** • Primary objective		
Geographical Scope	**Geographical Scope**	**Name of the Region**	**Region(s)**	**Country**
	• Country		• Oceania	• Papua New Guinea

Participating Organizations and their Implementing Partners	**UN Participating Organizations**	**Government/ Multilateral/ NGO/ Other**	**New Entities**	**Implementing Partners**
	• IOM - IOM (International Organization for Migration) • UNDP - UNDP (United Nations Development Programme (UNDP)) • UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)			

Programme and Project Cost	**Participating Organization**	**Amount (in USD)**	**Comments**
	Budget Requested		
	IOM	$250,000.00	
	UNDP	$150,000.00	
	UNWOMEN	$100,000.00	
	Total Budget Requested	**$500,000.00**	
	Tranches		
	Tranche 1		
	IOM (100%) UNDP (100%) UNWOMEN (100%) **Total:**		$250,000.00 $150,000.00 $100,000.00 **$500,000.00**
	Other Sources (Parallel Funding)		
	Total	**$500,000.00**	
Thematic Keywords	• national leadership • capacity strengthening • catalytic • strengthening coordination mechanisms • data for solutions		
Programme Duration	**Anticipated Start Date**	01-May-2026	
	Duration (In months)	12	
	Anticipated End Date	01-May-2027	

Narratives

Title	Text

Situation Analysis [max 3500 characters with spaces]	Papua New Guinea (PNG) is facing a rapidly intensifying internal displacement crisis driven by the convergence of climate vulnerability, recurrent natural hazards, localized subnational conflict, and weak subnational governance capacity. Recent evidence confirms that displacement dynamics in PNG are no longer episodic shocks but a structural, compounding crisis with significant implications for development, peace, and social cohesion. ***Scale and Trends of Displacement*** In 2024, IOM's Displacement Tracking Matrix (DTM) recorded 30,970 new displacements, the highest annual figure in the past five years, confirming a sharp upward trend in displacement incidents. Of these, 71 per cent were triggered by natural hazards and 29 per cent by conflict, reflecting the dual and reinforcing nature of displacement drivers in PNG (IOM DTM, 2025). Flooding remained the leading cause of displacement, accounting for 38 per cent (11,835 people), followed by landslides (20 per cent; 6,135 people), while a further 11 per cent were displaced by combined flood–landslide events. Displacement affected 52 wards across 38 districts in 14 provinces, underscoring the geographically widespread nature of the crisis and the strain placed on provincial and district systems (IOM DTM, 2025). As of 2025, PNG's monitored IDP stock stands at approximately 84,000 people, though this figure is widely understood to be an undercount, particularly in remote, insecure, and urban informal settings where systematic tracking remains constrained. IDMC data further shows that since 2014, PNG has experienced an estimated 176,000 disaster-related displacements, highlighting the cumulative and protracted nature of mobility pressures linked to climate hazards (IDMC, 2024). ***Natural Hazards and Climate Vulnerability*** PNG is ranked 16th globally for overall disaster risk and 10th globally for lack of coping capacity on the INFORM Risk Index, reflecting extreme exposure to floods, landslides, droughts, earthquakes, volcanic activity, and tsunamis, combined with fragile infrastructure and limited institutional readiness. INFORM data highlights particularly high risk related to physical infrastructure (9.8), governance (6.8), and communication and access constraints (6.9), all of which exacerbate displacement impacts and impede recovery (INFORM, 2024). The catastrophic landslide in Enga Province in May 2024 illustrates the interaction between climate stress, environmental degradation, and conflict. The landslide engulfed multiple villages in Maip Mulitaka LLG, displacing at least 1,680 people, affecting nearly 10,000 individuals, and destroying homes, gardens, water sources, and critical road infrastructure. Importantly, the affected area was already experiencing ongoing tribal violence, restricted humanitarian access, and weak state presence, resulting in prolonged displacement and delayed recovery (IOM DTM, 2024). Climate change is expected to further intensify displacement risks. INFORM and UNDRR modelling show rising exposure to flooding and drought, with climate-related hazards responsible for 95 per cent of the global increase in hazard exposure over the last decade, a trend directly applicable to PNG's Highlands, riverine, coastal, and island contexts (INFORM, 2024). ***Conflict and Electoral Risks*** Conflict remains a major displacement driver, particularly in the Highlands, where tribal violence intersects with competition over land, resources, and political power. During the 2022 national elections, violence displaced 31,481 people across 29 displacement sites, many of whom remain in protracted displacement without access to durable solutions (IOM DTM, 2022). UNICEF and IOM reporting confirm that conflict-related displacement surged again in early 2024, including violence in Enga and Eastern Highlands that displaced tens of thousands and disproportionately affected women, children, and youth. With the 2027 elections approaching, there is a high risk of renewed displacement unless preventive, conflict-sensitive, and institutionally anchored measures are implemented at national and subnational levels. ***Structural and Underlying Drivers*** Displacement in PNG is shaped by deep-rooted governance and social challenges. Approximately 97 per cent of land is held under customary tenure, complicating relocation, urban integration, and access to housing, land, and property rights, particularly for women and marginalized groups. Customary systems often exclude women from decision-making, reinforcing gendered vulnerabilities in displacement contexts (UNDP, 2024).

Rapid and unplanned urbanization further compounds risks. Secondary cities such as Mount Hagen, which grew by more than 30 per cent between 2000 and 2015, have expanded faster than infrastructure and service provision, resulting in informal settlements characterized by insecure tenure, poor WASH access, and heightened exposure to violence and eviction risks (City growth data referenced in Common Country Analysis; consistent with UNICEF urban vulnerability findings).

Gender inequality remains acute. PNG ranks among the lowest globally on the Gender Inequality Index, with women holding fewer than 3 per cent of parliamentary seats, and GBV, including sorcery-related violence, remaining endemic. Displacement significantly heightens risks of GBV, exploitation, and exclusion for women, girls, persons with disabilities, and older persons (Global Gender Gap Report 2025).

Institutional, Data, and Financing Gaps

While PNG has made important policy advances, including the adoption of a National Adaptation Plan (2023) and endorsement of a National IDP Policy (finalized 2025), implementation capacity at provincial, district, and ward levels remains limited. The absence of a permanent national coordination mechanism, a costed implementation plan, and predictable financing has constrained the translation of policy into action.

Displacement data systems remain fragmented. DTM and IDMC data confirm persistent gaps in sex-, age-, and disability-disaggregated data, particularly for slow-onset climate mobility, urban integration, and secondary displacement. This data invisibility directly contributes to programming and financing gaps and limits the ability to make evidence-based investment decisions.

Planning and financing misalignment further undermines the effectiveness of solutions in PNG. While Ward Development Plans (WDPs) are intended to serve as the foundation of bottom-up development planning, in practice, they are often weakly linked to District and Provincial planning and budgeting processes. This disconnect is particularly evident in the limited alignment between WDP priorities and the allocation of Service Improvement Program (SIP) funds, including District Services Improvement Program (DSIP), Provincial Services Improvement Program (PSIP), and Local-level Government Services Improvement Program (LLGSIP), as well as the District Infrastructure Program (DIP). As a result, the-community-identified needs related to displacement, relocation, basic services, and resilience are frequently not reflected in funded investment decisions.

For displacement-affected communities, such as those impacted by climate-related hazards, protracted tribal conflict, or environmental degradation, this misalignment significantly constrains the ability to mobilize predictable and sustained domestic financing for durable solutions. Ward-level plans may identify priorities such as relocation site development, access roads, water and sanitation systems, health posts, schools, or livelihood infrastructure; however, without strong vertical integration into District and Provincial budgets, these priorities remain largely aspirational. Funding decisions under SIP and DIP mechanisms are often driven by short political cycles, fragmented project selection, and limited technical appraisal, rather than by coherent, multi-year development pathways that address displacement risks and vulnerabilities.

The consequences are particularly acute in high-risk, fragile contexts highlighted in the Common Country Analysis (2025) and the IFRC risk profiling, where exposure to natural hazards, weak service delivery, and social fragmentation intersect. In such settings, the absence of coordinated planning and financing contributes to piecemeal investments that fail to address the root causes of displacement or to support sustainable integration, return, or planned relocation outcomes. Infrastructure may be constructed without parallel investments in land tenure arrangements, social services, or livelihood support, while humanitarian and development interventions operate in parallel with limited fiscal anchoring in government systems.

Moreover, capacity constraints at sub-national levels, including limited technical expertise in planning, costing, and monitoring, further weaken the translation of ward priorities into bankable projects that can be absorbed into SIP and DIP pipelines. This reinforces reliance on external financing and short-term humanitarian assistance, rather than leveraging domestic public resources to advance durable, development-oriented solutions for displaced and at-risk populations.

Addressing this planning–financing gap is therefore critical to strengthening state responsiveness and accountability in displacement-affected areas. Improved vertical coherence between Ward Development Plans and District and Provincial investment frameworks, supported by clearer guidance, capacity strengthening, and safeguards for inclusive decision-making, would enable SIP and DIP resources to play a more strategic role in financing resilience-building, service delivery, and long-term solutions for communities affected by displacement across PNG.

Rationale and theory of change [max 7000 characters with spaces]	***Context and Problem Statement*** Papua New Guinea (PNG) is experiencing escalating internal displacement driven by environmental hazards and climate impacts, inter-communal conflict, land disputes, and uneven state presence in many high-risk and underserved areas. These drivers frequently overlap, producing protracted displacement and increasing vulnerability among displaced persons and host communities, particularly women and girls, persons with disabilities, youth, and older persons. This diagnosis is consistent with the Government-endorsed analysis underpinning the National Internally Displaced Persons Policy (NIDPP) and the related coordination architecture led by the Department of Provincial and Local Government Affairs (DPLGA). Against this backdrop, and as reflected in the Common Country Analysis (2025) and reiterated through formal Government–UN exchanges, PNG's capacity to prevent, respond to, and resolve displacement is constrained by three interlocking barriers. First, governance remains fragmented, with unclear institutional leadership, an issue explicitly acknowledged by the Government in the NIDPP and reflected in its intention to institutionalise area-based coordination models anchored in provincial and local government systems. Second, subnational capacity remains weak in translating national policy commitments into costed, deliverable plans, a gap highlighted by Government requests for technical support to operationalise IDP and planned relocation policies at provincial and district levels ***(Annex 1)***. Third, the availability and use of reliable, disaggregated, and conflict-sensitive displacement data remain limited, a bottleneck identified by Government counterparts, including DPLGA and the National Statistics Office, for evidence-based decision-making, investment prioritisation, and accountability. Taken together, these challenges contribute to a cycle of reactive responses in which humanitarian assistance is delivered without the enabling systems needed to help communities transition toward durable solutions. As a result, opportunities for sustainable local integration, safe and dignified return (where feasible), or settlement elsewhere (when appropriate) are consistently delayed. This structural challenge has been explicitly recognised by the Government of PNG through its endorsement of nationally led, development-oriented solutions pathways under the NIDPP and related frameworks. **Programme Rationale** In response to these constraints, the Joint Programme (JP) is designed to address the root causes of fragmentation by embedding displacement governance within national and subnational systems, closing critical evidence gaps, and building practical pathways for inclusive subnational solutions planning. Particular emphasis is placed on urban integration and area-based approaches that reflect community priorities and local realities. Rather than creating parallel mechanisms, the JP strengthens Government-led systems by embedding displacement governance within existing national and subnational institutions, in line with DPLGA's stated intention to legislate and institutionalise area-based coordination models through provincial and local government authorities. In parallel, it responds directly to Government requests for strengthened data stewardship by closing evidence gaps through Government-owned displacement data systems that are integrated with national planning platforms. Finally, it builds practical pathways for inclusive subnational solutions planning, reflecting the Government's commitments to translate national policies, including the NIDPP, into actionable, costed, and locally legitimate plans. Through this approach, the JP supports the Government's stated objective to ensure that internal displacement is treated as a managed development and governance issue, rather than solely a humanitarian concern. ***For a detailed description of the Joint Programme's objectives, outcomes, outputs, and activities, please refer to Annex 2.*** **Theory of Change** The JP is premised on the assumption that, if Government-led coordination and financing mechanisms are institutionalised (Outcome 1), and if reliable, disaggregated, and conflict-sensitive displacement data are embedded in planning and decision-making systems (Outcome 2), then provinces, districts, and wards can integrate displacement priorities into existing development plans, budgets, and investment pipelines (Outcome 3). This enables assistance to transition into prevention-oriented, protective, and locally owned durable solutions, delivering catalytic impact and strong value for money by leveraging existing systems and unlocking larger financing for Government-endorsed solutions. **Value for Money and Catalytic Approach**

To achieve this objective efficiently, the JP is designed to be catalytic, working through existing mandates and systems to reduce fragmentation and leverage larger financing flows rather than creating parallel mechanisms. Its core strategies include institutional anchoring and system alignment through DPLGA-led national and subnational platforms; strengthening Government-owned evidence as a governance asset by integrating disaggregated and conflict-sensitive displacement indicators into planning systems; supporting costing, sequencing, and financing pathways that enable progressive absorption into existing instruments such as PSIPs and sector plans; and using pilots, aligned with the National Framework for Ward Development (NFWD), as demonstration models for scale.

Together, these strategies maximise the utility of each investment by strengthening coordination, reducing duplication, and building a foundation for scale-up through Government systems and development financing.

Alignment with IDSF Goals and Expected Results

As a result of these strategies, the JP delivers results that directly advance IDSF Goal 1 on nationally owned frameworks and leadership for solutions, and IDSF Goal 3 on scalable and sustainable solutions pathways. Outcome 1 operationalises Government leadership, coordination, and financing commitments through institutionalised mechanisms embedded in national and subnational systems. Outcome 2 delivers the Government-requested evidence base for policy, planning, and investment, ensuring data are gender-, age-, and disability-disaggregated and conflict-sensitive. Outcome 3 translates national policy readiness into subnational practice by supporting the integration of displacement into provincial, district, and ward development cycles, including urban integration pathways.

The JP is structured to help the Government unlock political commitment and investment by producing a credible, costed "business case" for subnational solutions, aligned with existing public financing instruments (including constituency and provincial development funds) and external financing pipelines.

Who Benefits and How

Through these outcomes, the JP benefits internally displaced persons and at-risk communities, including host communities, by improving access to services, strengthening inclusive planning and decision-making, and supporting social cohesion and resilience. Particular emphasis is placed on addressing the differentiated vulnerabilities faced by women and girls, persons with disabilities, youth, and older persons, ensuring that solutions are inclusive, safe, and locally legitimate.

Contribution to the "Triple Foundation" and UN Secretary-General's Action Agenda

In doing so, the JP strengthens the triple foundation for durable solutions: (i) durable solutions, (ii) prevention and protection, and (iii) assistance, in a mutually reinforcing way.

- Durable solutions: The JP embeds solutions planning and financing into Government systems, enabling locally owned pathways for integration, return where feasible, or settlement elsewhere, supported by coherent governance and investment decisions.
- Prevention and protection: Conflict-sensitive analytics, risk profiling, and disaggregated data inform early action and protection mainstreaming, while inclusive coordination structures help mitigate tensions in displacement-affected areas and reduce the likelihood of repeated displacement.
- Assistance: The JP improves the effectiveness of assistance by aligning it with Government-led coordination and evidence systems, so short-term support contributes to longer-term outcomes rather than remaining standalone and reactive.

In line with the UN Secretary-General's Action Agenda on Internal Displacement, the JP makes a substantive contribution to cross-cutting drivers by:

- Institutionalising leadership, roles, coordination, and financing (Outcome 1) so that solutions governance is predictable and accountable;
- Embedding data and evidence use (Outcome 2) so prevention, protection, and investment prioritisation are risk-informed and inclusive; and
- Enabling area-based, locally led solutions pathways (Outcome 3), especially in urban and peri-urban contexts where IDPs often settle, integrating services, livelihoods, housing/land considerations, and social cohesion into coherent local solutions packages.

Conflict-sensitive analytics and risk profiling inform early action and protection; area-based planning provides the platform for integrating services, livelihoods, housing/land considerations, and social cohesion into coherent local solutions packages.

Lessons Learned, Assumptions, and Risk Management

The JP is informed by lessons from prior UN joint initiatives and operational experience in PNG, including Highlands programming and Action Agenda–related efforts. These experiences highlight that durable progress is most likely when programmes:

- build on existing government systems rather than creating parallel structures;
- apply area-based and multi-sector approaches that reflect how displacement intersects with services, livelihoods, land, and social cohesion;
- invest early in disaggregated, gender-responsive evidence to ensure inclusion and protection are operational rather than aspirational; and
- use phased piloting and adaptive management to manage risk, improve design realism, and support scalability through established planning and financing cycles.

The JP therefore prioritises institutionalisation, integrated evidence use, and financing alignment, so that pilots do not remain isolated successes but become replicable models that the Government can scale through its own systems and partner investment pipelines.

Accordingly, the JP assumes sustained political commitment; feasible access and security for consultations and data collection; functioning planning and budgeting cycles at provincial and ward levels; sufficient fiscal space or co-financing interest to progressively absorb priorities; timely administrative/legal directives to clarify mandates and unlock financing flows; and sustained stakeholder participation, including displaced and host communities.

These strategies and assumptions underpin a strong value-for-money proposition: the JP focuses resources on system changes that reduce duplication, strengthen Government ownership, improve targeting, and unlock larger development financing by presenting a credible, costed “business case” for solutions.

Sustainable, nationally-owned solutions [max 1500 characters with spaces]	JP is explicitly designed to ensure that investments are sustained beyond the programme and CF timeline by anchoring displacement solutions within Government-owned systems, institutions, and financing pathways. Sustainability is not treated as a downstream consideration; it is built into programme design through institutionalisation, capacity transfer, and alignment with national and subnational development processes. **Conducive context for nationally owned solutions** Funding under the JP is prioritised in a context where the Government of Papua New Guinea has demonstrated a clear willingness and readiness to lead on internal displacement solutions. This is evidenced by the formal endorsement of the National Internally Displaced Persons Policy (NIDPP), the establishment of a Government-led coordination architecture anchored in the Department of Provincial and Local Government Affairs (DPLGA), and explicit Government requests for technical support to operationalise displacement and planned relocation policies at national and subnational levels. These commitments provide the enabling conditions for nationally owned solutions and reduce the risk that JP investments remain externally driven or time-bound. **Institutional sustainability through strengthened government structures** Sustainability is primarily ensured by embedding JP results within existing Government structures rather than creating parallel mechanisms. Under Outcome 1, coordination and leadership for displacement solutions are institutionalised within DPLGA and linked provincial platforms, ensuring that roles, responsibilities, and accountability for displacement governance continue as part of routine Government functions. By working through legally mandated institutions aligned with PNG's decentralisation framework, the JP ensures that coordination, planning, and oversight mechanisms remain operational after external support ends. Similarly, Outcome 2 institutionalises displacement data as a core public governance asset. By strengthening Government ownership of data systems, building the capacity of national and subnational officials, and integrating displacement indicators into existing planning and profiling platforms, the JP ensures that evidence generation and use continue beyond the programme lifecycle. This reduces reliance on ad hoc assessments and enables sustained, evidence-based decision-making for prevention, protection, and durable solutions. **Sustaining results beyond the JP and CF timeline** The JP is structured so that expected results are absorbed into ongoing Government processes rather than remaining dependent on project financing. The development of a costed national workplan and financing strategy creates a clear pathway for sustaining implementation through domestic budgets, provincial and constituency development funds, and aligned sectoral investments. Legislative and regulatory analysis further supports sustainability by identifying measures that can institutionalise mandates, unlock funding flows, and reduce implementation bottlenecks within existing legal frameworks. At the subnational level, Outcome 3 deliberately focuses on preparatory and catalytic actions, diagnostics, capacity assessments, and investment alignment, rather than large-scale service delivery. This approach ensures that early investments generate the evidence, political commitment, and planning readiness required for sustained implementation through Government systems and partner financing, rather than creating activities that cannot be maintained once CF funding ends. **Seed funding, innovation, and pathways to scale** Where the JP supports pilot activities or innovative approaches, particularly under subnational and urban integration components, these are explicitly designed as demonstration models, not standalone solutions. Pilots are aligned with existing planning cycles, public investment instruments, and development partner portfolios from the outset. This ensures that successful approaches can be taken up, financed, and scaled through domestic resources and external financing, including bilateral donors and international financial institutions. The JP actively supports this transition by using pilot evidence to build a credible business case for scale, demonstrating value for money, risk reduction, and development impact. Engagement with financing partners, including prevention and resilience-focused portfolios, is used to position JP-supported models as investable and replicable, rather than as time-limited humanitarian interventions. In sum, the JP ensures sustainability by: • operating in a context of demonstrated Government commitment to IDP solutions; • embedding coordination, data, and planning functions within mandated Government institutions;

	• strengthening national and subnational capacity to lead and finance solutions independently; and • using CF and JP resources as catalytic seed investments to unlock longer-term domestic and partner financing. Through this approach, JP results are expected not only to endure beyond the programme timeline, but to expand and adapt through nationally owned systems, supporting durable solutions to internal displacement at scale.
Gender marker justification [max 1500 characters with spaces]	While gender equality is not the principal objective of the P, it is a deliberate and integral cross-cutting priority across all components, consistent with a Gender Marker score of 2. The situation analysis confirms that internal displacement in Papua New Guinea disproportionately affects women and girls, who face heightened risks of gender-based violence, loss of livelihoods, and barriers to accessing services, land, and decision-making spaces. These risks are compounded by structural gender inequalities in governance, planning, and resource allocation, which can deepen vulnerability during displacement and undermine the sustainability of solutions if left unaddressed. In response, the JP's theory of change treats gender equality as a critical enabler of durable, nationally owned solutions, rather than as a standalone objective. By strengthening inclusive, participatory, and evidence-based government systems, the JP ensures that gender considerations are embedded in policies, institutions, and financing mechanisms that will continue beyond the programme lifecycle. This approach aligns with the JP's broader sustainability logic: solutions that do not reflect the differentiated needs and priorities of women and men are less likely to be effective, legitimate, or sustained. At the institutional level, gender considerations are integrated into efforts to strengthen national and subnational governance systems. The embedding of the National IDP Coordination Secretariat within Government structures is designed to promote inclusive decision-making, ensuring that women's priorities and protection concerns are reflected in policy coordination, planning, and monitoring. Similarly, provincial and local coordination platforms supported by the JP will mainstream gender considerations into joint planning and implementation processes, supporting equitable access to services, livelihoods, and solutions pathways for displaced and host communities. The JP's results framework reinforces this commitment through gender-responsive actions and indicators. These include the development and use of nationally owned displacement data systems disaggregated by sex, age, and disability; gender-sensitive impact and socio-economic analyses to inform planning and investment decisions; and targeted capacity building for Government counterparts and partners on gender mainstreaming within displacement governance. At the subnational level, inclusive urban integration and area-based planning approaches will actively promote women's participation in community consultations, planning processes, and service delivery mechanisms. Gender equality is also addressed through the JP's financing and policy reform pathways, which support gender-responsive budgeting and the identification of legal and administrative measures that safeguard women's rights in displacement contexts. By embedding these considerations within costed plans, financing strategies, and Government-led systems, the JP moves beyond a "do no harm" approach and contributes to structural change, ensuring that gender equality is sustained through national and subnational institutions long after CF funding ends.

Accountability to displaced persons [max 1500 characters with spaces]	The JP is grounded in the principle of accountability to affected populations, ensuring that internally displaced persons (IDPs) and host communities are active partners in shaping solutions, rather than passive recipients of assistance. This commitment reflects both Government priorities under the NIDPP and the JP's broader objective to deliver durable, locally legitimate solutions that can be sustained through national and subnational systems. The JP builds on extensive prior engagement with displacement-affected communities conducted through regular UN programming, including the Highlands Joint Programme, which generated critical insights into displacement dynamics, protection risks, service gaps, and community-defined priorities. These consultations directly informed the JP's design, theory of change, and results framework, ensuring that proposed interventions respond to lived realities and articulated aspirations of IDPs and host communities. To strengthen and formalise this engagement, the JP will conduct additional participatory consultations during the inception phase, bringing together displaced and receiving communities, as well as local authorities and service providers. These consultations will be used to validate priorities, identify practical and locally feasible entry points, and co-develop implementation approaches. They will also inform the design of monitoring and evaluation arrangements, reinforcing the role of affected populations in defining what success looks like and in guiding adaptive management throughout implementation. During implementation, accountability is institutionalised through inclusive coordination mechanisms at national, provincial, and local levels. These platforms convene Government actors, operational partners, civil society, and the private sector, while ensuring structured representation of IDPs and host communities within planning and coordination processes. At the local level, community-based committees and participatory forums serve as entry points for dialogue, feedback, and joint decision-making, linking community perspectives to provincial and national planning and investment systems. This approach strengthens transparency, builds trust, and ensures that solutions are co-created within Government-led frameworks, rather than imposed externally. In parallel, the JP will implement effective feedback and accountability mechanisms, including a dedicated Complaints and Feedback Mechanism, to enable IDPs and host communities to monitor progress, raise concerns, and influence corrective action in a timely manner. These mechanisms will be designed and implemented using gender-sensitive and conflict-sensitive approaches, ensuring that women, youth, persons with disabilities, and other marginalised groups can participate safely and meaningfully. By embedding accountability within both programme operations and strengthened Government systems, the JP ensures that participation and feedback remain integral to displacement governance beyond the programme's duration.

Steering and management arrangements [max 1500 characters with spaces]	A Programme Steering Committee (PSC) will be established at programme inception to provide strategic oversight, policy guidance, and coordination. The PSC will be chaired by IOM and will include representatives from the UN Resident Coordinator's Office, UNDP, and UN Women, with due attention to gender balance and inclusive representation. The PSC will operate in close consultation with existing national coordination mechanisms and will engage key Government stakeholders, including the Department of Provincial and Local-Level Government Affairs (DPLGA), the Department of National Planning and Monitoring, and the National GBV Secretariat, to ensure alignment with national priorities and policy frameworks. The PSC will convene quarterly to review progress against agreed results, provide strategic direction for upcoming activities, and monitor implementation risks, including human rights, gender, and protection considerations. Oversight will also include review of adaptive management decisions and emerging risks to ensure timely corrective action. IOM's Programme Manager will be responsible for day-to-day programme coordination, working in close consultation with Participating UN Organisations (PUNOs) and under the strategic guidance of the PSC. The Programme Manager will lead reporting, monitoring, and evaluation processes, ensuring accountability to agreed results and compliance with donor and UN requirements. To maintain strong alignment with Government leadership and effective inter-agency collaboration, IOM and other PUNOs will coordinate closely with DPLGA and provide regular updates to PSC members. In parallel, the key implementing agencies, IOM, UNDP, and UN Women, will meet regularly at the technical level to coordinate implementation, track progress against workplans, and address operational issues, with IOM serving as the lead agency. The PSC will hold an inception meeting to finalise its Terms of Reference and approve the detailed programme workplan. Where feasible, PSC meetings will be scheduled alongside relevant Taskforce or Government coordination meetings to strengthen coherence, reduce transaction costs, and reinforce integration with Government-led structures.

Complementary roles and responsibilities among PUNOs [max 1500 characters with spaces]	**IOM** brings strategic leadership and technical depth to the JP. By seconding a Senior Durable Solutions Advisor to the UN Resident Coordinator's Office, who also spends half their time at the Department of Provincial and Local Government Affairs, IOM is uniquely positioned to facilitate whole-of-government and whole-of-UN engagement. This dual placement ensures strategic alignment, technical leadership, and effective operationalization of coordination structures for internal displacement. IOM's central role in supporting the development of PNG's IDP Policy, and the government's formal request for IOM to support the costed workplan, further cements its position as a trusted technical partner for both policy and operational planning. Additionally, IOM's Displacement Tracking Matrix is the primary, nationally endorsed data source for displacement, providing reliable, actionable data for planning, monitoring, and decision-making across the JP. **UNDP** serves as the convener of the Highlands Joint Programme (HJP), now expanding to the Western Highlands Province. This established role allows UNDP to leverage existing relationships, networks, and resources to support and advance JP activities, especially where the IDSF budget is limited for this phase. UNDP's in-country economist provides critical technical support for developing the costed national implementation plan and financing strategy, ensuring that solutions are fiscally sustainable and aligned with national development objectives. UNDP also brings innovative assessment tools, having developed the rapid local government capacity assessment methodology piloted in Nigeria, which is now being adapted for use in PNG. This enables efficient, context-specific assessment of local governance capacity and identification of practical entry points for integrating displacement solutions into local planning cycles. **UN Women** provides specialized technical expertise in gender equality and women's empowerment, ensuring that all JP interventions are gender-responsive and inclusive. As an associated agency in the HJP, UN Women's established gender advisory role can be seamlessly expanded to the JP. UN Women leads gender-sensitive displacement impact assessments, supports the integration of gender considerations into policy and planning, and facilitates stakeholder consultations to ensure the voices and needs of women and girls are reflected in programme design and implementation. All three agencies, UNDP, IOM, and UN Women, participate in the Highlands Joint Programme and have established field presence in Mt. Hagen. This shared operational footprint enables seamless coordination and strong relationships with local stakeholders in the Western Highlands Province. By leveraging these comparative advantages and building activities as a joint, sequenced process, the JP ensures that each agency leads activities aligned with its strengths, while joint planning and regular coordination maximize synergies and minimize duplication. This collaborative approach enables the JP to deliver as "ONE UN", integrating governance, data, and gender inclusion for sustainable, scalable solutions to internal displacement in PNG.

Monitoring, learning, and reporting [max 3000 characters with spaces]	Under the leadership of IOM as the lead PUNO, programme monitoring will be conducted using a results-based management approach, tailored to the national context. Oversight will be provided by the UN system and ordinated regularly through the PSC to ensure that activities, expenditures, and results remain aligned with the approved work plan and results matrix. In the first quarter of implementation, IOM jointly with other PUNOs will develop a detailed implementation work plan, results matrix, and monitoring plan in consultation with stakeholders during the inception workshop, for PSC approval. The results matrix will guide monitoring by outlining outputs, activities, indicators, data sources, and collection methods. Monitoring will include field visits, regular reviews, and tracking of financial expenditures, burn rates, and risks, with staffing costs allocated to support these efforts. It will also ensure adherence to key principles such as leaving no one behind, human rights, youth engagement, disability inclusion, environmental and social safeguards, and UN coherence. Monitoring will be adaptive, enabling course corrections and coordination with the IDSF Fund and the Government of PNG. Indicators are designed for efficient data collection during implementation, minimizing additional costs. Project monitoring and evaluation costs cover ongoing monitoring by PSC and project staff, technical support from IOM's M&E teams in the PNG and regional office in Bangkok, and an end-of-programme evaluation by an external evaluator. PUNOs will consolidate inputs to produce semi-annual progress reports based on indicators and expenditures at the outcome level and submit annual and final narrative and financial reports to the Secretariat, analyzing contributions to the Fund's impact, the UNSDCF, and the Sustainable Development Goals.
Evaluation [max 1500 characters with spaces]	The JP does not foresee a formal end-of-project evaluation; however, an After-Action Review (AAR) will be conducted to capture lessons learned and strengthen accountability to partners, beneficiaries, and the government. A baseline assessment will still be undertaken within the first quarter of implementation to inform planning and monitoring. The AAR will take place shortly after programme completion and will adopt a participatory approach, engaging key stakeholders, including IDPs, host communities, and vulnerable groups such as women and youth, to ensure their perspectives are reflected. Findings from the AAR will be validated through a workshop with implementing partners and other stakeholders identified during implementation. Learning products will be disseminated to actors involved in follow-up or related initiatives. Importantly, the AAR will inform potential subsequent phases of programming, providing evidence-based recommendations for scaling and deepening durable solutions. The review will focus on documenting good practices, challenges, and actionable insights for integrating displacement solutions into national development and SDG planning. It will also assess relevance, efficiency, and sustainability, with attention to human rights, gender responsiveness, and the principle of leaving no one behind. These insights will contribute to the Fund's objective of achieving catalytic impact through current and future programming.

Catalytic effect [max 1500 characters with spaces]	The JP is deliberately designed as a catalytic initiative to drive systemic change and unlock nationally owned pathways to durable solutions for internal displacement in Papua New Guinea. Rather than focusing on stand-alone delivery, the JP combines institutional reform, subnational coordination, financing alignment, evidence generation, and locally grounded action to ensure that results are both sustainable beyond the programme lifecycle and scalable through Government systems and development financing. At the core of the JP is the establishment of a robust institutional framework for displacement governance. By embedding the National IDP Coordination Secretariat within the Department of Provincial and Local Government Affairs (DPLGA), the JP ensures that internal displacement is treated as a development and governance issue and integrated within PNG's decentralisation system, formal planning processes, and public budgeting architecture. Supported by targeted technical assistance and Government-led institutional reviews, the Secretariat replaces fragmented, ad hoc responses with a coherent, Government-owned coordination mechanism aligned with existing legal and administrative structures. This institutionalisation creates the conditions for continuity, accountability, and replication across provinces, laying a durable foundation for solutions at scale. The JP further strengthens sustainability by leveraging and adapting existing provincial coordination mechanisms, including the Provincial and Local Level Service Monitoring Authority (PLLSMA) and Provincial Coordination and Monitoring Committees (PCMCs). By embedding IDP solutions within these platforms, rather than creating new structures, the JP enables systematic information sharing, joint planning, and harmonised implementation across national, provincial, and local levels. Mainstreaming displacement priorities into provincial development agendas reduces siloed interventions, strengthens accountability, and ensures that solutions are locally driven and politically anchored. ***For further details on the catalytic effect at the subnational level, please refer to Annex 4.***

SDG Targets

Target	Description
Main Goals	
Goal 1. End poverty in all its forms everywhere	
TARGET_1.5	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
Goal 5. Achieve gender equality and empower all women and girls	
TARGET_5.c	5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels
Goal 10. Reduce inequality within and among countries	
TARGET_10.2	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable	
TARGET_11.1	11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
TARGET_11.5	11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build ef...	
TARGET_16.6	16.6 Develop effective, accountable and transparent institutions at all levels
TARGET_16.7	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	

Target	Description
TARGET_17.3	17.3 Mobilize additional financial resources for developing countries from multiple sources

SDG Indicators

Indicator Code	Description
C200303	1.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population
C010502	1.5.2 Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)
C110101	11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing
C200303	11.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population
C110502	11.5.2 Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters
C160601	16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)
C160602	16.6.2 Proportion of population satisfied with their last experience of public services
C160702	16.7.2 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group
C050c01	5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment

Contribution to SDGs

Participating Organization	% TARGET_1.5	% TARGET_10.2	% TARGET_11.1	% TARGET_11.5	% TARGET_16.6	% TARGET_16.7	% TARGET_17.3	% TARGET_5.c	% Total
IOM	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100
UNWOMEN	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100
UNDP	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	100
Total contribution by target	**37.5**	**37.5**	**37.5**	**37.5**	**37.5**	**37.5**	**37.5**	**37.5**	
Project contribution to SDG by target	**12.5**	**12.5**	**12.5**	**12.5**	**12.5**	**12.5**	**12.5**	**12.5**	**100**

Project Results

Outcome	Output	Description
Outcome 1: Enhanced national and sub-national coordination mechanisms for internal displacement response, anchored in inclusive, gender responsive leadership and sustainable financing.		Outcome 1 establishes the national institutional architecture required to lead, coordinate, and sustain durable solutions for internal displacement in PNG, translating the Government's highest-level policy decisions into operational governance arrangements embedded within existing state systems. For details refer to Annex 2.

Outcome	Output	Description
	Output 1.1: Institutional coordination mechanisms for displacement solutions are established and operationalized	Output 1.1 gives effect to the NEC's explicit approval of a National IDP Coordination Secretariat within DPLGA and to the Minister for Provincial and Local Level Government Affairs' designation of IOM as the main implementing partner and co-chair of the National and Subnational IDP Solutions Coordination Architecture. Together, these decisions establish both the political authority and the technical partnership required to move from fragmented coordination toward a unified, government-led solutions framework. For details refer to Annex 2.

Outcome	Output	Description			
	Activities				
	Title	**Description**	**Lead Participating Organization**	**Participating Organization**	**Other Organizations**
	Activity 1.1.1: Strengthen UN system coherence in support of Government-led IDP coordination.	Provide technical support to the UN Resident Coordinator's Office to enhance inter agency coordination on internal displacement, ensuring that all UN engagement is aligned with the Government-endorsed coordination architecture. This activity harmonizes mandates, workplans, and engagement modalities across UN agencies, enabling the UN system to act as a single, coherent partner in support of DPLGA-led coordination at national and subnational levels. For details refer to Annex 2.	IOM - IOM (International Organization for Migration)	• UNDP - UNDP (United Nations Development Programme (UNDP)) • UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	UNRCO
	Activity 1.1.2: Establish and operationalize the National IDP Coordination Secretariat within DPLGA.	Support a Government led departmental review and analysis to establish the National IDP Coordination Secretariat within DPLGA. This includes drafting terms of reference, defining roles and reporting lines across national and subnational coordination structures (including formal linkages to PLLSMA and PCMCs), and proposing interim administrative directives to enable immediate operationalization. The activity ensures that coordination mechanisms are inclusive, gender responsive, and fully embedded within Government systems from Year 1. For details refer to Annex 2.	IOM - IOM (International Organization for Migration)	• UNDP - UNDP (United Nations Development Programme (UNDP)) • UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	UNRCO

Outcome	Output	Description
	Output 1.2 A national costed implementation plan and financing strategy for the IDP Policy is developed	While the NEC approved initial arrangements for coordination and implementation, it also directed all relevant departments and agencies to align their plans and budgets with the National IDP Policy and tasked central agencies with securing and releasing funds for implementation. Output 1.2 responds to this directive by providing the Government with the tools needed to move from political intent to credible, sustained action through a multi-year financing pathway. For details refer to Annex 2.

Outcome	Output	Description			
	Activities				
	Title	**Description**	**Lead Participating Organization**	**Participating Organization**	**Other Organizations**
	Activity 1.2.1: Provide technical and logistical support to draft a costed national implementation plan for the IDP Policy, outlining priority actions, timelines, and responsibilities.	For details refer to Annex 2.	IOM - IOM (International Organization for Migration)	• UNDP - UNDP (United Nations Development Programme (UNDP)) • UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	UNRCO
	Activity 1.2.2: Provide technical and logistical support to identify sectoral and multi-level costings and financing options and to draft a national financing strategy embedded in the costed workplan that leverages domestic and international resources.	For details refer to Annex 2.	UNDP - UNDP (United Nations Development Programme (UNDP))	• IOM - IOM (International Organization for Migration) • UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	UNRCO
	Activity 1.2.3: Provide technical and logistical support to conduct a legislative analysis focused on Year 1 “quick wins,” including identifying legal gaps, clarifying mandates, and drafting actionable recommendations or interim measures.	For details refer to Annex 2.	IOM - IOM (International Organization for Migration)	• UNDP - UNDP (United Nations Development Programme (UNDP)) • UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	UNRCO

Outcome	Output	Description
Outcome 2: Improved availability and use of gender, age, and disability disaggregated, conflict-sensitive displacement data to inform planning, policy, and investment decisions.		Outcome 2 strengthens the national and subnational data ecosystem for displacement governance, building directly on the Government of Papua New Guinea's explicit recognition, reflected in the National IDP Policy, NEC decisions, and ministerial correspondence, that evidence-based decision-making is essential to the effective prevention of displacement and the delivery of durable solutions. For details, refer to Annex 2.
	Output 2.1:Foundational evidence on climate-, conflict-, and disaster-induced displacement in Papua New Guinea developed and embedded through joint government–UN data systems.	This output consolidates and strengthens the foundational displacement evidence base required to operationalize the National IDP Policy through Government systems, while simultaneously building the institutional capacity of national and subnational actors to generate, interpret, and use that evidence on an ongoing basis. For details, refer to Annex 2.

Outcome	Output	Description			
	Activities				
	Title	**Description**	**Lead Participating Organization**	**Participating Organization**	**Other Organizations**
	Activity 2.1.1:Develop a consolidated national displacement profile through joint government–UN data analysis and capacity strengthening.	Joint government–UN data analysis and capacity strengthening through joint analysis workshops and on-the-job training with relevant national institutions, strengthening Government capacity to maintain and update the national displacement profile over time. The resulting profile will serve as the common analytical reference for policy alignment, prioritization, and financing decisions under the IDP Policy. Refer to Annex 2 for details.	IOM - IOM (International Organization for Migration)	• UNDP - UNDP (United Nations Development Programme (UNDP)) • UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	
	Activity 2.1.2: Conduct subnational displacement assessment in the pilot province using gender responsive and conflict-sensitive methodologies, implemented jointly with provincial and district authorities.	The activity combines data collection with practical training for local officials and technical staff, strengthening their capacity to capture differentiated experiences, risks, and coping strategies of women, men, girls, boys, persons with disabilities, youth, and older persons. Analysis will focus on socio-economic, gendered, and cultural impacts on livelihoods, services, housing, safety, and social cohesion, with particular attention to integration pathways in urban and peri-urban areas. Refer to Annex 2 for details.	UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	• IOM - IOM (International Organization for Migration) • UNDP - UNDP (United Nations Development Programme (UNDP))	

Outcome	Output	Description			
	Activity 2.1.3: Convene structured multi-stakeholder validation and learning sessions with national and subnational Government authorities, displaced and host communities, civil society, and development partners to confirm findings and align priorities.	Convene structured multi-stakeholder validation and learning sessions with national and subnational Government authorities, displaced and host communities, civil society, and development partners to confirm findings and align priorities. Refer to Annex 2 for details.	IOM - IOM (International Organization for Migration)	• UNDP - UNDP (United Nations Development Programme (UNDP)) • UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	
Outcome 3: Pathways to locally owned subnational solutions planning and financial commitment strengthened through identification of practical entry points for integrating displacement into local development processes.		Outcome 3 translates national policy commitments, coordination arrangements, and evidence into concrete, locally financed solutions. It is grounded in the Government of Papua New Guinea's recognition that durable solutions to internal displacement are ultimately realized through provincial, district, and ward-level systems, the levels that determine land-use decisions, lead participatory planning, deliver basic services, and direct public investment. For details, refer to Annex 2.			
	Output 3.1: Local governance capacity and entry points for urban integration identified in the pilot location.	Output 3.1 delivers decision-ready options by identifying a clear, prioritized set of operational and financing entry points through which displacement and urban integration can be embedded into existing provincial and local development processes, budgets, and investment pipelines. For details, refer to Annex 2.			

Outcome	Output	Description			
	Activities				
	Title	**Description**	**Lead Participating Organization**	**Participating Organization**	**Other Organizations**
	Activity 3.1.1: Identify operational and financing entry points for displacement solutions within provincial and local systems.	The programme will conduct rapid local government capacity assessments in Western Highlands Province using an adapted methodology previously applied during the Action Agenda period. The assessments will analyze provincial, district, and ward-level planning, budgeting, coordination, and service delivery processes to determine where and how displacement and urban integration priorities can be embedded within existing development, peace, and resilience investments, including PSIPs and relevant sectoral programmes. For details, refer to Annex 2.	UNDP - UNDP (United Nations Development Programme (UNDP))	• IOM - IOM (International Organization for Migration) • UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	

Outcome	Output	Description			
	Activity 3.1.2: Convert evidence into policy commitment and investment alignment for subnational displacement solutions	Assessment findings will be validated through structured consultations with provincial authorities, local governments, displaced and host communities, and partners. Building on this evidence, the programme will lead targeted policy advocacy and investment dialogue with national and provincial stakeholders, development partners, and international financial institutions, including the World Bank, to present a business case for displacement solutions in Western Highlands Province. This will include identifying opportunities to align PSIPs, World Bank prevention and resilience-linked resources (including PRA where applicable), and other planned development, peace, and resilience investments with displacement solutions, in line with the national costed strategy under Outcome 1. For details, refer to Annex 2.	UNDP - UNDP (United Nations Development Programme (UNDP))	• IOM - IOM (International Organization for Migration) • UNWOMEN - UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women)	

Signature Indicators

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Link Out / O
No signature indicators available.												

Imported Fund Outcome / Output Indicators

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Link Out / O
No fund indicators available.												

Project Indicators

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Targe Year
OBJ-1: National systems and financing pathways for durable solutions operationalized		Composite indicator confirming core system building: (i) National IDP Coordination Secretariat established/ operational; (ii) costed implementation plan + financing strategy validated; (iii) foundational displacement evidence products completed; (iv) subnational entry points identified and socialized.	Approved ToR; endorsed costed plan & financing strategy; evidence products; validation/ workshop records.	Other	At closure	Country	Yes/No	No	2026	Yes	2027
	No components available.										
OUT1-1: Government-led coordination architecture functional		National and subnational coordination mechanism operational through the DPLGA-housed Secretariat and linkages to existing provincial platforms (PLLSMA/PCMCs).	Secretariat ToR; meeting minutes; action tracker; coordination outputs.	Other	At closure	Country	Yes/No	No	2026	Yes	2027
	No components available.										
OUT2-1: Disaggregated, conflict-sensitive displacement evidence routinely available for decisions		National displacement profile + pilot subnational assessment produced/validated and referenced in coordination/planning discussions.	Published profile; assessment report; validation records; evidence referenced in meeting notes.	Other	Twice a year	Country	Yes/No	No	2026	Yes	2027
	No components available.										

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Targe Year
OUT3-1: Practical subnational solutions entry points identified and mobilized		Entry points for integrating displacement/urban integration into provincial/local planning and financing systems identified, validated, and socialized for mobilization.	Rapid assessment; validated entry-point note; policy/socialization workshop report.	Other	At closure	Country	Yes/No	No	2026	Yes	2027
	No components available.										
ACT1.1.1-1: UN system coherence package produced		Technical support to UNRCO delivered and UN interagency engagement aligned to Government-endorsed coordination architecture (e.g., harmonized mandates/ workplan/engagement modality note).	UNRCO coordination note/workplan; interagency meeting minutes; endorsed harmonization products.	Other	Yearly	Country	Number	0	2026	1	2027
	No components available.										
ACT1.1.2-1: Secretariat operational package completed		Government-led departmental review completed and Secretariat operationalization package produced (ToR + roles/reporting lines + interim directives for immediate functioning).	Departmental review output; approved ToR; signed directives; operationalization memo.	Other	At closure	Country	Yes/No	No	2026	Yes	2027
	No components available.										

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Targe Year
ACT1.2.1-1: Costed national implementation plan drafted and validated		Costed national implementation plan drafted, prioritized, and validated (actions, timelines, responsibilities).	Final costed plan; validation workshop report; endorsement record.	Other	At closure	Country	Yes/No	No	2026	Yes	2027
	No components available.										
ACT1.2.2-1: Financing strategy embedded in the costed workplan validated		Financing strategy developed (domestic + provincial/constituency funds + partner/IFI pathways) and validated as part of the costed workplan.	Financing strategy document; validation report; meeting notes evidencing use in dialogue.	Other	At closure	Country	Yes/No	No	2026	Yes	2027
	No components available.										
ACT1.2.3-1: Legislative/administrative 'quick wins' note completed		Legislative/regulatory analysis completed focusing on Year 1 "quick wins" (legal gaps, mandate clarification, actionable interim measures such as directives).	Legal/administrative note; recommendations pack; validation/briefing record.	Other	At closure	Country	Number	0	2026	1	2027
	No components available.										
ACT2.1.1-1: Consolidated national displacement profile produced		National displacement profile developed via joint Gov–UN analysis and capacity strengthening (analysis workshop/on-the-job training).	Published profile; workshop report; participant lists; technical annexes.	Other	At closure	Country	Yes/No	No	2026	Yes	2027
	No components available.										

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Targe Year
ACT2.1.2-1: Pilot subnational displacement assessment completed		Subnational assessment in pilot province completed using gender-responsive, conflict-sensitive methods (including practical training of local officials).	Assessment report; training/field mission records; datasets (where appropriate).	Other	At closure	Country	Yes/No	No	2026	Yes	2027
	No components available.										
ACT2.1.3-1: Multi-stakeholder validation and learning sessions held		Validation and learning sessions convened with Government, communities, civil society, and partners to confirm findings and align priorities.	Workshop reports; attendance lists; agreed priority notes; minutes.	Other	Yearly	Country	Number	0	2026	2	2027
	No components available.										
ACT3.1.1-1: Rapid local government capacity assessment completed (Western Highlands)		Rapid capacity assessment conducted to identify operational and financing entry points for displacement/urban integration within provincial/local systems (planning, budgeting, coordination, services).	Capacity assessment report; evidence pack; consultation records.	Other	At closure	Country	Number	0	2026	1	2027
	No components available.										

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Targe Year
ACT3.1.2-1: Entry points validated and investment/policy dialogue conducted		Evidence converted into commitment and investment alignment through validated entry points + targeted policy/investment dialogue (including development partners/IFIs).	Validation record; entry-point note; policy dialogue minutes; workshop report.	Other	At closure	Country	Number	0	2026	1	2027
	No components available.										

Risks

Event	Category	Level	Likelihood	Impact	Mitigating Measures	Risk Owner
Delays in establishing the National IDP Coordination Secretariat due to administrative bottlenecks	• Organizational	Low	Possible	Major	Early engagement with DPLGA leadership; regular follow-up; technical support from Durable Solutions Advisor	IOM, DPLGA
Insufficient government budget allocation for implementation of the costed workplan	• Financial	High	Likely	Major	Develop a robust financing strategy; engage the Department of National Planning & Monitoring early; leverage external funding sources	UNDP, IOM, DPLGA
Limited capacity of local government to integrate displacement into planning cycles	• Operational	Medium	Possible	Moderate	Provide targeted capacity building; use adapted assessment tools; ongoing technical support	UNDP, IOM
Resistance to policy or legislative changes at national or provincial level	• Political • Regulatory	Medium	Unlikely	Major	Stakeholder engagement; advocacy; evidence-based policy briefs; phased approach to reforms	IOM, UNDP
Incomplete or unreliable displacement data affecting planning and decision-making	• Social and Environmental • Operational	Medium	Possible	Moderate	Strengthen data collection and validation; multi-stakeholder consultations; use of DTM and gender-sensitive assessments	IOM
Social tensions or lack of community buy-in for urban integration pilots	• Social and Environmental	Medium	Possible	Major	Early and ongoing community engagement; participatory planning; transparent communication	IOM, UN Women, UNDP
Changes in government priorities or leadership affecting programme continuity	• Strategic	Medium	Possible	Major	Maintain regular dialogue with government; align JP with national priorities; document and communicate results	UNDP, IOM, UN Women

External shocks (e.g., natural hazards, conflict escalation) disrupt implementation	• Social and Environmental • Operational	Medium	Unlikely	Major	Build flexibility into workplans; contingency planning; coordinate with humanitarian actors	UNDP, IOM, UN Women
2027 National General Elections and related violence leading to an influx of IDPs in the Western Highlands Province	• Social and Environmental • Political	High	Likely	Major	Strengthen early warning systems; coordinate with security agencies; enhance contingency planning for IDP support	UNDP, IOM, UN Women, DPLGA

Budget by UNSDG Categories: Over all

Budget Lines	Description	IOM (7%) *	UNDP (7%) *	UNWOMEN (7%) *	Total
1. Staff and other personnel		$41,880.00	$0.00	$22,000.00	$63,880.00
2. Supplies, Commodities, Materials					$0.00
3. Equipment, Vehicles, and Furniture, incl. Depreciation		$0.00	$0.00	$5,000.00	$5,000.00
4. Contractual services		$148,595.00	$104,059.22	$61,457.94	$314,112.16
5. Travel		$15,005.86	$20,000.00	$0.00	$35,005.86
6. Transfers and Grants to Counterparts					$0.00
7. General Operating and other Direct Costs		$28,164.00	$16,127.70	$5,000.00	$49,291.70
Project Costs Sub Total		**$233,644.86**	**$140,186.92**	**$93,457.94**	**$467,289.72**
8. Indirect Support Costs		$16,355.14	$9,813.08	$6,542.06	$32,710.28
Total		**$250,000.00**	**$150,000.00**	**$100,000.00**	**$500,000.00**

Performance-based Tranches Breakdown

Tranche			Total
Tranche 1	IOM (100%)	$250,000.00	$500,000.00
	UNDP (100%)	$150,000.00	
	UNWOMEN (100%)	$100,000.00	
			$500,000.00

Results based budget

Outcome *	Output *	Agency *	Budget (USD) *	% allocated to GEWE (if any)	
Outcome 1: Enhanced national and sub-national coordination mechanisms for internal displacement response, anchored in inclusive, gender responsive leadership and sustainable financing.		**Sub Total**	**$163,194.16**		**$24,479.12**
	Output 1.1: Institutional coordination mechanisms for displacement solutions are established and operationalized	IOM (7%)	$55,046.58	15%	$8,256.99
	Output 1.2 A national costed implementation plan and financing strategy for the IDP Policy is developed	IOM (7%)	$68,147.58	15%	$10,222.14
	Output 1.2 A national costed implementation plan and financing strategy for the IDP Policy is developed	UNDP (7%)	$40,000.00	15%	$6,000.00
Outcome 2: Improved availability and use of gender, age, and disability disaggregated, conflict-sensitive displacement data to inform planning, policy, and investment decisions.		**Sub Total**	**$231,390.52**		**$39,381.48**

	Output 2.1:Foundational evidence on climate-, conflict-, and disaster-induced displacement in Papua New Guinea developed and embedded through joint government–UN data systems.	IOM (7%)	$92,932.58	15%	$13,939.89
	Output 2.1:Foundational evidence on climate-, conflict-, and disaster-induced displacement in Papua New Guinea developed and embedded through joint government–UN data systems.	UNDP (7%)	$25,000.00	15%	$3,750.00
	Output 2.1:Foundational evidence on climate-, conflict-, and disaster-induced displacement in Papua New Guinea developed and embedded through joint government–UN data systems.	UNDP (7%)	$20,000.00	15%	$3,000.00
	Output 2.1:Foundational evidence on climate-, conflict-, and disaster-induced displacement in Papua New Guinea developed and embedded through joint government–UN data systems.	UNWOMEN (7%)	$93,457.94	20%	$18,691.59
Outcome 3: Pathways to locally owned subnational solutions planning and financial commitment strengthened through identification of practical entry points for integrating displacement into local development processes.		**Sub Total**	**$82,699.50**		**$12,404.93**
	Output 3.1: Local governance capacity and entry points for urban integration identified in the pilot location.	IOM (7%)	$27,512.58	15%	$4,126.89
	Output 3.1: Local governance capacity and entry points for urban integration identified in the pilot location.	UNDP (7%)	$55,186.92	15%	$8,278.04
Total			**$477,284.18**		

Budget per Gender (GEWE)

	IOM	UNDP	UNWOMEN	Total $
$ Towards GEWE	**$39,104.11**	**$22,500.00**	**$20,000.00**	**$81,604.11**
% Towards GEWE				**16.32%**

Programme Outcome Costs

Outcome	Output	Activity	Implementing Agent	Time Frame				
				2026			2027	
				2	3	4	1	2
Outcome 1: Enhanced national and sub-national coordination mechanisms for internal displacement response, anchored in inclusive, gender responsive leadership and sustainable financing.								
	Output 1.1: Institutional coordination mechanisms for displacement solutions are established and operationalized							
		Activity 1.1.1: Strengthen UN system coherence in support of Government-led IDP coordination.						
			IOM	☑	☑	☑	☑	☐
			UNDP	☐	☐	☐	☐	☐
			UNWOMEN	☐	☐	☐	☐	☐
		Activity 1.1.2: Establish and operationalize the National IDP Coordination Secretariat within DPLGA.						
			IOM	☑	☑	☐	☐	☐
			UNDP	☐	☐	☐	☐	☐
			UNWOMEN	☐	☐	☐	☐	☐
	Output 1.2 A national costed implementation plan and financing strategy for the IDP Policy is developed							
		Activity 1.2.1: Provide technical and logistical support to draft a costed national implementation plan for the IDP Policy, outlining priority actions, timelines, and responsibilities.						
			IOM	☑	☑	☐	☐	☐
			UNDP	☐	☐	☐	☐	☐
			UNWOMEN	☐	☐	☐	☐	☐
		Activity 1.2.2: Provide technical and logistical support to identify sectoral and multi-level costings and financing options and to draft a national financing strategy embedded in the costed workplan that leverages domestic and international resources.						

Outcome	Output	Activity	Implementing Agent	Time Frame				
				2026			2027	
				2	3	4	1	2
			IOM	☐	☐	☐	☐	☐
			UNDP	☑	☑	☐	☐	☐
			UNWOMEN	☐	☐	☐	☐	☐
		Activity 1.2.3: Provide technical and logistical support to conduct a legislative analysis focused on Year 1 “quick wins,” including identifying legal gaps, clarifying mandates, and drafting actionable recommendations or interim measures.						
			IOM	☑	☑	☐	☐	☐
			UNDP	☐	☐	☐	☐	☐
			UNWOMEN	☐	☐	☐	☐	☐
Outcome 2: Improved availability and use of gender, age, and disability disaggregated, conflict-sensitive displacement data to inform planning, policy, and investment decisions.								
	Output 2.1:Foundational evidence on climate-, conflict-, and disaster-induced displacement in Papua New Guinea developed and embedded through joint government–UN data systems.							
		Activity 2.1.1:Develop a consolidated national displacement profile through joint government–UN data analysis and capacity strengthening.						
			IOM	☑	☑	☐	☐	☐
			UNDP	☐	☐	☐	☐	☐
			UNWOMEN	☐	☐	☐	☐	☐
		Activity 2.1.2: Conduct subnational displacement assessment in the pilot province using gender responsive and conflict-sensitive methodologies, implemented jointly with provincial and district authorities.						
			IOM	☐	☐	☐	☐	☐
			UNDP	☑	☑	☐	☐	☐
			UNWOMEN	☑	☑	☐	☐	☐
		Activity 2.1.3: Convene structured multi-stakeholder validation and learning sessions with national and subnational Government authorities, displaced and host communities, civil society, and development partners to confirm findings and align priorities.						
			IOM	☐	☑	☑	☐	☐
			UNDP	☐	☑	☑	☐	☐
			UNWOMEN	☐	☑	☑	☐	☐
Outcome 3: Pathways to locally owned subnational solutions planning and financial commitment strengthened through identification of practical entry points for integrating displacement into local development processes.								
	Output 3.1: Local governance capacity and entry points for urban integration identified in the pilot location.							
		Activity 3.1.1: Identify operational and financing entry points for displacement solutions within provincial and local systems.						
			IOM	☐	☐	☐	☐	☐
			UNDP	☑	☑	☐	☐	☐
			UNWOMEN	☐	☐	☐	☐	☐
		Activity 3.1.2: Convert evidence into policy commitment and investment alignment for subnational displacement solutions						
			IOM	☐	☑	☑	☐	☐
			UNDP	☐	☑	☑	☐	☐
			UNWOMEN	☐	☑	☑	☐	☐

Signatures

UNDCO (Digital) Shalini Bahuguna shalini.bahuguna@un.org	**SIGNATURE:** **DATE:** 23-04-2026

IOM: IOM (International Organization for Migration) (Digital) Mr Peter Murorera Emergency Management & Peacebuilding Coordinator pmurorera@iom.int	**SIGNATURE:** Peter Murorera **DATE:** 27-04-2026
UNDP: UNDP (United Nations Development Programme (UNDP)) (Digital) Mr Aadil Mansoor Resident Representative (Officer In-Charge) aadil.mansoor@undp.org	**SIGNATURE:** AM **DATE:** 24-04-2026
UNWOMEN: UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women) (Digital) Mr Peterson Magoola Country Representative peterson.magoola@unwomen.org	**SIGNATURE:** **DATE:**