

UN AGENCY TO UN AGENCY CONTRIBUTION AGREEMENT**A. SUMMARY OF ACTIVITIES**

Title:	Women Make the Change (Papua New Guinea) 2020-2022 (the " <u>Activities</u> ")
Start/End Dates:	Activities start date: 01 September 2020 Activities end date: 31 December 2022
Location:	Papua New Guinea
Contribution Amount:	USD 873,809 (the " <u>Contribution</u> ")
Contributing Agency:	United Nations Entity for Gender Equality and the Empowerment of Women (<u>UN Women</u>)
Recipient Agency:	UNDP PNG
Nature of Activities:	Strengthening women's political participation and supporting women in leadership in Papua New Guinea
Purpose:	Strengthen gender sensitization of political institutions, legal and policy frameworks, and conduct action research on women in leadership in PNG, under Outcome 1, 2, and 4 of the Women Make the Change programme
Annexes:	In the event that the terms contained in Annex(es) are incompatible with those contained in this Agreement, then the latter shall govern and prevail. • Partner Project Document
Expected outcome:	Women fully and effectively participate in and have equal opportunity for leadership at all levels of decision-making in political and public life

The Recipient Agency will be fully responsible for administering the Contribution in accordance with its financial regulations, rules, policies and procedures, and administrative instructions, and carrying out the Activities efficiently and effectively.

B. BUDGET

The total budget for the Activities is 873,809, in USD, as more fully described below.

Summary of activities and BUDGET	2020	2021	2022	Total (all years)
Action Research	55,555.56	55,555.56	55,555.56	166,666.68
Technical Assistance to Government of PNG Institutions to strengthen women	46,297.22	82,540.74	9,259.26	138,097.22
Work with Political Parties and National Parliament to build commitment to gender	98,954.63	81,600.93	60,751.85	241,307.41

equality and women				
Programme Assurance and M&E support	63,425.93	100,462.96	99,122.30	263,011.19
Total programmable amount, including direct costs	264,233.34	320,160.19	224,688.97	809,082.00
Indirect support costs	21,139.00	25,613.00	17,975.00	64,727.00
Grand total	285,372.00	345,773.00	242,664.00	873,809.00

The Contributing Agency will not be responsible for any financial commitment or expenditure made by the Recipient Agency that exceeds the budget for the Activities. The Recipient Agency will promptly advise the Contributing Agency any time when the Recipient Agency is aware that the budget to carry out these Activities is insufficient to fully implement the Activities in the manner set out in the present Agreement, including its Annex(es). The Contributing Agency will have no obligation to provide the Recipient Agency with any funds or to make any reimbursement for expenses incurred in excess of the total budget as set forth herein.

C. COSTS RECOVERY

The Recipient Agency's support costs, determined in accordance with its cost recovery policy, will be paid from the Contribution, in accordance with the budget.

D. REPORTING

Narrative reporting:

The Recipient Agency will provide the Contributing Agency with a narrative report on the progress of the Activities on a regular basis, as set out below.

1. A Narrative progress report by 11 January 2021
2. A Narrative progress report by 09 July 2021
3. A Narrative progress report by 10 January 2022
4. A Narrative progress report by 11 July 2022
5. Final Narrative progress report by 31 December 2022

Financial Reporting:

The Recipient Agency will provide the Contributing Agency with the following financial reports, prepared in accordance with the Recipient Agency's financial regulations, rules, policies, procedures, and administrative instructions:

1. Provisional financial report by 11 January 2021
2. Provisional financial report by 09 July 2021
3. Provisional financial report by 10 January 2022
4. Provisional financial report by 11 July 2022

5. Final financial report by 31 December 2022

E. CONTRIBUTIONS

The total amounts paid by the Contributing Agency shall match the total budget amount. For Activities less than one year in duration the Contribution will be paid to the Recipient Agency prior to the commencement of Activities. For multi-year Activities the Contribution will be paid in instalments according to the following schedule.

Schedule of payment:

01 September 2020	USD 631,146
12 January 2021	USD 0
10 July 2021	USD 0
01 September 2021	USD 242,663
01 September 2022	USD 0

The Contributing Agency acknowledges that the Recipient Agency will not pre-finance Activities. If the Contribution, or any part of it, is not received in a timely manner, the Activities may be reduced or suspended by the Recipient Agency with immediate effect.

The Contribution will be paid into the following account:

Account Details : UNDP Representative Account, Account #
11441524
Currency: US Dollar
Bank Address: Portion 13, Section 44, Lot 30, Granville,
Poreporena Freeway, Port Moresby, NCD, Papua
New Guinea

When making such transfers the Contributing Agency will notify the Recipient Agency, UNDP PNG (for the Attention Julie Bukikun), by fax () or by e-mail (julie.bukikun@undp.org) of the following: (a) the amount transferred; (b) the value date of the transfer; (c) that the transfer is from the Contributing Agency pursuant to this Agreement.

F. INTELLECTUAL PROPERTY RIGHTS

All Intellectual Property Rights related to the Activities will belong to the Recipient Agency. The Contributing Agency and, if applicable, the relevant programme Government will enjoy a perpetual, royalty-free, non-exclusive and non-transferable license.

G. CORRESPONDENCE

All correspondence regarding the implementation of this Agreement will be addressed to:

Name of the Contributing Agency: UN Women

Address: Level 4, Kina Bank Haus, Douglas Street, Port Moresby, NCD

Name of the Recipient Agency: UNDP PNG

Address: UN House - Level 14, Kina Bank Haus, Douglas Street, NCD, PNG,

H. AMENDMENTS

The present Agreement, including its Annex(es), may be modified or amended only by written agreement between the two Agencies.

I. COMPLETION OF THE ACTIVITIES

The Recipient Agency will notify the Contributing Agency when all Activities have been completed.

The Recipient Agency will continue to hold any part of the Contribution that is unutilized at completion of the Activities until all commitments and liabilities incurred in the carrying out of the Activities have been satisfied and all arrangements associated with the Activities have been brought to an orderly conclusion.

J. TERMINATION OF THIS AGREEMENT

This Agreement will terminate upon satisfaction of all commitments and liabilities incurred in carrying out the Activities and the orderly conclusion of all arrangements associated with the Activities.

This Agreement may be terminated by either Agency at any time by written notice to the other. Termination will be effective thirty (30) days after receipt of the notice. In the event of termination under this paragraph, the two Agencies will cooperate to ensure completion of the Activities, satisfaction of all commitments and liabilities, and the orderly conclusion of all arrangements associated with the Activities.

K. REFUNDS OF UNSPENT BALANCES

Upon termination of this Agreement and following the submission of the final financial report, any unspent balance of the Contribution (where the unspent funds exceed US\$1,000) will be returned to the Contributing Agency, unless otherwise agreed in writing by the two Agencies.

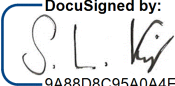
L. SETTLEMENT OF DISPUTES

The two Agencies will use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Agreement or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, will be resolved through consultation between the Executive Heads of each of the Agencies.

M. ENTRY INTO FORCE AND VALIDITY

This Agreement will enter into force upon its signature by the authorized representatives of the Parties and remain in force until terminated in accordance with Section J above.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, having signed the present Agreement in duplicate.

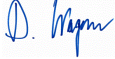
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Signed:
On behalf of the UN Women:

Name: Mohammad Naciri

Title: Representative/ RO Director

Date: 07 September 2020

Signed: 
On behalf of UNDP PNG

Title: Resident Representative

Date: 14-Sep-2020

Proposal for UNDP Activities : Women Make the Change Programme

Component 1: Organizational Background and Capacity to implement activities to achieve planned results

The United Nations Development Programme (UNDP) is the leading United Nations organization fighting to end the injustice of poverty, inequality, and climate change. Working with a broad network of experts and partners in 170 countries, UNDP helps nations to build integrated, lasting solutions for people and planet. In Papua New Guinea, UNDP works to improve the state's ability to deliver public services to its people, and in doing so, plays a vital role in helping to achieve the Sustainable Development Goals (SDGs), raise the standard of living and protect human rights for all Papua New Guineans.

UNDP in Papua New Guinea country programme (2018-2022) is aligned to the Government's Vision 2050, the medium-term development plan, 2018-2022, and the national strategy for responsible sustainable development. The programme is informed by the UNDP strategic plan, 2018-2021, and contributes to the PNG United Nations Development Assistance Framework 2018-2022. The programme promotes a whole-of-society approach, which requires innovation and business models from the private sector, mobilization of civil society, and best practices and funding from public and private sectors. UNDP will foster innovation and knowledge-generation, including integrated, issues-based approaches to complex development challenges. UNDP will act as a connector and platform supporting linkages and South-South knowledge-exchanges by bringing the country's good practices to global and regional forums and global innovations to Papua New Guinea, while leveraging UNDP global knowledge and expertise.

Guided by the UNDP in PNG country document (2018-2022), UNDP's work focuses on the following areas; peace, prosperity and planet. Signature Solutions are integrated responses to development against which we align our resources and expertise, to make real impact, these include: Keeping people out of poverty; governance for peaceful, just and inclusive societies; crisis prevention and increased resilience; environment nature based solutions for development; clean, and affordable energy; and women's empowerment and gender equality.

The Women Make the Change programme document was co-created by UNDP and UNWomen in Papua New Guinea drawing upon the respective expertise and extensive continued engagement of both agencies on women's political participation and leadership in PNG over the past two decades. UNDP has been working in collaboration with the Government of Papua New Guinea and other partners both internal and external on promoting Women in Leadership over many years including the last elections where they worked closely with ANU to train intending women candidates on campaign procedures, public speaking and also had practice parliament sessions. UNDP has established good working relations with key government partners such as the Integrity of Political Parties and Candidates Commission (IPPC), the Department for Community Development, Youth and Religion (DfCCDR), the Constitutional Law and Reform Commission (CRLC), Department for Inter-Government Relations (DIGR), Department for Provincial and Local Government Affairs (DPLGA), Department of National Planning and Monitoring (DNPM), National Parliament of PNG, the National Research Institute (NRI) IFES, *Pacific Women*, ANU and other Australian funded programs such as the Bougainville Partnership program. These are vital organisations that are playing key roles in promoting women in leadership roles including women and in politics.

UNDP will work in collaboration with the above organisations to ensure the project objectives are achieved and that PNG meets the SDG 5 and MTDP 3. UNDP will provide technical expertise using the global and Pacific good practice to ensure that quality expertise combined with locally – contextualized support is offered to national partners to progress this local agenda.

UNDP has substantial experience in working with the National Parliament and male politicians over the years in strengthening the political system. One of the important lessons learnt is to work with women's organisations to advocate on this agenda hence, would like to work with UN Women who already has connections and working relationships with a number of local women organisations including the Bougainville Women's Federation and Motu Koita Assembly women's representatives.

UNDP has conducted research to understand why women are not being elected across the Pacific, and in PNG in particular. This puts UNDP in a better position to understand the importance of promoting women in leadership and hence, will develop strategies to address some of the findings such as working with male politicians to create gender sensitive laws and policies and supporting IPPCC to ensure its staff members and political parties are adequately capacitated in order to fulfill their roles and responsibilities effectively to improve the support women get through the party system.

In 2007, UNDP undertook the first gendered diagnostic of women in national parliamentary elections which highlighted the barriers to women's legislative representation and recommended the adoption of temporary special measures (TSMs) to redress the the 0.9% female parliamentary representation. The single woman MP at the time, the Minister for Community Development, Dame Carol Kidu, called upon the UN to establish a Technical Working Group (TWG) consisting of UNIFEM, UNDP, AusAID, Dr Eric Kwa and other PNG Government representatives, to develop firstly a proposal for women's nominated parliamentary seats which did not succeed, then draft legislation for 22 reserved seats which also failed to gain sufficient support. UNDP again initiated another diagnostic of the subsequent 2012 elections which returned three women MPs¹ and which, among its recommendations, advocated programs to encourage participation at ward, local-level, and provincial level as a pathway to national leadership.² Lessons learned from these diagnostics and the post-2017 election diagnostic analysis have informed this Project. As such, UNDP's participation as an implementing partner to this project will very much be of benefit to the attainment of the outcomes as it not only has vast experience in this field but also maintain good working relationship with key government and political institutions.

UNDP has extensively involved the media in its previous work in promoting women in leadership. UNDP will continue its work with the media organisations to ensure they deliver gender sensitized election coverage on issues that supports women candidates as well as tracking stories produced by journalists relevant to women's leadership in print media.

UNDP is currently managing the Pacific Women in Politics (PacWIP) website (www.pacwip.org) to showcase women running for election, as well as the achievements of women political leaders over the duration of this program. This will contribute significantly to promoting women in leadership positions at both the national and sub national levels.

UNDP will develop existing online resources to raise awareness and discuss key issues. Specifically, the existing PNG Women in Leadership Facebook page will be used to trigger discussions on women's leadership issues and to share information on the programme's activities and crowd-source advice and opinions on modes of work. UNDP will work with IPPCC to explore options for using the PacWIP model to showcase women candidates. Resources will also be directed through this project to collecting information on women leaders at local level, who will then be profiled on the website. Although PNG has many women who are active as leaders locally, little is known about them. UNDP will work with local partners to make these women more visible, in their own country and beyond.

Component 2: Expected Results and Indicators

1. The problem statement or challenges to be addressed given the context described in the TOR.

The number of women in key leadership and decision-making roles in Papua New Guinea (PNG) has remained consistently low. No women candidates were elected in the 2017 national elections. As a result, there are currently no women MPs in the 111-member National Parliament of PNG despite the Government of PNG committing to a range of national and international commitments to support women's equal participation in public life and within political processes. Sustainable Development Goal 5, Target 5.5 aims to *ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life*.

Lack of women in political leadership is due to a variety of systemic, structural, and cultural factors. Recent research suggests that a critical issue is the low percentage of women contesting elections, with less than 4% of candidates being women in the 2007 and 2012 elections, rising in 2017 to 5 per cent of the total 3,340 candidates. On average, in the past four elections, one female contested a seat for every 30 male contestants. Those female candidates that do contest tend to lack the support and resources that political parties provide. Under PNG's *Organic Law on Integrity of Political Parties and Candidates* (OLIPPAC), political parties are encouraged to endorse female candidates (for which they receive cash incentives), yet political parties continue to endorse primarily male candidates who are seen as more likely to win at elections. As a result, in the last three elections, more than 60% of women ran as independents and only 61 women candidates were endorsed by political parties.

Lessons learned from UNDP's work over the years in strengthening the political party system, working with the National Parliament and male politicians is particularly pertinent to the Women Make the Change programme.

Building on the evaluative findings of the previous work conducted by the United Nations in PNG on women's political participation and leadership, namely the Gender Equality in Political Governance (GEPG) project, this programme will

¹ Dr Genevieve Howse (2012) *Equality and Public Decision-making in PNG: The Experience of Women Candidates in the 2012 Elections, Findings and Recommendations*, UN Women: PNG.

² Ibid. p.7

incorporate a number of key lessons learned. While work under the GEPG project was focused primarily at the national level, the Women Make the Change programme will target subnational governance structures and community awareness raising. A comprehensive baseline assessment, and action research led by UNDP under Outcome 2, will also be carried out to identify the current state of play in terms of women's political leadership and representation in subnational governance structures across the programme's target provinces. This will allow for a better understanding of the programme's overall impact upon completion. Strategic partnerships and capacity building of government partners will also be fostered through embedded support to the Department of Community Development and Religion, an area identified as needing strengthening following the GEPG project. This will also contribute to the normative work included under Outcome 1 of the programme on legal and policy frameworks for gender equality.

The relevant National agency mandated to strengthen the empowerment, protection, and participation of women in Papua New Guinea is the Department for Community Development and Religion, which also is the umbrella body for the Office of the Development for Women. However, this Department has historically been underfunded, under-resourced, with limited technical capacity and weak governance and accountability systems. This has been a critical impediment to significant legislative and policy progress on women's leadership and women's equal political participation. The Women Make the Change programme recognizes this and thus outcome 4 includes a significant focus on providing technical assistance and strengthening the capacity of the Department for Community Development and Religion, which is part of the component that UNDP will be implementing as a responsible party.

The Women Make the Change programme was designed based on extensive consultations with key partners and lessons learned from previous interventions and programmes aimed at increasing women's participation in politics, including on legislative and policy reform. As outlined in the Women Make the Change Programme Document, although under PNG's Organic Law on Integrity of Political Parties and Candidates (OLIPPAC), political parties are encouraged to endorse female candidates (for which they receive cash incentives), women continue to face challenges in being connected with political parties and fully benefiting from this, as political parties continue to endorse primarily male candidates who are seen as more likely to win at elections (Okole 2005). As a result, in the last three elections, more than 60% of women in the last elections ran as independents, with only 61 women candidates were endorsed by political parties. Based on consultations with partners working with supporting women at the National level, one of the barriers to this is that political parties view the financial incentives as not deemed significantly sufficient to endorsement of female candidates. Thus, the Women Make the Change programme, through UNDP's ongoing long-term existing relationship with IPPCC, seeks to provide more long-term technical support to the Integrity of Political Parties and Candidates Commission and the National Parliament is needed to strengthen the gender sensitization of these critical entities, and their support from political parties and current members of parliament to increase women's access to political parties. Additionally, UNDP will also be working with the IPPCC to strengthen their outreach support to women candidates on the Political Party system in PNG, including on effectively and strategically engaging with the party system, under Outcome 4, as consultations have found that the understanding of women candidates of this provision under the OLIPPAC is also low. This will also be incorporated into the capacity building activities for women candidates under outcome 2 of the Women Make the Change programme.

PNG's legal framework is currently weak on protecting and supporting women to fully access and realizing their right to political participation. Evidence shows that in patriarchal societies, use of temporary special measures such as quotas for female representation complemented with voluntary party measures to promote female candidates are critical in achieving gender parity in political representation. Following the visit of the UN Deputy Secretary General to Papua New Guinea in March 2020, the Prime Minister of PNG made a commitment to promote the adoption of legislation on temporary special measures to strengthen women's leadership and participation in politics, and requested technical support from the UN in this regard. Technical support to this end has been prioritized.

Project consultations also found that the understanding of both male and female members of the Provincial and Local-Level assemblies, is also low on the Organic Law on Provincial and Local Level Governments 1995 (OLPLLG), and the provisions for nominated women representatives in the Provincial Assemblies, Urban and rural local level government, and district and ward councils. This low understanding further contributes to the current ad-hoc implementation of these provisions in these structures. Support from the mandated National Agency, the Department of Provincial and Local Level Government Affairs (DPLGA), to monitor compliance is also limited due to funding constraints to the induction training programme for all newly elected members of the Local Level Government, which has now been restricted to be conducted on an ad hoc basis impinging on requests and funding from the local member of parliament. As a result, there is no existing National database of appointed and elected women in these leadership roles at the Sub-National level. The Women Make the Change programme seeks to address this gap through the Action Research component which will be implemented by UNDP under Outcome 2, which will also inform the development of the capacity building component which also falls under Outcome 2 of the programme. The Women Make the Change

programme will also strategically partner with the DPLGA under Outcome 2, including on incorporating a session around the reserved seats for women in these sub-National structures under the OLPLLG and the equal decision-making powers that these women are entitled to, into the training modules, and ensuring the training package developed compliments the existing induction programme that the DPLGA runs. Through outcome 3 on awareness raising, the Women Make the Change programme will also highlight the importance and impact of these induction sessions for these sub-national structures, and the role of women, to advocate for more sustainable support provided to these critical induction programmes at the administrative and political level.

Findings from the Action Research conducted by UNDP will also inform the communications campaign developed under Outcome 3, which will further draw upon by good practices for community engagement and youth networks and gender equality champions identified through the UN Women PNG CO's Sanap Wantaim behaviour change campaign on EVAW, under the Safe Cities programme which works in urban marketplaces. WMC will focus on community-level awareness that engages influential leaders and aligns men and boys with women and girls as partners and allies, including using dynamic messaging campaigns developed, led, and disseminated by youth to target other youth. The programme's capacity building work with young women leaders under Outcome 2 will also strengthen existing young women networks including on how to strategically engage with youth male allies and champions for gender equality. Positive messaging on women's political participation and leadership will be used to reinforce positive behaviour. As has been successful with the Sanap Wantaim campaign, WMC community awareness will also engage influential leaders and influencers to help spread important messaging on the value and importance of increased women's political participation and leadership in PNG and the beneficial long-term impacts for the wider society.

2. The specific results expected (e.g., outputs) through engagement of the proponent.

Below are the specific outputs and indicators for the programme as outlined in the Women Make the Change Monitoring and Evaluation Learning Framework (MELF), which has been approved by the Project Board, and the multi-year workplan submitted by UNDP. As detailed below, UNDP will contribute towards the WMC Project in the following areas: **Outcome 1** (Output 1.1), **Outcome 2** (Output 2.1), and **Outcome 4** (Output 4.1, Output 4.2, and Output 4.3).

The indicators in the MELF are currently broad and were developed to be aligned with existing indicators to track the Government of Papua New Guinea's commitment on women in leadership, including in National Government policy documents (Medium Term Development Plan III), UN global commitments (Sustainable Development Goal 5), and donor commitments (Pacific Women Shaping Pacific Development is the Australian Department of Foreign Affairs and Trade programme that aims to improve opportunities for the political, economic and social advancement of Pacific Women, through which this programme is funded). UNW, in consultation with UNDP as the responsible party, will further revise the indicators in the MELF to be specific, measurable, achievable, realistic, and timebound, to guide the monitoring and evaluation of the programme's progress.

Outcomes / Outputs	Indicators
Outcome 1: Legal and policy frameworks and arrangements promote gender balance in political decision-making bodies	
Output 1.1. Technical assistance provided to Government of Papua New Guinea institutions as required to strengthen women's political leadership, especially at National level	Types and number of activities delivered, including coordination activities (PW)
Outcome 2: A cadre of interested, diverse and capable women political leaders is formed at sub-national levels	
Output 2.1. Action research undertaken tracks progress women over time in the target provinces	Types and number of activities delivered, including coordination activities (PW)

Outcomes / Outputs	Indicators
	Number of women supported to take on leadership roles at the local, district, provincial and national level (PW; MTDP III 3.5.2)
Outcome 4: Women are promoted as leaders in gender sensitive political institutions	
Output 4.1. Political parties and IPCC supported to build commitment of political parties to gender equality and women's leadership	Types and number of activities delivered (PW)
Output 4.2. National Parliament supported to promote women's leadership and gender equality	Types and number of activities delivered (PW) Evidence of gender responsive laws and policies (PW; MTDP III KRA 3.5)
Output 4.3. Build capacity provided to Dept for Community Development and Religion (DFCDR) to lead this agenda from the Government of Papua New Guinea's perspective	Types and number of activities delivered (PW) Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5)

Component 3: Description of the Technical Approach and Activities		
EXPECTED RESULTS	STRATEGY TO ACHIEVE RESULTS	ACTIVITY DESCRIPTIONS
<p>Output 1.1 Technical assistance provided to Government of Papua New Guinea institutions as required to strengthen women's political leadership, especially at national level.</p>	<p>UNDP will leverage existing relationships and previous work with the National Parliament, Members of Parliament, political parties, CLRC, IPPCC and parliamentary committees to successfully implement the activities under this Output. UNDP will work with the National Parliament in support of general MP capacity development, for example, through ensuring induction and other training programmes integrate gender issues and on-demand technical advice is available regarding gender-sensitive law reform.</p> <p>This work will also entail undertaking capacity-building activities with MPs on how to implement gender-responsive decentralisation and rural development, including by promoting gender sensitive planning for MPs DSIP/PSPI allocations, in collaboration with the Department of Implementation and Rural Development (DIRD), and as appropriate, Department of Provincial and Local Government Affairs. It is envisaged that MPs can then apply these skills as Chairs of DDAs, working alongside women leaders on DDAs and in Provincial Assemblies.</p> <p>Lastly, under this output, UNDP will work with PNG's parliamentary leadership and</p>	<p>WHAT: Workshops undertaken with MPs through parliamentary committees to strengthen political support and understanding on measures to increase women's leadership WHO: UNDP, CLRC/IPPCC, National Parliament WHEN: Year 1 to Year 3 WHERE: National Capital District</p>
	<p>WHAT: Workshops undertaken with political parties on measures to increase women's leadership WHO: UNDP, CLRC/IPPCC, National Parliament WHEN: Beginning in Year 1, completion in Year 2 WHERE: National Capital District</p>	
	<p>WHAT: Technical advice on gender and women's political participation provided to relevant parliamentary committees and MPs, and Motu Koita Assembly, as necessary. WHO: UNDP, CLRC/IPPCC, National Parliament WHEN: Beginning in Year 1, completion in Year 2 WHERE: National Capital District</p>	

	<p>staff to explore options for providing a more sustainable parliamentary services hub for women MPs and/or on gender issues. (A proposal for a Gender Office has already been developed for consideration by the Clerk of Parliament.)</p>	<p>WHAT: Research conducted to provide advice to government on measures to improve women's leadership. WHO: UNDP, CLRC/IPPC, National Parliament WHEN: Beginning in Year 1, completion in Year 2 WHERE: Across the 10 target provinces</p>
<p>Output 2.1 Action research undertaken to track progress for women over time in the target provinces.</p>	<p>In 2007, UNDP and UN Women partnered to undertake the first gendered diagnostic of women in national parliamentary elections, highlighting the barriers to WPP and temporary special measures (TSMs). In 2012, UNDP and UN Women partnered again to conduct a diagnostic of the 2012 election, which returned three women to the national parliament, identifying pathways for women to positions of national leadership. This findings of this prior research will be used to inform and guide the analytical framework of the action research undertaken under this output. UNDP will commission research to identify and profile women in positions of leadership at the sub-national level and identify existing opportunities and challenges facing women's political participation, including understanding of gender equality, the effectiveness of implementation of existing laws and policies at sub national level, including the Family Protection act, and the Gender Equity and Social Inclusion Policy. These findings will be used to inform the development of capacity building activities for women at the sub-national level. UNDP will reinvigorate the PacWIP website to showcase women running for election, as well as the achievements of women political leaders to date.</p>	<p>WHAT: Action Research to track progress of women in leadership in target provinces, and barriers and opportunities to women's political participation at the sub-national level commissioned, undertaken, published, and updated. WHO: UNDP WHEN: Year 1 to Year 3 WHERE: Across the 10 target provinces</p>
		<p>WHAT: Profiles of women in positions of leadership at the sub-national level collected and added to PacWIP website (UNDP) WHO: UNDP WHEN: Beginning in Year 1, completion in Year 2 WHERE: Across the 10 target provinces</p>
<p>Output 4.1 Work with Political Parties (PPs) and the Integrity of Political Parties and Candidates Commission (IPCC) to build commitment of PPs to gender equality and Women's Leadership.</p>	<p>UNDP's close partnerships with IPCC, political parties and the National Parliament will enable the Project to harness local expertise for the benefit of the Project, reducing the costs of using international consultants while continuing to strengthen a core team of national experts.</p> <p>work with the National Parliament in support of general MP capacity development, for example, through ensuring induction and other training programmes integrate gender issues and on-demand technical advice is available regarding gender-sensitive law reform;</p>	<p>WHAT: Support capacity building for Political Parties on Women in Leadership and gender equality. WHO: UNDP/Political parties WHEN: Beginning in Year 1, completion in Year 2 WHERE: National Capital District</p>
		<p>WHAT: Provide technical advice to support IPCC and Political Parties upon request in support of manifesto development on gender equality and women's leadership to strengthen the capacity and support of political parties on women's political participation and women in leadership. WHO: UNDP/IPPC/Political parties WHEN: Beginning in Year 1, completion in Year 2 WHERE: National Capital District</p>
	<p>UNDP will work with the Clerk of Parliament on using the Inter-Parliamentary Union (IPU) model for</p>	<p>WHAT: Promote application of IPU Gender Sensitive Parliament assessment with the Clerk of Parliament. WHO: UNDP/National Parliament WHEN: Beginning in Year 2, completion in Year 3</p>

<p>Output 4.2 Work with National Parliament to promote Women in Leadership and gender equality.</p>	<p>assessing Gender Sensitive Parliaments, to develop an adaptation to assess the Parliament. This will include an assessment of the ability of District Development Authorities to include women in decision-making, develop policies and budgets that improve women's lives, and implement programs that meet their needs. Support will also be given for the review of Terms of Reference and processes of appointing women representatives at the Provincial Executive Committee (PEC) and District Development Authority (DDA) boards.</p> <p>UNDP will explore opportunities for working with 1-2 parliamentary committees with relevant duties to address issues related to women's participation, for example, by building commitment to a parliamentary inquiry into violence against women during elections and the effectiveness of women's TSM at local levels.</p> <p>UNDP will work with IPPCC to support the passage of the amendments to the electoral law regarding 20% women in political parties. If the law is passed, it would also involve supporting IPPCC to implement their role in monitoring this.</p>	<p>WHERE: National Capital District</p> <p>WHAT: Support the incorporation of training on gender equality and Women in Leadership into new MPs Induction Programme (with other parliamentary partners) by working with the National Parliament</p> <p>WHO: UNDP/Members of Parliament/Parliamentary partners</p> <p>WHEN: Year 1 to Year 3</p> <p>WHERE: National Capital District and Autonomous Region of Bougainville</p> <hr/> <p>WHAT: Support key parliamentary committees to discuss / hold inquiries / produce reports on Women in Leadership/gender issues.</p> <p>WHO: UNDP/Parliamentary Committees</p> <p>WHEN: Year 1 to Year 3</p> <p>WHERE: National Capital District and Autonomous Region of Bougainville</p> <hr/> <p>WHAT: Ensuring induction and other training programmes integrate gender equality.</p> <p>WHO: UNDP/National Parliament/Bougainville House of Representatives/Parliamentary partners</p> <p>WHEN: Year 3</p> <p>WHERE: Across 10 target provinces</p> <hr/> <p>WHAT: Provide on-demand technical advice on gender-sensitive law reform.</p> <p>WHO: UNDP</p> <p>WHEN: Year 1 to Year 3</p> <p>WHERE: National Capital District</p>
<p>Output 4.3 Build capacity of Department for Community Development and Religion (DfCDR) to lead this agenda from the Government of Papua New Guinea's (GoPNGs) perspective.</p>	<p>UN Women and UNDP will agree with the Department for Community Development and Religion, a package of technical assistance to the DfCDR and the Office for Development of Women (ODW) to strengthen these institutions to ensure they can play their government mandated role in mainstreaming women's leadership and gender equality across the Government of PNG. In past years, the Office was responsible for leading the policy work on Temporary Special Measures within the Government of PNG. The current CLRC review may well recommend changes to the role of ODW and the position of women's affairs within Government. Therefore, the support to DfCDR and ODW will be determined once the review is finalised. The Department still has the lead on this but could benefit from additional embedded technical support to drive these complex changes.</p>	<p>WHAT: Provide technical assistance to the Office of Development of Women to lead across Government on the implementation of policy and legislation relating to women in politics (UNDP)</p> <p>WHO: UNDP/Office of Development of Women/Department of Community Development and Religion</p> <p>WHEN: Year 1 to Year 3</p> <p>WHERE: National Capital District</p>

Component 4: Implementation Plan

Implementation Plan

Below is the multi-year UNDP workplan for Women Make the Change, highlighting planned activities across the three Outcome areas which they propose to implement during the programme period from 1 September 2020 to 31 December 2022. It highlights the programme outcomes, outputs, activities, timeline, and responsible party. The corresponding UN Women AWP activity from which funds and resources are allocated for the implementation of the activities below are indicated in brackets in blue.

Project No:		Project Name: Women Make Change									
Name of Proponent Organization: UNDP - PNG											
<p>Brief description of Project: The number of women in key leadership and decision-making roles in Papua New Guinea (PNG) has remained consistently low. No women candidate was elected in the 2017 elections, therefore there is no women MPs in the 111-member National Parliament of PNG despite the Government of PNG committing to a range of national and international commitments to support women's equal participation in public life and within political processes.</p> <p>To respond to this and to prepare for the 2022 national elections, UNDP is partnering with UN Women to implement the Women Make the Change project between 2020 and 2022. The project aims to complement the existing work of national bodies as well as other development partners, harnessing our organisation's access to global and Pacific good practice to ensure quality expertise combined with support relevant to the local context is offered to national partners to progress this agenda.</p> <p>The UNDP component focuses on three out of four critical outcomes within the Framework: (i) Legal and policy frameworks and arrangement promote gender balance in political decision-making bodies; (ii) A cadre of interested, diverse and capable women political leaders is formed at national and sub-national level; (iii) Women are promoted as leaders in gender sensitive political institutions. The project implementation will be guided by the Monitoring, Learning and Evaluation Framework (MELF), developed in December 2019.</p>											
Project Start and End Dates: 1 September 2020 to 30 November 2022											
Brief Description of Specific Results (e.g., Outputs) with corresponding indicators, baselines and targets. Repeat for each result											
<p>Project Outcome 1: Legal and policy frameworks and arrangements promote gender balance in political decision-making bodies (Output 1.1.4 in UNW PNG AWP 2020 in RMS)</p> <p>Output 1.1 Technical assistance provided to Government of Papua New Guinea institutions as required to strengthen women's political leadership, especially at national level. (Activity 1.1.4.1 in UNW PNG AWP 2020 in RMS)</p> <p>Indicator: Types and number of activities delivered, including coordination activities (PW)</p> <p>Baseline: 5 MPs attend Pacific Regional MPs' workshop on gender equality and women's empowerment, 2018 and 2019</p> <p>Target: 1 national event per year to WIL and gender awareness for parties</p> <p>Source: Activity and Project reports, media reports</p>											
List the activities necessary to produce the results Indicate who is responsible for each activity		Duration of Activity in Mon(th) (or Quarters)									
Activity	Responsible	2020		2021				2022			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.1 Workshops undertaken with MPs on measures to increase women's leadership	UNDP	X	X	X	X	X	X	X	X	X	x

1.1.2 Workshops undertaken with political parties on measures to increase women's leadership	UNDP	X	X	X	X	X	X				
1.1.3 Technical advice provided to relevant parliamentary committees and MPs, and Motu Koita Assembly, as necessary.	UNDP	X	X	X	X	X	X				
1.1.4 Research conducted to provide advice to government on measures to improve women's leadership.	UNDP	X	X	X	X	x	x				
<p>Project Outcome 2: A cadre of interested, diverse and capable women political leaders is formed at national and sub-national levels. (Output 1.1.1 in UNW PNG AWP 2020 in RMS)</p> <p>Output 2.1 Action research undertaken to track progress for women over time in the target provinces. (Activity 1.1.1.20 in UNW PNG AWP 2020 in RMS)</p> <p>Indicator: Types and number of activities delivered, including coordination activities (PW) Indicator: Number of women supported to take on leadership roles at the local, district, provincial and national level (PW; MTDP III 3.5.2) Baseline: # of women in leadership positions in PacWIP website update 2012 Target: Website updated profiling women in leadership positions based on the electoral cycle for national and provincial elections including Bougainville and Motu Koita Assembly. Source: Activity and Project reports, PacWIP website</p>											
List the activities necessary to produce the results Indicate who is responsible for each activity		Duration of Activity in Months (or Quarters)									
2.1.1 Research commissioned, undertaken, published, and updated.	UNDP	X	X	X	X	X	X	X	X	X	x
2.1.2 Participatory planning at provincial level to determine their action plans for Women in Leadership for programme inception.	UNDP										
2.1.3 Profiles collected and added to PacWIP website (UNDP)	UNDP	X	X	X	X	X	X				
<p>Project Outcome 4: Women are promoted as leaders in gender sensitive political institutions. (Output 1.1.2. in UNW PNG AWP 2020 in RMS)</p> <p>Output 4.1: Work with Political Parties (PPs) and the Integrity of Political Parties and Candidates Commission (IPCC) to build commitment of PPs to gender equality and Women's Leadership. (Activity 1.1.2.1 in UNW PNG AWP 2020 in RMS)</p> <p>Indicator: Types and number of activities delivered (PW) Baseline: Gender mainstreaming workshop with MPs and political parties, 2018 and 2019 Target: Parties members with capacity to engage and advocate for 20% for women in the political parties and in the Organic Law on Integrity of Political Parties and Candidates Source: Activity and Project reports, IPCC reports, media reports</p>											
4.1.1 Support capacity building for Political Parties on Women in Leadership and gender equality issues.	UNDP	x	x	x	x	x	X				

4.1.2 Provide technical advice to support IPPCC and Political Parties upon request in support of manifesto development.	UNDP	x	x	x	x	x	x				
Output 4.2 Work with National Parliament to promote Women in Leadership and gender equality. (Activity 1.1.2.3 in UNW PNG AWP 2020 in RMS)											
Indicator: Types and number of activities delivered (PW)											
Baseline: Gender awareness and sensitization meetings and conferences for MPs between 2012 to 2019.											
Target: 1 National event per year to promote gender equality issues and dialogue											
Source: Activity and Project reports, IPPCC reports, media reports											
Indicator: Evidence of gender responsive laws and policies (PW; MTDP III KRA 3.5)											
Baseline: 0											
Target: Set up of gender research unit or support services for MPs.											
Source: Activity and Project reports and media reports											
4.2.1. Promote application of IPU Gender Sensitive Parliament assessment with Clerk.	UNDP			X	X	X	X	X	X	X	X
4.2.2. Input gender and Women in Leadership inti new MPs Induction Programme (with other parliamentary partners)	UNDP	X	X	X	X	X	X	X	X	X	X
4.2.3. Support key parliamentary committees to discuss / hold inquiries / produce reports on Women in Leadership/gender issues	UNDP	X	X	X	X	X	X	X	X	X	X
4.2.4. Ensuring induction and other training programmes integrate gender equality.	UNDP							x	x	x	x
4.2.5. Provide on-demand technical advice on gender-sensitive law reform.	UNDP	X	X	X	X	X	X	X	X	X	X
Output 4.3 Build capacity of Department for Community Development and Religion (DfCDR) to lead this agenda from the Government of Papua New Guinea's (GoPNGs) perspective. (Activity 1.1.2.2 in UNW PNG AWP 2020 in RMS)											
Indicator: Types and number of activities delivered (PW)											
Baseline: Capacity Development assessment of DfCDR, ODW and NCW, 2010											
Target: Updated assessment of ODW											
Source: Activity and Project reports and media reports											
Indicator: Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5)											
Baseline: Gender mainstreaming workshop with MPs and political parties and women leaders in 2018 and 2019											
Target: Finalisation of the Organic Law on Integrity of Political Parties and Candidates Commission with inclusion of 20% quotas for women											
Source: Activity and Project reports, IPPCC reports, media reports											
4.3.1. Support the Office of Development of Women to lead across Government on policy and legislation relating to women in politics (UNDP)	UNDP	X	X	X	X	X	X	X	X	X	X
Project Assurance and Support											
National Programme Specialist – NOC	UNDP	X	X	X	X	X	X	X	X	X	X
Monitoring, Evaluation and Reporting	UNDP	X	X	X	X	X	X	X	X	X	X
Communications Support	UNDP	X	X	X	X	X	X	X	X	X	X

Monitoring and Evaluation Plan

UNDP will be guided by the Women Make the Change programme Monitoring, Evaluation and Learning Framework (MELF) which was developed in December 2019 (attached) to establish systems and processes to collect and document the necessary data such as activity reports and meeting minutes to track project implementation, identify outcomes and document learning for future work. It ensures that the necessary data is collected to report to donors and stakeholders and to guide program improvements. Learnings from program monitoring, evaluation and learning will inform the design of longer-term Women Make the Change investments.

The MELF outlines how the progress will be captured during the project's duration to measure its success. The targets for specific activities are included in the multi-year workplan. These targets guide the implementation. Following the advice of the UN Women M&E Specialist and project board, the project MELF will be accordingly revised to RBM compliant outcome and output indicators and targets.

In the first year of the programme, a baseline survey will be conducted by UN Women with input from UNDP in the ten target provinces as well as with certain key informants consisting of government departmental heads, politicians and women leaders on their perceptions related to women in political participation and leadership, the factors that influence lack of women in leadership and the capacity of prospective women leaders.

The baseline data will then be used as a guide during the implementation stage. During the implementation, regular monitoring activities will be conducted to project sites and discussions held with key government partners to ensure everything is on track. Where there are major deviations, corrective actions will be taken. The Programme Board will be involved in making major decisions on the deviation whereas the Reference Group provides guidance, direction and oversees the implementation of the program activities

In consultation with UNWomen, UNDP will conduct Pre- and post-test evaluations at the beginning and end of every activity particularly for trainings and workshops. Records of meeting minutes will be updated to ensure vital information is captured and action items are implemented.

During the annual reporting period, UNDP will review its targets and change to reflect what is actually achievable and realistic given the time sensitive of this programme. M&E consultants will be hired as and when need to conduct specific activities such as Most Significant Change stories, impact stories and/or case studies where UNDP lacks capacity.

UN Women will facilitate an endline evaluation at the end of the programme to measure the programme's effectiveness of and whether or not the targets were reached and programme outcomes achieved. This will be done in consultation with UNDP as a responsible party for the implementation of this programme.

Component 5: Risks to Successful Implementation
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Risk Analysis: OFFLINE RISK LOG P= probability. L= Impact

#	Description	Assumption	Type	Probability (P) and Impact (I)	Countermeasures / Mngt response	Owner
1	Political Will	There is political will to adopt reforms. Parliamentary and political leaders are committed to increase women's political participation.	Political / Strategic	P = 5 I = 5	Engaging critical political players from the outset of the Project and engage critical partners as Programme Board Co-Chairs Working with political parties and MPs as core partners	UNWomen and UNDP
2	Cultural / social resistance	Raising awareness about gender equality will lead to transformation in attitudes and address cultural and social barriers	Environmental Political	P = 4 I = 4	Ensuring local partners lead and own the project to avoid any sense that this work is donor driven, particularly at	UN Women and UNDP
4	Country Office implementation capacity	UNDP has sufficient capacity to implement project	Operational	P = 2 I = 2	Project staffing structure has been designed to enable bringing in specific expertise to support project implementation	UNDP
5	Delays to start-up phase	UNDP has sufficient funds from other sources to mitigate delays	Operational	P = 4 I = 2	UNDP source funds from other sources, including core funds to support key activities and can leverage pre-existing key partnerships with stakeholders to catalyze activity implementation in case of delay to start-up phase	UNDP
6	Backlash against women	A select group of women are willing to enter politics and lead and have political support to enter leadership positions.	Political and operational	P = 3 I = 4	At the political level, UN Women, UNDP and Resident Coordinator will socialise the programme with PM/Planning and other key politicians to enlist support for the programme At the operational level, UN Women and UNDP will develop a Do No Harm strategy that will guide this risk mitigation	UN Women and UNDP
7	Young women are exposed to GBV	Do no harm strategies can identify red flags and assess risks, including heightened risks specific to young women in leadership to GBV	Operational	P = 3 I = 4	All programme staff will sign the PSEA Code of Conduct. The Do No Harm strategy will also cover this risk and guard against any breaches	UN Women and UNDP
8	Lack of coordination across all parties acting for change	Institutions are historically gendered but are open to change and strategic partnerships and interventions can strengthen coordination	Political and operational	P = 4 I = 2	Appointment of a staff member responsible for coordination across all elements. Hold regularly scheduled meetings between UNWomen and UNDP to monitor programme implementation, identify and address bottlenecks.	UN Women and UNDP

9	Office operations impacted due to COVID-19 and other National emergencies	UNDP is able to implement its components in National emergencies, including public health emergencies	Operational	P = 4 I = 2	UNDP has a Business Continuity Plan that is tested and in line with global standards and practices and will be able to continue operations remotely if access to the office is restricted by COVID-19 and other National emergencies	UNDP
10	Travel and face to face meetings and activities restricted	UNDP is a dynamic organization that can adjust to travel restrictions to implement activities	Operational	P = 4 I = 2	All UNDP staff have been issued organizational Zoom licenses and UNDP has also procured Zoom licenses for key Government partners to enable critical operations and meetings to take place virtually	UNDP

Risk values:

Risk Likelihood Descriptors (Probability)

RATING	DESCRIPTION	LIKELIHOOD OF OCCURRENCE
1	Improbable	Highly unlikely, but it may occur in exceptional circumstances. It could happen, but probably never will.
2	Remote	Not expected, but there's a slight possibility it may occur at some time.
3	Occasional	The event might occur at some time as there is a history of casual occurrence.
4	Probable	There is a strong possibility the event will occur as there is a history of regular occurrence.
5	Frequent	Very likely. The event is expected to occur in most circumstances as there is a history of frequent occurrence.

Risk Severity Descriptors (Impact)

Rating	DESCRIPTION	FINANCIAL IMPACT (Local Level Thresholds)	FINANCIAL IMPACT (Pooled Fund Level Thresholds)	PARTNERS & STAFF HEALTH & SAFETY	BUSINESS INTERRUPTION	REPUTATION & IMAGE	CORPORATE OBJECTIVES
1	Negligible	Less than <1% office budget	Less than <5% pooled fund	No or only minor personal injury; First Aid needed but no days lost	Negligible; Critical systems unavailable for less than one hour	Negligible impact	Resolved in day-to-day management No substantive impediment to corporate objectives
2	Low	1-2% office budget	5-10% pooled fund	Minor injury; Medical treatment & some days lost	Inconvenient; Critical systems unavailable for several hours	Adverse local media coverage only	Minor impact on the timeliness or achievement of corporate objectives
3	Moderate	<2-3% office budget	10-15% pooled fund	Injury; Possible hospitalisation & numerous days lost	Client dissatisfaction; Critical systems unavailable for less than 1 day	Adverse capital city media coverage	Significant impact Some elements of corporate objectives will not be achieved or will be delayed
4	Significant	3-5% office budget	15-20% pooled fund	Single death &/or long-term illness or	Critical systems unavailable for 1 day or	Adverse and extended national	Major impact Significant elements
5	Catastrophic	>5% office budget	20-25% pooled fund	Fatality(ies) or permanent disability or ill-health	Critical systems unavailable for more than a day (at a crucial time)	Demand for government inquiry/ international media coverage	Disastrous impact Corporate objectives will not be achieved

Component 6: Results-Based Budget
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The Results-Based Budget is shown below. The budget clearly outlines the budget UNDP requires to implement in its planned activities per Outcome area across the life of the Women Make the Change project, the outputs, planned activities, and year of implementation. These funds cover workshop, trainings, research, technical support, personnel, Monitoring and Evaluation and Communication support. Support costs at 8% have been subsumed into the programmable amount in the budget, as per the *Women Make the Change* programme document. These activities and costs contribute to achieving results per outcome per year as stated in the multi-year UNDP work plan.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Est. Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET (US Dollar)		
		Y1	Y2	Y3		Funding Source	Budget Description/ (Expense Code)	Funded
Project Outcome 1: Legal and policy frameworks and arrangements promote gender balance in political decision-making bodies								
Output 1.1 Technical assistance provided to Government of Papua New Guinea institutions as required to strengthen women's political leadership, especially at national level.	Workshops undertaken with MPs on measures to increase women's leadership	10,000.00	10,000.00	10,000.00	UNDP, CLRC/IPPC, National Parliament	UN Women (DFAT and NZ)	General operating costs	30,000.00
	Workshops undertaken with political parties on measures to increase women's leadership	20,000.00	40,000.00					60,000.00
	Technical advice provided to relevant parliamentary committees and MPs, and Motu Koita Assembly, as necessary.	13,333.00	20,000.00					33,333.00
	Research conducted to provide advice to government on measures to improve women's leadership.	10,001.00	19,144.00					29,145.00
	Sub-Total for Output 1.1	53,334.00	89,144.00	10,000.00				152,478.00

Project Outcome 2: A cadre of interested, diverse and capable women political leaders is formed at national and sub-national levels.								
Output 2.1 Action research undertaken to track progress for women over time in the target provinces.	Research commissioned, undertaken, published, and updated.	55,000.00	55,000.00	60,000.00	UNDP	UN Women (DFAT and NZ)	Contractual services to develop methodology, data gathering and analysis Meetings for information and data collection in selected sites Travel	170,000.00
	Participatory planning at provincial level to determine their action plans for Women in Leadership for programme inception.							-
	Profiles collected and added to PacWIP website (UNDP)	5,000.00	5,000.00					10,000.00
	Sub-Total for Output 2.1	60,000.00	60,000.00	60,000.00				180,000.00
Outcome 4: Women are promoted as leaders in gender sensitive political institutions.								
Output 4.1 Work with Political Parties (PPs) and the Integrity of Political Parties and Candidates Commission (IPPCC) to build commitment of PPs to gender equality and Women's Leadership.	Support capacity building for Political Parties on Women in Leadership and gender equality issues.	20,000.00	10,000.00		UNDP	UN Women (DFAT and NZ)	Grant to support IPPCC to conduct awareness workshops and discussion forums for political parties Meetings and Travel	30,000.00
	Provide technical advice to support IPPCC and Political Parties upon request in support of manifesto development.	20,000.00	10,000.00					30,000.00
	Sub-Total for Output 4.1	40,000.00	20,000.00	-				60,000.00
Output 4.2 Work with	Promote application of IPU Gender Sensitive		5,000.00	5,612.00	UNDP	UN Women		10,612.00

National Parliament to promote Women in Leadership and gender equality.	Parliament assessment with Clerk.					(DFAT and NZ)		
	Input gender and Women in Leadership inti new MPs Induction Programme (with other parliamentary partners)	11,871.00	18,129.00	10,000.00				40,000.00
	Support key parliamentary committees to discuss / hold inquiries / produce reports on Women in Leadership/gender issues.	15,000.00	15,000.00	10,000.00			Contractual services and travel	40,000.00
	Ensuring induction and other training programmes integrate gender equality.			10,000.00				10,000.00
	Provide on-demand technical advice on gender-sensitive law reform.	20,000.00	10,000.00	10,000.00				40,000.00
	Sub-Total for Output 4.2	46,871.00	48,129.00	45,612.00				140,612.00
Output 4.3 Build capacity of Department for Community Development and Religion (DfCDR) to lead this agenda from the Government of	Support the Office of Development of Women to lead across Government on policy and legislation relating to women in politics (UNDP)	30,000.00	20,000.00	20,000.00	UNDP	UN Women (DFAT and NZ)	Contractual services Meetings and coordination costs	70,000.00
	Sub-Total for Output 4.3	20,000.00	20,000.00	20,000.00				60,000.00

Papua New Guinea's (GoPNGs) perspective.								
Project Assurance and Support	National Programme Specialist - NOC	26,667.00	80,000.00	80,000.00	UNDP	UN Women (DFAT and NZ)	Contractual services for monitoring, data collation and analysis Travel to selected sites	186,667.00
	Monitoring, Evaluation and Reporting - including baseline surveys, M&E technical assistance throughout and final evaluation; visits to project sites by UNDP and UNW Personnel/ Consultants/Government and generation of Lessons Learned.	20,000.00	20,000.00	18,551.00	UNDP		Contractual services for monitoring, data collation and analysis Travel to selected sites	58,551.00
	Communications Support	8,500.00	8,500.00	8,500.00	UNDP		Contractual services	25,500.00
	Sub-total	55,167.00	108,500.00	107,051.00				270,718.00
Programme Total		285,372.00	345,773.00	242,663.00				873,808.00
TOTAL								873,808.00

Women make the Change: Increased voice for women in political processes

Monitoring, Evaluation and Learning Framework

1. Introduction

This document outlines the Women Make the Change Monitoring, Evaluation and Learning Framework (MELF). The Framework was developed collaboratively by UN Women, UNDP, the Project Board led by the Registrar Integrity of Political Parties and Candidates Commission (IPPC) and key stakeholders. Consultations were conducted in nine provinces in 2019 and feedback informed the project design and MELF. A workshop bringing together over 20 stakeholders representing government and non-government representatives, women's groups, technical experts and non-government agencies was held in November 2019 to contribute to the MELF development.

The MELF guides UN Women, UNDP and project partners to establish systems and processes to collect and document the necessary data to track project implementation, identify outcomes and document learning for future work. It ensures that the necessary data is collected to report to donors and stakeholders and to guide program improvements. Learnings from program monitoring evaluation and learning will inform the design of longer term Women Make the Change investments

The MELF aligns with the Government of Papua New Guinea's gender equality policies and priorities, including the Medium Term Development Plan III; the UN Development Assistance Framework (UNDAF) and UN Women's Evaluation Policy. The MELF aligns with and contributes to the UN Women global framework on women's political participation. It also aligns with the Pacific Women Shaping Pacific Development (*Pacific Women*) Papua New Guinea Monitoring, Evaluation and Learning Framework (August 2018).

2. Purpose of the Monitoring and Evaluation Framework

The monitoring and evaluation framework will:

- support UN Women, UNDP, the project Board and Women Make the Change partners carry out regular and systematic assessment of progress towards outcomes
- provide accountability to the Governments of Papua New Guinea, Australia and New Zealand and project partners for funding, outputs delivered and overall programme performance
- help Government of Papua New Guinea departments meet their reporting requirements on international and national commitment on women's leadership, for example, convention on the Elimination of All Forms of Discrimination Against Women and the MTDP III
- support learning about and sharing what works, what does not, for whom, and under what circumstances
- support the identification of risks so they can be managed effectively
- inform project improvements through the identification of progress in program implementation and successes achieved and challenges encountered during implementation
- support project quality assurance

- Inform UN Women’s normative agenda globally through better information about women’s political leadership in Papua New Guinea
- inform the development of a long-term investment into the WMC initiative.

3. Project overview

The Women Make the Change Project contributes to national priorities aimed at addressing gaps in women’s role in political decision making at all levels – specifically Goal 6.3 of PNG’s Medium Term Development Plan (MTDP III) 2018-2022 on *All citizens irrespective of gender, race, culture, religion or specialties will have equal opportunity to participate in and benefit from the development of the country.*

Project aim

Women fully and effectively participate in and have equal opportunities for leadership at all levels of decision-making in political and public life.

Project outcomes

The Project contributes to the following four outcomes:

1. Legal and policy frameworks and arrangements promote gender balance in political decision making bodies
2. A cadre of interested, diverse and capable women political leaders is formed at national and sub-national levels
3. Women are perceived as equally legitimate and effective political leaders as men
4. Women are promoted as leaders in gender sensitive political institutions.

The Project is implemented by UN Women and UNDP in collaboration with the Government of Papua New Guinea. Partner and collaborating agencies include Integrity of Political Parties and Candidates, Department for Community Development and Religion, Department for Inter-Government Relations, Department of Provincial and Local Government Affairs, Department of National Planning and Monitoring, National Parliament of PNG, National Research Institute and Constitutional and Law Reform Commission.

The Project will complement the existing work of national bodies as well as other development partners, harnessing UN Women and UNDP’s access to global and Pacific good practice to ensure that quality expertise combined with locally-contextualised support is offered to national partners to progress this local agenda. The Project will build on previous work in Papua New Guinea.

Project design

The Project design draws on the combined work of both UNDP and UN Women. Lessons learned from UNDP’s work over the years in strengthening the political party system, working with National Parliaments, and working with male politicians are pertinent as is learning derived from past engagement with UN Women’s network of women’s organizations to advocate for the rights of women, especially in Bougainville.

The Project integrates the considerable research. It engages multiple stakeholders at different levels in order to build support for women’s political participation across critical constituencies.

There has been considerable research undertaken by the then State Society and Governance in Melanesia (SSGM) and CDI¹, UNDP, UN Women and the National Research Institute (NRI) amongst others to understand why women are not being elected across the Pacific, and in PNG in particular.

¹ SSGM is now called the Department of Pacific Affairs. CDI has been merged into this institution.

In 2016 *Pacific Women* consolidated all of the research on women's leadership and a number of critical challenges were highlighted, including:

- (i) Work to support the enabling environment through law reform has not involved male changemakers enough and has also failed to bring the public along;
- (ii) An electoral cycle approach has not been applied, so that support is ad hoc and provided too late;
- (iii) Training candidates has potential but has tended to target the wrong women, has usually been provided too late and sometimes covered the wrong topics;
- (iv) Insufficient work has been undertaken at sub-national levels to build women's capacities; and
- (v) Insufficient investment has been made in building coalitions for change.²

Women Make the Change Stakeholders

UN Women and UNDP work with a number of local Implementing partners for the project who will lead on implementing the core elements of the Project, with support from the Project team.

Partners include:

National Research Institute continue to provide an important role in researching the issues associated with women's political leadership. They will be a key partner as they continue to shed light on the situation for women and girls.

Department for Community Development and Religion (DFCDR) has the key role across Government to lead on women's affairs. UN Women and the Department have a Memorandum of Understanding which includes support for women in leadership.

Department of Provincial & Local Government Affairs (DPLGA) through the Ministry of Inter-Government Relations performs an important role in facilitating effective service delivery in all Provincial and Local Level Governments and District Development Authorities in the country. It will be a key partner in working with Provincial and Local Level Governments to promote gender responsiveness and women's leadership.

Department for National Planning and Monitoring (DNPM) provides leadership through formulation and alignment of plans, policies, and strategies; monitors and evaluates national development policies and Programs. The Department is the key agency responsible for donor coordination, along with planning issues.

Constitutional & Law Reform Commission (CLRC). The project will work with CLRC to promote development of legislation for special measures for women in Parliament. Along with the Department of Prime Minister and National Executive Council (DPM&NEC), the Commission will be a key player in negotiating enactment of these laws through the Legislature. UN Women has strong partnerships with the Commission already and has been asked to help provide behind the scenes technical support as needed with this process.

PNG Electoral Commission and Autonomous Bougainville Government (ABG) Electoral Commission will be responsible for implementing the voting arrangement should special measures for women in Parliament be passed. The Project will work carefully with the Commissions as needed, and in concert with existing donor funded Programs, such as the IFES, *She Leads* Program, to help the Commission plan for the voting procedures on special measures if successfully passed. The Project

² Rodrigues & Tuivanualevu (2016) Women and Leadership Roadmap: Synthesis Report, Pacific Women: Suva. <https://pacificwomen.org/key-pacific-women-resources/pacific-women-women-leadership-synthesis-report/>

will also provide technical support to the ABG Electoral Commission as they implement an agreed gender strategy designed to improve women's participation in elections across all dimensions.

Office of the Registrar of Political Parties (ORPP)/Integrity of Political Parties and Candidates Commission (IPPCC): UN Women already has links with the ORPP/IPPCC through support for the Bougainville referendum and ad hoc activities around women's engagement with political parties, including technical support on special measures for women in Parliament. The Project will work with ORPP/IPPCC throughout the electoral cycle to support better engagement by political parties with women candidates;

PNG National Parliament and ABG Parliament: The Project will focus on building commitment amongst Members of Parliament (MPs) for gender equality and women's involvement in decision-making. In Bougainville, the Project will also provide support for women elected into the Women's Seats so they can provide effective leadership during their terms.

ABG Department for Community Development: The Department will be partners in the work to strengthen women's voices at subnational level in the Autonomous Region.

The Project will also work closely and collaboratively with a range of non-government partners, including:

Non-government Organisations (NGOs) and women's groups: The Project will work in collaboration with women's groups such as the National Council of Women and the Bougainville Women's Federation, as well as NGOs nationally and sub-nationally to strengthen their own capacity to advocate for and support women's political participation;

Young Women's Christian Association (YWCA): UN Women is already working with young women leaders in YWCA on behaviour change campaigns and to generate data for its Ending Violence Against Women (EVAW) safety mapping initiative. Being an organisation dedicated to developing the leadership skills of young women and girls across all levels of governance in PNG, the project will work with the Association to identify young women with strong potential for enhanced leadership skills.

The Project will work with other donors and development organisations, to ensure that limited donor resources are utilised for maximum impact. Specifically:

Australian Government Following in-depth consultations in PNG and Bougainville in late 2014, the Pacific Women Country Plan 2014-2019 and the Bougainville Gender Investment Plan (Pacific Women Country Plan 2014-2019) both identify strengthening women's leadership as a key priority. The 10-year regional Pacific Women Shaping Pacific Development (*Pacific Women*) Program is implementing relevant Projects and, regionally, has produced a roadmap which includes strategic priorities on women's leadership to which this project is well placed to contribute. This Project will be alert for opportunities to collaborate with Pacific Women, including in areas such as research, advocacy and south-south exchanges within the Pacific.

The Australian government also funds a range of work through the Australia Papua New Guinea Partnership facility on decentralisation and is funding a new phase of the Electoral Support Program and work in Bougainville with OBEC for the ABG elections This Women in Political Leadership program will coordinate closely with these other funded projects and can provide gender technical support to expand the impact of this work and in reverse, our program would benefit greatly from the technical knowledge within the PNG-Australian Governance Partnership program.

The Project works closely with the Australian Government Bougainville investments, particularly IFES. In Bougainville, IFES is developing a leadership training Program called She Leads which will work to empower women with the skills and knowledge to participate in political and electoral processes. IFES target participants are the chairs and vice chairwomen of the Community Government. The Program imparts broad leadership roles in the political and electoral processes. CARE has also been working with community government members in Bougainville to build their skills in planning. The Project will be very specific and will target up skilling this group to understand

their roles and responsibilities as selected women leaders using the Community Government Act as the guide.

Australian National University (ANU): The former Centre for Democratic Institutions (CDI)³, and the Department for Pacific Affairs (DPA), ANU⁴ have both produced numerous research papers on women's leadership in PNG and are implementing a set of activities funded by the Australian government through the *Pacific Women Program*. DPA have developed excellent training for women candidates – both national and LLG contestants. Proactive efforts will be made to coordinate and partner with DPA wherever possible and already, findings from their research have been drawn on to inform this Project design. The UN Women Project will ensure close collaboration with DPA to avoid duplication, expand the reach of their work and share lessons.

4. Women Make the Change Project Theory of Change

The Women Make the Change Project is informed by the UN Women global framework on women's political participation.⁵ The global theory of change is relevant for the PNG context. Like the Pacific based research, global research demonstrates that women's increased political participation results from a confluence of factors, including the removal of legal, political and logistical barriers; implementation of supportive frameworks; promotion of women's leadership through political party reform, building a strong women's constituency and support base to advance women's leadership; support of Community Service Organisations (CSOs) and a positive shift in societal gender norms.

The UN Women Global Theory of Change identifies four pillars of action to ensure women's full and effective leadership at all levels of decision-making:

1. Support development and implementation of robust legal frameworks and administrative arrangements;
2. Expand the pool of qualified and capable women to run for election;
3. Transform gender norms so that women are accepted as legitimate and effective leaders;
4. Support women leaders in gender-sensitive political institutions.

It is recognised, in keeping with Agenda 2030's 'leave no-one behind' commitment, that a Women in Leadership Project should help young women emerge as a dynamic force for change to the current status quo.⁶ These pillars are also reflected in the *Pacific Women* roadmap developed to improve equality for women in the Pacific through Australian aid investments.

The Project does not attempt to implement the entire UN Women Programming framework. It has been designed to address the current national context which does not appear to value women's role, as reflected in the zero women in national parliament status. The four pillars directly respond to the current gaps with the components proposed below complementary. The Women Make the Change Project focusses on three of these four gaps. The Project complements work by other partners operating in PNG. It builds on learning from UN Women's work on Women's Leadership in Peace and Security; supports UNDPs work with political parties and with Parliamentarians, IFES,

³ CDI was established by the DFAT to engage in democratic development in are Fiji, PNG, Solomon Islands and Vanuatu (and Indonesia). CDI has supported parliamentary and political party strengthening, electoral processes and increased women's political representation, in particular, through women's candidate training. CDI was scaled down and has now ceased to exist.

⁴ DPA has replaced the State, Society and Governance in Melanesia Project at the ANU which was established in 1996 and funded in partnership by DFAT and ANU. DPA undertakes multidisciplinary research concerning contemporary state, society and governance issues in Melanesia and the broader Pacific. DPA has produced the vast bulk of academic research on women's leadership in the Pacific, including a number of current "state of play" papers published in 2016.

⁵ See Appendix 3 for the Global Framework on Women's Political Participation.

⁶ (2016) *Women in Leadership: Design Report*, Pacific Women Shaping Pacific Development: Pam Bourke, Angela Mandie-Filer and Dame Carol Kidu. p.10

Pacific Women, ANU and other Australian funded Programs such as the Bougainville Partnership Program). The sum total of the efforts of development partners combines to aggregate towards real, sustainable, transformational change in PNG.

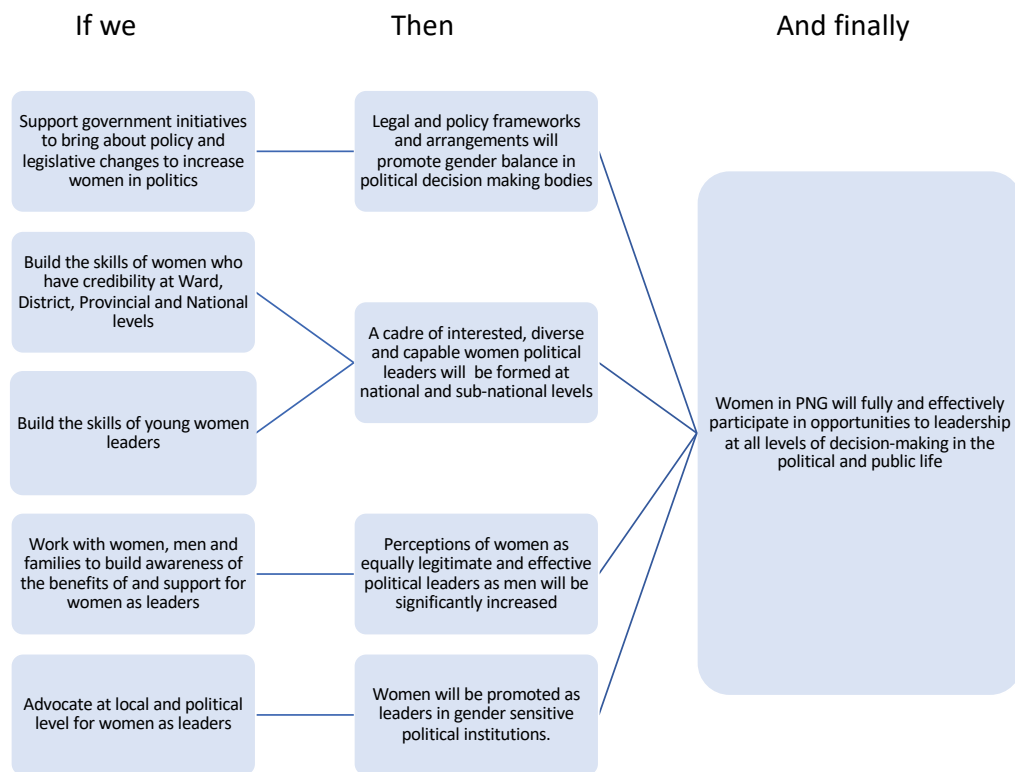
The Women make the Change theory of change recognises two overarching issues that must be addressed. They are:

- lack of coordination within the sector to draw together related Projects and share lessons learned
- attention to do-no-harm principles. Papua New Guinea suffers from high rates of gender based violence in both the public and private domains. Challenging social norms that privilege male power can risk retaliation and backlash towards women.

The Project has a specific role bringing inter-related Projects together to maximise collaboration and leverage greater results. The Project will also develop a do-no-harm strategy to ensure that activities do not lead to violence against women and children. This strategy will be in line with Australian Government commitments to child protection, and the UN system commitments to ensuring protection from sexual exploitation and abuse for women and children.

Diagram 1: Women Make the Change Theory of Change

PNG Women Make the Change Program Theory of Change



Women Make the Change Program Logic Model

Goal	Women fully and effectively participate in opportunities to leadership at all levels of decision-making in the political and public life			
Outcomes	Outcome 1: Legal and policy frameworks and arrangements promote gender balance in political decision making bodies	Outcome 2: A cadre of interested, diverse and capable women political leaders is formed at national and sub-national levels	Outcome 3: Women are perceived as equally legitimate and effective political leaders as men	Outcome 4: Women are promoted as leaders in gender sensitive political institutions
Outputs	<p>1.1 . Technical assistance provided to Government of Papua New Guinea institutions as required to strengthen women's political leadership, especially at National level</p> <p>1.2. South -South exchanges for Members of Parliament and other influential leaders to learn from each other about the benefits of women's leadership</p>	<p>2.1. Action research undertaken tracks progress women over time in the target provinces</p> <p>2.2. Bougainville Government partners supported to deliver support to women at sub-national level</p> <p>2.3. Capacity building conducted for women representatives in Bougainville Community Government</p> <p>2.4. Leadership capacity building for young women piloted in cooperation with Government, development partners and local women's NGOs</p>	<p>3.1. Training provided to media on women's leadership, including any legal changes to support women in Parliament and gender equality in Parliament</p> <p>3.2. Campaign developed and implemented on the value of women's leadership to PNG governance and development</p> <p>3.3. Documentaries and communications materials developed to promote success stories around women's leadership</p>	<p>4.1. Political parties and IPCC supported to build commitment of political parties to gender equality and women's leadership</p> <p>4.2. National Parliament supported to promote women's leadership and gender equality</p> <p>4.3. Capacity building provided to Dept for Community Development and Religion (DFCDR) to lead this agenda from the Government of Papua New Guinea's perspective</p> <p>4.4. National Coordination of Women in Political Leadership</p>
Key assumptions	There is political will to adopt reforms. Parliamentary and political leaders are committed to increase women's political participation.	A select group of women are willing to enter politics and lead.	Raising awareness about gender equality will lead to transformation in attitudes	Institutions are historically gendered but are open to change

5. Assumptions

UN Women's comparative advantage

UN Women has strong partnerships in-country, built over decades of work with local partners in support of women's political participation. Experience and relationships developed during these years have been used to inform this Project. Consultations by UN Women with partners have endorsed the activities proposed during the Project.

UN Women has strong "brand recognition" amongst beneficiaries. Globally, UN Women holds the mandate for advancing women's political leadership and the theory of change used in this proposal reflects UN Women's good practice across many countries on improving the level of women's influence in parliaments. Staff in UN Women have in house technical skills. Personal credibility already exists within UN Women staff through many years of working on women in politics. These personal relationships, technical skills and credibility in this sector are essential to achieving the goals of this political program.

The UN is seen as a neutral body with no political stance (other than being pro-gender equality) and a commitment to PNG's national interests.

6. Evaluation questions

Relevance

- To what extent does the Women Make the Change Project support the priorities of the governments of PNG, Australia and New Zealand, project partners and beneficiaries?
- To what extent did contexts in different provinces of Papua New Guinea influence outcomes? What were the differences between provinces?

Efficiency

- To what extent has the Women Make the Change Project delivered value for money to the governments of PNG, Australia and New Zealand, project partners and beneficiaries?
- To what extent was the project implemented as planned, if not what changed and why?

Effectiveness

- To what extent has the Project achieved progress towards its outcomes?
- What worked well, what were the challenges and how can the project be improved?

Impact

- What results, expected and unexpected, direct and indirect were produced by the Project?

Sustainability

- To what extent did Women Make the Change create sustainable benefits?⁷ What factors contributed to or prevented the achievement of ongoing benefits?
- How effective was the project in developing models for Temporary Special Measures that the Government of PNG can use?

⁷ Sustainable benefits sought by the Women Make the Change Program include (but are not limited to): a coalition of national agencies working together long term to achieve the outcomes sought by the project.

7. Outcome Indicators

Data will be collected on the following indicators regularly throughout the project. They will be reported as required by government and donors.

Outcomes	indicators
Outcome 1: Legal and policy frameworks and arrangements promote gender balance in political decision making bodies	<p>Percentage/proportion of seats held by women in national parliament and subnational elected office (UNDAF 1.1.2; SDG indicator 5.5.1.b; MTDP III indicator 3.5; PLGED indicators 1 and 2)</p> <p>Evidence of gender responsive laws and policies (PW; MTDP III KRA 3.5)⁸</p> <p>Proportion of seats held by women in national and local government (UNDAF 1.1.2; SDG indicator 5.5.1.b and PLGED indicators 1 and 2)</p> <p>Number of women represented in decision making roles⁹ (Government of Papua New Guinea MTDP III 3.5.2)</p> <p>Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5)</p> <p>Number of female members in National Parliament (MTDP III)</p>
Outcome 2: A cadre of interested, diverse and capable women political leaders is formed at sub-national level	<p>Number of women supported/trained to take on leadership roles at the local, district, provincial and national level (PW; MTDP III 3.5.2)</p> <p>Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5)</p> <p>Number of women represented in decision making roles¹⁰ (Government of Papua New Guinea MTDP III 3.5.2)</p> <p>Evidence of gender responsive laws and policies (PW; MTDP III KRA 3.5)</p>
Outcome 3: Women are perceived as equally legitimate and effective leaders as men	<p>Number of men in sub national structures trained in making space and supporting women's leadership.</p> <p>Number of media campaigns/advocacy on the legitimacy of women as leaders.</p>
Outcome 4: Women are promoted as leaders in gender sensitive political institutions	<p>Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5)</p> <p>Percentage of seats held by women in national parliament and subnational elected office (UNDAF 1.1.2) *</p> <p>Evidence of gender responsive laws and policies (PW; MTDP III KRA 3.5)</p>

⁸ PW highlights which indicators will be used in Pacific Women program reporting.

⁹ PNG National Public Service Gender Equity and Social Inclusion Policy 2012, page 48.

¹⁰ PNG National Public Service Gender Equity and Social Inclusion Policy 2012, page 48.

8. Monitoring and Evaluation Plan

Outcomes / Outputs	Indicators	Data sources	Focus of evaluation	Evaluation data sources
Outcome 1: Legal and policy frameworks and arrangements promote gender balance in political decision making bodies				
1.1 . Technical assistance provided to Government of Papua New Guinea institutions as required to strengthen women's political leadership, especially at National level	<p>Types and number of activities delivered, including coordination activities (PW)</p> <p>Total number of people reached (disaggregated by sex, age, disability and location) (PW)</p> <p>Evidence of gender responsive laws and policies (PW; MTDP III KRA 3.5)</p> <p>Percentage/proportion of seats held by women in national parliament and subnational elected office (UNDAF 1.1.2; SDG indicator 5.5.1.b; MTDP III indicator 3.5; PLGED indicators 1 and 2)</p> <p>Number of women represented in decision making roles¹¹ (Government of Papua New Guinea; MTDP III KRA 3.5 Sector Strategy 5)</p> <p>Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5)</p>	<p>Project reports</p> <p>Program reports</p>	<p>Evidence of legislative and policy changes to promote gender throughout the electoral cycle</p> <p>Evidence of attitude or behaviour change</p>	<p>Document review</p> <p>Interviews with stakeholders</p> <p>Case studies of stories of change</p> <p>WMC annual reflection workshop</p>
1.2. South-South exchanges for Members of Parliament and other influential leaders to learn from each other about the benefits of women's leadership	<p>Types and number of activities delivered, , including coordination activities (PW)</p> <p>Total number of people reached (disaggregated by sex, age, disability and location) (PW)</p> <p>Participant satisfaction with activities</p> <p>Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5)</p>	<p>Programme minutes and travel reports</p>	<p>Evidence of attitude or behaviour change</p> <p>Evidence of legislative and policy changes to promote gender throughout the electoral cycle</p>	<p>Document review</p> <p>Interviews with stakeholders</p> <p>Case studies of stories of change</p> <p>WMC annual reflection workshop</p>
Outcome 2: A cadre of interested, diverse and capable women political leaders is formed at sub-national level				
2.1. Action research undertaken tracks progress women over time in the target provinces	<p>Types and number of activities delivered, including coordination activities (PW)</p> <p>Number of women supported to take on leadership roles at the local, district, provincial and national level (PW; MTDP III 3.5.2)</p> <p>Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5)</p>	<p>Project reports</p> <p>PacWIP website</p>	<p>Findings of action research</p>	<p>Project reports</p> <p>Document review</p> <p>Case studies or stories of change</p> <p>WMC annual reflection workshop</p>

¹¹ National Public Service Gender Equity and Social Inclusion Policy 2012, page 48.

Outcomes / Outputs	Indicators	Data sources	Focus of evaluation	Evaluation data sources
2.2. Bougainville Government partners supported to deliver support to women at sub-national level	<p>Types and number of activities delivered, including coordination activities (PW)</p> <p>Total number of people reached (disaggregated by sex, age, disability and location) (PW)</p> <p>Number of women supported/trained to take on leadership roles at the local, district, provincial and national level (PW; MTDPIII 3.5.2)</p> <p>Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5)</p> <p>Number of women represented in decision making roles¹² (Government of Papua New Guinea MTDPIII 3.5.2)</p> <p>Evidence of gender responsive laws and policies (PW)</p>	Project reports	<p>Evidence of gender responsive laws and policies</p> <p>Evidence of improved policies, programmes and other changes implemented or influenced by women in leadership at local, district, provincial and national level</p>	<p>Document review</p> <p>Interviews with stakeholders</p> <p>Case studies or stories of change</p> <p>WMC annual reflection workshop</p>
2.3. Capacity building conducted for women representatives in Bougainville Community Government	<p>Types and number of activities delivered (PW)</p> <p>Total number of people reached (disaggregated by sex, age, disability and location) (PW)</p> <p>Participant satisfaction with activities (PW)</p> <p>Number of women have had formal opportunities to share ideas and learn from each other (PW)</p> <p>Number of women represented in decision making roles¹³ (Government of Papua New Guinea MTDPIII 3.5.2)</p> <p>Number of women supported/trained to take on leadership roles at the local, district, provincial and national level (PW; MTDPIII 3.5.2)</p>	Project reports	<p>Evidence of leadership development</p> <p>Evidence of enhanced by women capacity to discharge their mandates in LLGs, PECs and DDAs</p> <p>Evidence of improved policies, programmes and other changes implemented or influenced by women in leadership at local, district, provincial and national level</p>	<p>Project reports</p> <p>Case studies or stories of change</p> <p>WMC annual reflection workshop</p>
2.4 Leadership capacity building for young women piloted in cooperation with Government, development partners and local women's NGOs	<p>Types and number of activities delivered (PW)</p> <p>Number of women supported/trained to take on leadership roles at the local, district, provincial and national level (PW; MTDPIII 3.5.2)</p> <p>Total number of people reached (disaggregated by sex, age, disability and location) (PW)</p> <p>Participant satisfaction with activities</p> <p>Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5)</p>	Project reports	<p>Evidence of increased leadership capacity</p> <p>Evidence of improved policies, programmes and other changes implemented or influenced by young women in leadership at local, district, provincial and national level</p>	<p>Project reports</p> <p>Program evaluation</p> <p>Interviews with young leaders</p> <p>Case studies or stories of change</p> <p>WMC annual reflection workshop</p>

¹² PNG National Public Service Gender Equity and Social Inclusion Policy 2012, page 48.

¹³ PNG National Public Service Gender Equity and Social Inclusion Policy 2012, page 48.

Outcomes / Outputs	Indicators	Data sources	Focus of evaluation	Evaluation data sources
Outcome 3: Women are perceived as equally legitimate and effective political leaders as men				
3.1 Training provided to media on women's leadership, including any legal changes to support women in Parliament and gender equality in Parliament	Types and number of activities delivered (PW) Total number of people reached (disaggregated by sex, age, disability and location) (PW) Number of media campaigns/advocacy on the legitimacy of women as leaders	Activity reports Media reports	Evidence of changes in public's perception of women's leadership	Media tracking Case studies or stories of change
3.2. Campaign developed and implemented on the value of women's leadership to PNG governance and development	Number of media campaigns/advocacy on the legitimacy of women as leaders (PW) Total number of people reached (disaggregated by sex, age, disability and location) (PW) Number of men in sub national structures trained in making space and supporting women's leadership Number of media campaigns/advocacy on the legitimacy of women as leaders	Activity reports Media reports	Evidence of changes in public's perception of women's leadership	Media tracking Case studies or stories of change WMC annual reflection workshop
3.3. Documentaries and communications materials developed to promote success stories around women's leadership	Types and number of activities delivered (PW) Total number of people reached (disaggregated by sex, age, disability and location) (PW)	Activity reports Media reports	Evidence of changes in public's perception of women's leadership	Media tracking Case studies or stories of change
Outcome 4: Women are promoted as leaders in gender sensitive political institutions				
4.1. Political parties and IPCC supported to build commitment of political parties to gender equality and women's leadership 4.2. National Parliament supported to promote women's leadership and gender equality	Types and number of activities delivered (PW) Total number of people reached (disaggregated by sex, age, disability and location) (PW) Evidence of gender responsive laws and policies (PW; MTDP III KRA 3.5) Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5) Percentage of seats held by women in national parliament and subnational elected office (UNDAF 1.1.2) *	Activity reports IPPC reports	Evidence of gender responsive laws and policies Evidence of expected and unexpected outcomes	Interviews with key stakeholders Case studies or stories of change WMC annual reflection workshop Program evaluation
4.3. Build capacity provided to Dept for Community Development and Religion (DFCDR) to lead this agenda from the Government of Papua New Guinea's perspective	Types and number of activities delivered (PW) Total number of people reached (disaggregated by sex, age, disability and location) (PW) Evidence of strategies to promote women's participation at all levels of government (MTDP III 3.5 Sector Strategy 5)	Activity reports	Evidence of expected and unexpected outcomes	Interviews with key stakeholders Case studies or stories of change

9. Reporting

UN Women provides reports to donors and partners as required. UN Women will report six monthly to Australia through *Pacific Women*, New Zealand and the UN. One report will be prepared for the three donors. The report includes and the annual workplan and approved budget and a financial statement.

The report will include:

- Summary of progress against the milestones and progress toward outcomes
- a case story highlighting a key learning or success of the Activity
- Age, sex and disability disaggregated data of people benefiting project activities
- Advice on actions taken and planned in the next quarter to improve the accessibility of people with disabilities to the benefits of the activities
- Reflections on lessons learnt, the evidence for change and challenges
- Key activities planned for the next quarter
- Financial Report expenditure of funds against the budget in the Grant agreement
- Statement of receipts and payments.

Indicator data required by *Pacific Women* includes:

- Total number of people reached (disaggregated by sex, age, disability and location)
- Types and number of activities delivered
- Participant satisfaction with activities
- Evidence of attitude or behaviour change (sought by the project)
- Evidence of policy change
- Number of women who have gained formal qualifications
- Number of women and men who have had formal opportunities to share ideas and learn from each other
- Number of men who undertake male advocacy training
- Evidence of gender-responsive laws and policies
- Evidence of changes in organisational practices.

10. Project evaluation

UN Women and UNDP will convene an annual reflection workshop each year to bring together partners and key stakeholders to review project progress, plan for improvements and assess project impact.

An end of project evaluation may be conducted to review the overall successes, challenges and impact of the project.

Appendix 1: Global Framework on Women's Political Participation

Goal	Women Lead in Political Decision-Making Key indicators: % women in local governments; % women in national parliaments			
Goal TOC Statement	If (1) electoral frameworks and arrangements promote gender balance in elections; if a cadre of interested, diverse and capable women political leaders is formed; if women are perceived as equally legitimate political leaders as men in society; and if women are promoted as leaders in gender sensitive political institutions, then (2) women will be politically empowered and realize their rights, because (3) women will have political agency and lead in decision-making.			
Outcomes	1. Electoral frameworks and arrangements promote gender balance in elections and decision-making bodies. Key indicator: # of legislative frameworks that promote gender balance in elections and decision making-bodies.	2. A cadre of interested, diverse and capable women political leaders is formed. Key indicator: share of women among leaders of political parties.	3. Women are perceived as equally legitimate and effective political leaders as men. Key indicator: % of women ministers appointed to cabinet.	4. Women are promoted as leaders in gender sensitive political institutions. Key indicator: % of women speakers of parliament.
Outcome TOC	If (1) women's participation is enabled through policy and legal frameworks, electoral arrangements and selection processes, and if VAW is mitigated, then (2) women will run for election because (3) there is a more level playing field	If (1) women from diverse groups have enhanced capacity to seek leadership and have skills to mobilize resources, then (2) more women will be nominated as political contestants because (3) there are sufficient numbers of skilled women for gatekeepers to select from	If (1) communities, civil society, the media and political leaders support women's role in public life then (2) the number of women will increase because (3) discriminatory attitudes will be removed and women will be accepted as legitimate political leaders.	If (1) elected women are empowered by institutional reforms and women's leadership is promoted then (2) women will encourage more women into leadership because (3) they are role models.
Outputs	1.1. Legislative frameworks are strengthened to promote gender balance (reforms to constitutions, electoral frameworks- voters, candidates, party members; promotion of GE/parity; political finance & campaign expenditure caps; quotas with sanctions legislated and enforced; violence criminalized). 1.2. Enhanced capacities and awareness of political parties to promote gender balance (campaigns target gate-keepers to select women; voluntary reforms to party statutes; women nominated in winnable positions; codes of conduct, accountability of women leaders). 1.3. Strengthened capacities of key stakeholders to design and implement initiatives to mitigate Violence Against Women in Politics (VAWP) (capacity building of security forces; data collection; CSO monitoring mechanisms; gender observatories in place). 1.4. Strengthened capacities of electoral stakeholders to promote gender balance (EMBs guarantee women can register and vote; women have access to ID documents; measures put in place to encourage participation in elections; voter outreach; women lead in electoral management).	2.1. Increased technical capacity of women to engage in leadership contests (capacity development of women aspirants; public speaking; constituency engagement; transformative leadership training, including of young and marginalized women). 2.2. Enhanced capacity of women to mobilize resources to run competitive, well-resourced and innovative campaigns (capacity development of women candidates on campaign messaging, outreach, using ICT and social media campaigns; access to women's fundraising networks). 2.3. Diverse networks of support for women leaders created and sustained (e.g. working with professional networks, CSO networks, social media networks, political parties, youth groups).	3.1. Increased community and civic understanding of gender equality and women's right to political participation is promoted through advocacy and social mobilization (provision of outreach; community dialogues; women & gender advocates articulate demands). 3.2. Enhanced capacity of the media to report positive portrayals of women leaders and gender equality as a social goal (media awareness raising, targeted campaigns, media code of conduct, social media). 3.3. More political leaders publicly promote gender equality and women's leadership (stakeholders like traditional leaders, political party leaders publicly support women; public statements; male political leaders support HeForShe campaign).	4.1. Elected women apply leadership skills (mentoring; capacity building of newly elected leaders, forums for women leaders, women's caucuses; legislative drafting expertise; leadership training; peer-to-peer learning). 4.1. Institutions are receptive to women leaders (family-friendly policies; child care; hours of operation; unwritten rules of debate/decorum; accountability for gender equality commitments). 4.3. Political institutions promote and monitor a violence-free culture (political parties adopt codes of conduct; parliaments reform standing orders (i.e. to combat harassment)). 4.4. Women serve as role models to inspire a new generation of leaders (role-model effect, showcase positive examples through IKNOW Politics, retention of women leaders; outreach to young women and women from marginalized groups).
Key Assumptions	<ul style="list-style-type: none"> - There is political will to adopt reforms; - Some technical knowledge already exists among key national stakeholders; - Providing technical support will result in reformed legal frameworks; - Political party nomination procedures discriminate against women. 	<ul style="list-style-type: none"> - A select group of women are willing to enter politics and lead; - Most women are outside moneyed networks; - Political parties will nominate skilled and resourced women candidates; - National stakeholders and donors willing to support women's networks and GE advocates; - The capacities of women to run innovative and well-resourced campaigns can be strengthened. 	<ul style="list-style-type: none"> - Media shapes public perceptions; - Lack of understanding of gender equality leads to discriminatory behavior; - Raising awareness about gender discrimination will lead to transformation in attitudes; - Leading my example has positive effect in communities. 	<ul style="list-style-type: none"> - Institutions are historically gendered but open to change; - Newly elected leaders require capacity building/skills development; - Creating forums for women aids in creating a supportive environment; - Women are interested in supporting other women.
Risks & Barriers	<ul style="list-style-type: none"> - Political upheavals stall parliamentary and legislative processes; - Gender equality not considered a priority in electoral administration; - Legislation not enforced; - National partners have limited capacities to apply knowledge. 	<ul style="list-style-type: none"> - Parties may nominate women but voters don't elect them; - Male incumbents are able to raise more money than women. 	<ul style="list-style-type: none"> - Deeply ingrained mentalities impossible to change; - Men benefit from, and perpetuate, status quo; - Combating discriminatory attitudes is insufficient without additional structural changes. 	<ul style="list-style-type: none"> - Limited capacity of partners to put in place systems for gender responsive planning and policy making; - Institutions are slow to reform.

A strategy for VAWP

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Est. Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET (US Dollar)		
		Y1	Y2	Y3		Funding Source	Budget Description/(Expense Code)	Funded
Project Outcome 1: Legal and policy frameworks and arrangements promote gender balance in political decision making bodies								
Output 1.1 Technical assistance provided to Government of Papua New Guinea institutions as required to strengthen women's political leadership, especially at national level. Indicator: Types and number of activities delivered, including coordination activities (PW) Baseline: 5 MPs attend Pacific Regional MPs' workshop on gender equality and women's empowerment, 2018 and 2019 Target: 1 national event per year to WIL and gender awareness for parties Source: Activity and Project reports, media reports	Workshops undertaken with MPs on measures to increase women's leadership	10,000.00	10,000.00	10,000.00	UNDP, CLRC/IPPC C, National Parliament	UN Women (DFAT and NZ)	General operating costs	30,000.00
	Workshops undertaken with political parties on measures to increase women's leadership	20,000.00	40,000.00					60,000.00
	Technical advice provided to relevant parliamentary committees and MPs, Motu Koita Assembly as necessary.	10,000.00	20,000.00					30,000.00
	Research conducted to provide advice to government on measures to improve women's leadership.	10,001.00	19,144.00					29,145.00
	Sub-Total for Output 1.1	50,001.00	89,144.00	10,000.00				
Project Outcome 2: A cadre of interested, diverse and capable women political leaders is formed at national and sub-national levels.								
Output 2.1 Action research undertaken to track progress for women over time in the target provinces. Indicator: Types and number of activities delivered, including coordination activities (PW) Indicator: Number of women supported to take on leadership roles at the local, district, provincial and national level (PW; MTDP III 3.5.2) Baseline: PacWIP website update 2012	Research commissioned, undertaken, published and updated.	55,000.00	55,000.00	60,000.00	UNDP	UN Women (DFAT and NZ)	Contractual services to develop methodology, data gathering and analysis Meetings for information and data collection in selected sites Travel	170,000.00
	Participatory planning at provincial level to determine their action plans for Women in Leadership for programme inception.							-
	Profiles collected and added to PacWIP website (UNDP)	5,000.00	5,000.00					10,000.00
	Sub-Total for Output 2.1	60,000.00	60,000.00	60,000.00				
Outcome 4: Women are promoted as leaders in gender sensitive political institutions.								
Output 4.1 Work with Political Parties (PPs) and the Integrity of Political Parties and Candidates Commission (IPCC) to build commitment of PPs to gender equality and Women's Leadership. Indicator: Types and number of activities delivered (PW) Baseline: Gender awareness and sensitization meetings and conferences for MPs between 2012 to 2019 Target: 1 national event per year to promote gender equality issues and dialogue Source: Activity and Project reports, IPCC reports, media reports Indicator: Evidence of gender responsive laws and policies (PW; MTDP III KRA 3.5)	Support capacity building for Political Parties on Women in Leadership and gender equality issues.	20,000.00	10,000.00		UNDP	UN Women (DFAT and NZ)	Grant to support IPCC to conduct awareness workshops and discussion forums for political parties Meetings and Travel	30,000.00
	Provide technical advice to support IPCC and Political Parties upon request in support of manifesto development.	20,000.00	10,000.00					30,000.00
	Sub-Total for Output 4.1	40,000.00	20,000.00	-				
Output 4.2 Work with National Parliament to promote Women in Leadership and gender equality. Indicator: Types and number of activities delivered (PW) Baseline: Gender awareness and sensitization meetings and conferences for MPs between 2012 to 2019 Target: 1 national event per year to promote gender equality issues and dialogue Source: Activity and Project reports, IPCC reports, media reports Indicator: Evidence of gender responsive laws and policies (PW; MTDP III KRA 3.5)	Promote application of IPU Gender Sensitive Parliament assessment with Clerk.		5,000.00	5,612.00	UNDP	UN Women (DFAT and NZ)	Contractual services and travel	10,612.00
	Input gender and Women in Leadership into new MPs Induction Programme (with other parliamentary partners)	11,871.00	18,129.00	10,000.00				40,000.00
	Support key parliamentary committees to discuss / hold inquiries / produce reports on Women in Leadership/gender issues.	15,000.00	15,000.00	10,000.00				40,000.00
	Ensuring induction and other training programmes integrate gender equality.			10,000.00				10,000.00
	Provide on-demand technical advice on gender-sensitive law reform.	20,000.00	10,000.00	10,000.00				40,000.00
Sub-Total for Output 4.2	46,871.00	48,129.00	45,612.00			140,612.00		
Output 4.3 Build capacity of Department for Community Development and Religion (DFCDR) to lead this agenda from the Government of Papua New Guinea's (GoPNGs) perspective. Indicator: Types and number of activities delivered (PW)	Support the Office of Development of Women to lead across Government on policy and legislation relating to women in politics (UNDP)	20,000.00	20,000.00	20,000.00	UNDP	UN Women (DFAT and NZ)	Contractual services Meetings and coordination costs	60,000.00
	Sub-Total for Output 4.3	20,000.00	20,000.00	20,000.00				
Project Assurance and Support	National Programme Specialist - NOC	40,000.00	80,000.00	80,000.00	UNDP	UN Women (DFAT and NZ)	Contractual services for monitoring, data collation and analysis Travel to selected sites	200,000.00
	Monitoring, Evaluation and Reporting - including baseline surveys, M&E technical assistance throughout and final evaluation; visits to project sites by UNDP and UNW Personnel/ Consultants/Government and generation of Lessons Learned.	20,000.00	20,000.00	18,551.00	UNDP			58,551.00
	Communications Support	8,500.00	8,500.00	8,500.00	UNDP			25,500.00
	Sub-total	68,500.00	108,500.00	107,051.00				
Programme Total		285,372.00	345,773.00	242,663.00			873,808.00	
TOTAL							873,808.00	