An Emergent Enquiry:

People, Place and Planet - Catalysing Social Change in Papua New Guinea

Produced by The Old Dart Foundation with the support of Ten Years' Time
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Abbreviations

CAMFED	Campaign For Female Education
CSR	Corporate Social Responsibility
DFAT	Department of Foreign Affairs & Trade
FPIC	Free, Prior and Informed Consent
GBV	Gender-based violence
INGO	International Non-Governmental Organisation
IPCC	Intergovernmental Panel on Climate Change
NGO	Non-Governmental Organisation
ODF	Old Dart Foundation
OECD	The Organization for Economic Cooperation and Development
PNG	Papua New Guinea
UNICEF	United Nations Children's Fund
UNPG	National Union for the Prosperity of Guinea
WHO	World Health Organization

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1. About this document

The Old Dart Foundation is a private grant-making foundation which was founded in 2013 in the UK. Established as a spend-down foundation, our mission to date has been to tackle poverty for women, children and young people by improving outcomes in health, education and employment; specifically supporting organisations in PNG, Peru, Chile and the Philippines.

We have a preference for partnering with organisations that can demonstrate impact, and ideally, those that can do so at scale. The size and length of our different partnerships vary greatly, reflecting the wide range of organisations we fund, from small, community and volunteer initiatives to larger national and international organisations.

Since our inception, we have made great strides in our work. Our approach to grant-making has evolved significantly and continues to do so. Over recent years, we have become increasingly interested in proactive grant-making and building partnerships and coalitions. We have also placed an increasing emphasis on funding that tackles the root causes of inequality and contributes to systemic change.

We recognise that to fund responsibly, we must develop a deep understanding of the thematic areas that are most significant within our focus countries. With this in mind and with the support of Ten Years' Time, we embarked on a strategic review of our funding in PNG. This process, including a planned trip, was unfortunately put on hold in 2020 due to the COVID-19 pandemic. We recommenced this work in 2022 and have been fortunate to meet with a large number of experts who have helped us to better understand the underlying causes and effects of the following thematic areas which we understand to be some of the most pressing issues in PNG, together with helping us consider the implications for our funding strategy:

- Gender-based violence
- The impact of climate change
- The healthcare crisis

As part of this work, we were also keen to understand:

- What civil society looks like in PNG and the role it is playing in addressing the thematic areas that are of interest to us.
- The role that education and technology play within each of the thematic areas.
- What transformative funding and philanthropy can look like, including best practice that we may be unaccustomed to.

Over a total of six months, we have been fortunate to meet with a wide range of experts, including academics, activists, grassroots and community organisations, coalitions, funders, PNG-based NGOs and International NGOs, corporations, private philanthropists, students and international aid organisations. More specifically:

- We have met 55 experts, across 42 sessions.
- 35 of our experts have direct and recent experience of working with or in PNG.
- 20 of our experts call PNG home and are living there right now.
- The remainder of our experts have helped us learn from best-practice solutions in other countries and also from other models of philanthropy.

Whilst a great deal of our learning has taken place online, we have been fortunate to meet some of our experts in person. Both have been invaluable and we are grateful to everybody who has supported this work. We are now planning a trip to PNG in 2023, to build on our learning and to continue fostering the relationships we have forged throughout this journey. In the meantime, this document is a repository of the thoughts, feelings, and ideas that we have heard throughout our learning journey. It is a summary of around 125 pages of notes, including references to almost 250 different resources. We cannot take credit for this though as the insights come from all the people that have so generously been part of our learning, some of whom wanted to be named within this document:

- Alice Hengevoss, Head of Applied Research, Center for Philanthropy Studies
- Cool Earth
- Graham Hassall, Research Associate at the School of Government at Victoria University of Wellington
- Kim Allen, PNG Youth Representative
- Marielle Sander, Country Representative, United Nations Population Fund – UNFPA
- Michael Blake, The Impact Sanctuary
- Orovue Sepoe, Gender Equity, Disability & Social Inclusion expert
- Rainforest Foundation UK
- Rosemary Karo, Technical Monitoring & Evaluation expert
- Shifting The Power Coalition
- Tahina Booth, Grass Skirt Project
- Vinzealhar Nen, Climate Activist

It is worth noting that:

- The information presented within this document highlights how complex PNG is and the various ways in which the thematic areas we have explored often intersect.
- The document reflects the wide range of ideas and sometimes differing opinions that we have heard about how best to support the country's progression.
- At points, we have included statistics shared by our experts. We weren't able to verify the sources at the time they were shared with us, so the references throughout this document relate to sources we found ourselves.

We are excited to share this learning with you and we look forward to using our new knowledge to make an even more meaningful impact in PNG through our funding, which we anticipate amounting to tens of millions of dollars in PNG over the coming years.

2. How we feel

This learning journey has been incredibly valuable and we feel grateful to have met each of the experts that have contributed to it. As we enter the next stage of the process, we will be reflecting on what we have heard and how we can utilise our new knowledge to affect changes in terms of *what* and *how* we fund going forward, in order to make the most meaningful impact in PNG.

At this point in the process, it feels important to share how this work has made us feel and the significant impact it has had on us individually and as a team:

- We have a huge amount of admiration for everybody that has helped us with our learning and have been humbled by how willing people have been to spend time with us, often travelling a great length to get an internet connection and waking early or staying up late in order to accommodate a meeting with us due to the significant time difference between their country and ours. During the time that we have been undertaking this work, it should also be noted that there have been elections, violence, an earthquake and subsequent damage to PNG's underwater sea cables causing intermittent or oftentimes, poor internet connectivity.

- We are thankful to our experts for educating us and being so open, honest and committed throughout the process. We feel privileged to have been able to gather the thoughts and experiences of over 50 experts who have been so generous with their time and have allowed us the space to ask questions. We have learned a huge amount about PNG and how it functions, that we didn't know at all before.

- We have also learned a huge amount about what transformative philanthropy can look like, inspiring us to think about what we, as a foundation, can do differently and better. We are acutely aware of the responsibility we have and this experience has renewed our commitment to the work we are doing in PNG.

- We have often felt overwhelmed and moved by what people have told us, especially those who have shared very personal and sometimes harrowing experiences to help us understand their lives and what is most needed within their communities.

- We have also felt enlightened and motivated by the people we have met. The resilience, commitment and dedication to changing people's lives, in often very challenging circumstances, have been hugely inspiring. We feel eager and enthused to move forward, and our new knowledge will enable us to take bolder steps.

- Crucially, we feel the weight of what we have heard. We know the challenge and responsibility now lie with us to work in a different way that reflects the expertise and knowledge that has been shared with us throughout this work. This process has enabled

us to recognise it is incumbent upon us to ensure that what we fund and how we fund, reflects, responds to and includes the communities we exist to support.

3. Acknowledging the past to understand the present

Our experts helped us recognise that in order to understand PNG's current context and to help shape its future, it is important to acknowledge its past. We heard that:

- The dominant, largely western ideology about development is relatively new in terms of the Earth's history. Indigenous communities represent a different and much older way of understanding the world and ourselves, which has enabled these cultures to survive and adapt over thousands of years. This wisdom is often ignored in efforts to address modern issues.
- The idea that we are deeply embedded in the natural world around us rather than separate from it is central to almost all indigenous cultures around the globe. A need to organise societies in a way which respects our place amongst other beings and ecosystems directly results from this worldview.
- Colonisation caused many genocides against indigenous people around the world, as well as generations of indigenous people being marginalised, including those in PNG. This has led to indigenous practices, stories and institutions becoming lost or invisible to the majority of the world's population who are now 94-5% non-indigenous[1]. It is worth noting here that PNG was a British protectorate under the Australian rule and at most times throughout colonisation administration in Papua, the experiences were more around segregation (natives and whites) and discrimination.
- Many believe change is not possible, but it is worth noting that it was once hard to conceive of a system outside of slavery, or hard to imagine a world where apartheid had fallen but sustained resistance in the face of immense hardship has led to profound change in the past and there is little reason to think that it cannot do the same in the future. It is also worth noting that people believe change can happen when they are able to see it.
- There is a need to figure out how to link the past and present in PNG; enabling indigenous communities to restore a sense of pride in their traditions that are at risk of being forgotten, and to adapt to the current context from their perspective. Although some individuals and organisations are actively doing this, it is at a relatively small scale. There is an opportunity to do more to empower and amplify people and communities.
- Supporting the next generation to understand their culture and traditions will be critical as a means of building unity. Pride in both tribal and national history, culture and traditions is an area that can generate hope and engagement to overcome inertia and be an entry point to community change.
- Oral history in PNG has shown that people are knowledge keepers and need support to document and share their knowledge for future generations and outside communities to learn from.

[1] https://www.worldbank.org/en/topic/indigenouspeoples

- People need to be supported to bring about a change in their own mindset in the first instance, which will help them to feel empowered to bring about changes for their community and also in terms of national development.
- PNG has wonderful people with a deep understanding of the world around them. Funders need to respect them, their worldview and their culture, and be with them for the long haul. As part of this, funders need to ensure that projects are sustainable and have a recurring 'shelf life'.
- Donors and development organisations need to work with existing local networks and organisations, helping them to improve their programmes, instead of duplicating unsustainable work which often creates confusion among project and programme recipients.
- Although there are many challenges in PNG, there is a great need to recognise that focus of funding should not be based entirely upon the challenges but on the strengthen of the people and what the country has.
- While there is nothing wrong with 'new ways of doing things' it is important to recognise that countries like PNG often go through a culture shock when these 'new ways' arrive because the people have not had time to evolve. Understanding communities and what they are going through is critical to ensuring they are supported to transition in a way that is most helpful for them.

4. Key issues in PNG: What we've heard

Climate change

Crisis point

We have learned that people living in the Global South are the least responsible for greenhouse gas emissions but at the greatest risk of its devastating impacts. The consequences of climate change are already a daily reality for the people of PNG.

We heard that:

- Climate change is a threat multiplier. It exacerbates existing inequalities, particularly poverty and gender.
- We are beyond simply adapting to or mitigating the impacts of climate change. In PNG, irreversible loss and damage are being experienced right now. Despite this fact, many countries in the Global North are unwilling to support the concept of Loss and Damage in international climate conferences and are consistently failing to provide financial compensation for the loss of human life, culture and land caused by extreme weather and sea level rise.
- PNG is a country that is rich in natural resources, putting it under immense pressure from the extractive industries who want to profit from those resources. This process is usually led by national government officials who lead the agreements and then negotiate with the affected community leaders.
- In PNG, communities desperately need education and health services. This often leads to communities succumbing to extractive corporations and agreeing to their land being mined, in return for the provision of basic health and education services.
- Along with education and health services, it is important to state that roads and infrastructure are often the first forms of 'help' that communities get. As the government is lacking in providing this support, communities feel compelled to sell their land.
- Countries in the Global North are seen as hypocritical by indigenous communities and climate activists in the Global South. This is because, despite being vocal about wanting to tackle climate change, it is these very countries which are continuing to support mining and logging in the most vulnerable countries, destroying land and decimating the environment.
- People in PNG see, understand and talk about climate change very differently to those in the Western world. Although the consequences of climate change (such as rising sea levels and food insecurity) are being felt by communities in PNG, the majority of people aren't necessarily aware of the underlying causes.
- Although the government should be responsible for helping its people to adapt/mitigate against the impact of climate change, this is rarely the case in

practice. This is in part because although climate policies and pathways exist, they need stakeholder partnership efforts for implementation.

- Mechanisms and capacity at the subnational and community levels must be strengthened to address the impacts of climate change affecting vulnerable people and communities. As part of this, access to communication is necessary in remote communities to support disaster preparedness and fast responses during unprecedented climate events.

Climate migration

Our experts told us that for many, climate change has made their land uninhabitable, resulting in the need for them to leave their ancestral homes. We heard that:

- In a diverse number of areas in PNG, the impacts of climate change are already being felt in such a profound way that many people are choosing, or in some cases being forced, to move. Migration is also sometimes caused by the damage of extractive projects but this is not recognised as "climate migration".
- Some people are hesitant to leave because they do not want to lose connection to their culture, history and ancestral lands. Unfortunately, if people do not choose to move now, things will be much worse for them in the future when their land is completely uninhabitable. There is a lack of support from the government to help people with this.
- There must be an ambition to support people to uphold their right to Free Prior and Informed Consent (FPIC) for any planned extractive industry developments in these areas or to adequately compensate them if it has already happened. Leaving Indigenous people's land empty increases the possibility of it being wrecked.
- There is rarely a clear distinction between whether migration is chosen or forced, and also what is a direct or indirect climate consequence. The lack of engagement and visibility of this in creating useful definitions reflects a wider failure to address the issue of climate migration by the international community and PNG's government.
- Climate migration exacerbates tensions between different tribes and communities. This is a result of the clash of different cultural attitudes, unresolved issues around land ownership, and the increasing strain that an influx of people can cause on public goods and services.
- The government has provided short-sighted aid to a few climate-displaced peoples in the form of temporary "care centres", but this is rarely sufficient. Longer-term support and planning will be essential for the future of PNG.

The disproportionate impact

Our experts helped us understand that some people and communities are feeling the consequences of climate change in a more profound and devastating way.

We heard that this is particularly the case for:

- **Coastal communities:**

  - Most of the fish along the coast rely on the life cycle and ecosystem of the coral reefs. The ongoing survival of local livelihoods is contingent on the health of the reefs.
  - Much like land, the people of PNG have collective and communal ownership of the ocean and its reefs. Communities' indigenous knowledge about how to protect the reefs is paramount to their conservation.
  - Increasingly, coral reefs are being affected by human activity that is fuelling environmental degradation.
  - Agricultural processes also affect reef health. The run-off from the land leads to excessive nutrients flowing into the coral reefs, affecting their growth.
  - There is little implementation of rules to stop pollution or overfishing. The government does not have much capacity to follow through and enforce the rules.

- **Forest communities:**

  - Forests are not the pristine and untouched habitats that we often imagine they are. In fact, rainforests are inhabited, shaped and sustained by people.
  - The loss of forests and land destroys traditional social relations which in turn leads to the loss of knowledge that has vital social and cultural significance, for example, local foods and medicines.
  - The high rate of loss of biodiversity in forests around PNG is also due to bilas (Traditional Attire). Many traditional forms of attire from forest communities include heavy plumage from birds. Consequently, many birds that are now extinct. Due to the high demand of bilas in urban centers and also in rural areas, people often hunt birds for their feathers to make these head dresses and other parts of the traditional ensemble. There is currently no proper way of preserving this attire, so hunts are relatively frequent (a quarterly exercise).
  - Studies show biodiversity loss is actually reduced or avoided when land is managed by indigenous communities[2]. This has been recognised in the recent IPCC report and is starting to be very much integrated into science. Despite this, there have not been any significant shifts in policies or in financial support from funders.

[2] https://report.ipcc.ch/ar6/wg2/IPCC_AR6_WGII_FullReport.pdf

- Rates of deforestation in areas managed by indigenous folk are significantly lower than in unprotected areas. This is because indigenous people have developed cultures, practices, livelihoods and institutions that prevent the over-exploitation of forests.
- Protecting indigenous and local people's livelihoods can be a key lever for preventing deforestation. This is because once livelihoods are threatened and people are living in precarious financial circumstances, the promises of support from logging/extractive companies (such as the provision of services such as education and healthcare) become more attractive.
- If local communities manage and conserve their lands, better conservation and socio-economic outcomes are achieved.
- When combined with health and education outcomes, forest conservation is more successful.

➢ **Women:**

- Women are more affected by climate change and climate-related disasters than men. For example, when communities have to relocate, young men and boys are considered to be the priority. Men can go and find work and boys are allowed to go to school.
- It is a woman's job to bring some normalcy following climate-related events, particularly when communities are displaced. For example, they have to gather resources to build homes.
- Climate change has meant that food that used to grow no longer does. It's up to women to find out what can grow in this changing context. There is no intervention or guidance from the government or agriculture board. Women have to experiment.
- The women of PNG are resilient. They sustain their families and communities, making sure food does grow, for their people - their tribes.
- Although women play an integral role in their communities, they are rarely – if ever – permitted to take part in decision-making processes. This is largely due to gender bias & 'blindness' to women's important roles in the community.

The role of education

We learned that a lack of climate education in PNG means that although people are experiencing the *consequences* of climate change, the majority don't/aren't able to make a causal link.

We heard that:

- At a global level, 1/3 of countries are *talking* about integrating climate change into the curriculum but only Italy and Mexico have so far made it compulsory.

- In PNG, climate change does not feature in the curriculum. One expert shared that a government official told her it wasn't a priority.
- The lack of formal education about climate change makes 'informal' climate education (for example that led by communities or NGOs) all the more important.
- Climate education (be that formal or informal) is critical because it serves to teach about:
    - Climate change (the science and processes)
    - Climate action (solutions)
    - Climate empowerment (changing behaviours, and
    - Climate justice (the key drivers of climate change and its unequal impacts around the world).
- Climate change education needs to be highly contextualised to the country it's being taught in, in order for it to be relevant, appropriate and applicable. A cookie-cutter approach, where solutions delivered in other contexts or countries are simply replicated, risks incompatibility.

The lack of support

Our experts informed us that funding to address climate change is woefully low.

We heard that:

- Historically, less than 2% of philanthropy goes to climate change[3] – and less than 1% of that goes to indigenous and frontline communities, even though they are bearing the impact of climate change.
- Indigenous people have been excluded from conservation and reforestation work. This has had disastrous consequences since the most relevant historic, cultural and scientific knowledge about forest management and protection is silenced or ignored. These communities have the solutions and need to be funded.
- Action to address climate change in PNG is not supported by the government and relies on donor support to continue.
- There are some early signs of progress. A $1.7 billion commitment was made to Indigenous communities at COP26[4]. Donors need to ensure this money is used in the service of Indigenous communities by collaborating with the right people and ensuring there is clear accountability to Indigenous communities. But there is currently very little transparency about how much of this money will directly reach frontline communities.

[3] https://www.climateworks.org/report/funding-trends-2021-climate-change-mitigation-philanthropy/
[4] https://ukcop26.org/cop26-iplc-forest-tenure-joint-donor-statement/

What funders should do

Our experts helped us understand that there are several tangible ways in which funders can help to address the effects of the climate crisis in PNG.

We heard that:

➢ **Funders should forefront indigenous people's right to self-determination:**

- 'Self-determination' is concerned with the fundamental right of people to shape their own lives. It is the most important right of indigenous people but is often violated by governments and extractive corporations in their pursuit of profit.
- Unrestricted funding offers recipients the freedom to use the funding in whatever way they deem to be of value. It also allows for collaboration and not competition within the same small communities. It is worth noting that it's not just the grant that can be unrestrictive or less restrictive but also the process to secure it.
- In PNG, there is a need for advocacy and mapping of rainforests. We heard that funders should consider supporting indigenous communities to map forest areas to identify their traditional lands as well as to generate and evidence of where illegal logging is taking place. This can be a powerful tool that enables communities to negotiate a protected area, so they can secure it for the purposes *they* deem important and necessary.
- There is a growing trend towards indigenous-led funds whose grant and decision-making processes, projects and governance are rooted in indigenous practices. Such organisations are better placed to ensure funds are directed to the communities that need them. It is worth stating that the elevation of these organisations is important and sends a strong message to others who are well placed to support/finance them too.
- Funders can build due diligence into their governance, compliance and grant-making processes, which focus on finding out whether funding applicants are evidencing how they have upheld/will uphold indigenous people's rights and ways of working. This can help funders ascertain whether proposed projects are truly in service of indigenous communities or not.

➢ **Funders should support local, community-led solutions:**

- 4-5% of the world's population is indigenous and speaks 60% of the world's remaining languages. They have 4% of the land but this equates to 80% of the world's remaining biodiversity.[5]
- Indigenous peoples were practising sustainable development before it was called sustainable development.
- We are now entering an era where the needs and human rights of those protecting the world's forests and ecosystems must be prioritised because 'old-school' ideas of

[5] https://www.nationalgeographic.com/environment/article/can-indigenous-land-stewardship-protect-biodiversity-

conservation are not working. As part of this, we heard that the world is finally looking at trying to support indigenous peoples and local communities in the best way possible but this rarely translates into money directly reaching frontline communities. It is worth noting that in some cases, there is still a role for trusted intermediaries to help with capacity building etc. but the aim should be to devolve ever more capacity to representatives and local organisations.

- It is important to engage with community leaders and start by working with local organisations. This should include more focus on work at a decentralised and human-scale to tackle crises of inequality and climate change. People need to be re-skilled/re-empowered to take back control of their lives and communities.
- There is only so much that funders can learn and do without direct, informed and lived experience. Those living in the forest are in the best place to sustain it and as a result, funders should centre local knowledge and solutions far more than they currently do.
- Funders should consider how they can build green skills and green jobs (for example in agriculture), how they can set education systems up to engage in key green sectors that will drive economic transitions for the countries we work in, and how education can build critical transformative skills.
- For communities to build alternatives to mining, they need funding, particularly for work on the ground to further develop their ideas.
- Indigenous, solidarity economies and economies of care are based on the principles of ecological values and collective trust, where social and cultural needs are viewed as being as important, if not more important than economic ones.
- Local economies of care and solidarity are valid and viable alternatives to extractive models of exchange. For example, permaculture schools (agricultural ecosystems intended to be sustainable and self-sufficient), eco-feminist schools (drawing on the concept of gender to analyse the relationships between humans and the natural world), and community gardens underpinned by traditional knowledge, and collective social institutions such as electoral chambers of indigenous people.
- Agroecology is one particular solution, for which there is growing respect and recognition:
    - It is a way of farming that is viable, long-lasting and resilient to climate change.
    - Agroecology movements promote decentralised and local food markets, rather than international, volatile food markets. They promote the self-reliance of the farm, moving away from external inputs and global commodities.
    - Many different actors are now pushing for agroecology, including public health, doctors, and other allies who say it needs to be seen as a valid model which promotes public health, a diversity of foods and low-carbon farming.

➢ **Funders should shift the power to the communities they exist to serve:**

- Funders need to change their relationship with the funded. Historically, efforts to address climate change have been directed from the Global North despite projects being based in the Global South. Instead, those living in close proximity to, and who are directly affected by, the issues must be the ones leading change. In practice this might look like:

    - Moving global headquarters to the Global South/partner countries. Note: an alternative option we were advised to consider is to *not* establish country offices at all. In doing so, capacity and agency can be sustained where they are most needed.
    - Allowing partners to be in charge of their own communications and storytelling.
    - Radically increasing the ratio of local staff to UK/Global North-based staff.
    - Increasing the amount of funding handled by local communities. Note: we also heard that when doing this, it is important to ensure there are the internal governance structures to ensure this is transparent and equitable.
    - Have major documents available in different languages.
- It is important to ensure the right funding architecture is in place for grantees and that it is participatory in nature. This means reversing power dynamics, focusing on co-design and prioritising:
    - Capacity-building
    - Direct and unrestricted funding
    - Longevity, with funds committed to cover a 5–10-year period, and
    - In service of the long-term vision of indigenous communities.
- It is essential to find intermediaries whom indigenous communities trust. Indigenous people can often get caught in the dominant ideology or "Western development paradigm", where their wants come second to outsiders' views on what will be best for them. This should be avoided in favour of approaches which centre indigenous peoples' concerns first.
- Intermediary partners often have the infrastructure, networks and means by which to serve indigenous communities in a way that many funders, particularly international funders, can't.
- Foundations must also coordinate better between themselves; investments should be complementary, as opposed to duplicating effort, which can often be the case.

Examples of work that our experts shared

Our experts shared examples of work underway to address the climate crisis in PNG, helping us to think about what we can support, accelerate and mobilise. These are just some of the many examples shared with us:

- We heard that there are alternatives to mining that can support livelihoods. Communities are demanding development that works in the Melanesian context. This is the aid they want.

- We heard about a foundation that seeks to fight deforestation by helping forest communities acquire land rights, manage their forests and protect their environment. Critically, their approach differs from other organisations because it is committed to both human rights and environmental protection. They tackle deep issues of deforestation, paving the way for fair use and protection of forest resources by local populations. We learned that they are wary of carbon market-based approaches and anything that delays climate action. Instead, they emphasise the

importance of supporting indigenous communities to establish sustainable livelihoods from their lands; building on what is already there.

- We heard about an organisation's approach to cash giving, which is central to the way they support communities:
  - They start by listening to what community leaders identify as their concerns.
  - An elected committee is formed of community leaders. This is to respect traditional/local leadership structures. It is important to note that depending on whom you consult, the "community leaders" could be women as well as men. Women's influence behind the main forums of decision-making is often overlooked.
  - Decolonisation research in the region is increasingly recognising women's influence behind the scenes]
  - The money is then transferred to the committee.
  - The elected committee is trained in how to handle the money and receipts.
  - The committee can choose to distribute funds in whatever way they see fit. In some cases, some money will be given to each individual household, whereas in other cases it may be used to fund something that will benefit the community at large, such as the provision of education or healthcare services.

- One of our experts told us about the East Sepik River campaign, which is fighting against what would be the largest gold-copper mine in the world at the mouth of the Sepik river, has used Melanesian governance and cultural practices as its starting point with huge success. By engaging with Haus Tambarans, a traditional ancestral worship house in the East Sepik region where decisions get made, communities and activists worked together to create a declaration to protect the river, stop the mine from going ahead and present alternatives. The Haus Tambarans represent about 400,000 people in the region. We heard that politicians have begun to support the campaign and oppose the mine, including the governor of East Sepik. Ten UN Special Rapporteurs also wrote a letter to the PNG and Australian governments saying the mine shouldn't go ahead.

- We heard about a women's coalition that uses an approach underpinned by peacebuilding and conflict prevention to advance the climate agenda. This includes looking at ways to drive a gender-transformative approach to climate change leadership, disaster management and humanitarian action.

- We heard about a funder that underwent a period of reflection and strategic review with their board which led to them evolving their mission. They now serve to "uphold the dignity, rights and self-determination of indigenous peoples"
- The board's reflections involved honest conversations about the origins of their wealth, which in turn have led to them documenting their history and being transparent about how the wealth was generated.
- The reflective process has resulted in the fund fully divesting its endowment from some of the harshest extractive industries that are known to violate the rights of the people and communities that the Fund works with.

- They now take a 'rights-based' approach to grant-making. This means 'forefront-ing' indigenous people's right to self-determination. In practice, this means:
  - 95% of their grants go to indigenous-led organisations.
  - 90% of the funds they provide are completely unrestricted and multi-year, allowing the communities and organisations they work with to determine how the money should be used and what needs it should serve to meet.
  - They have a 'Resilience' fund in place which is based on the recognition that no grantee can 100% predict all of its activities in its proposal. Circumstances can change and unplanned-for events can arise. The Resilience fund allows funds to be deployed rapidly and reach communities within 3 days.
  - They use an Advisory Panel of 5 Fellows who provide guidance about what communities' needs and priorities are, all of which help to inform what the Fund supports. As such, they don't take solicitations for funding, but instead are proactive in seeking out work that they can support.

Healthcare

The causes of PNG's healthcare crisis

Our experts helped us understand that the reasons for PNG's healthcare crisis are complex and varied.

We heard that:

- PNG's health-related SDGs are the second worst in the world behind two Sub-Saharan African countries. This is because:
  - PNG's healthcare is mostly based in urban centres such as Port Moresby and there is little to no infrastructure for rural areas where most of the population lives.
  - On paper, there are said to be 3000 aid posts located around the country but surveys have shown that ¼ of these do not even exist.
  - The aid posts which *do* exist face extreme challenges with supply lines (medical suppliers, vaccines, etc. all have to be flown in), paying and retaining staff, and dealing with the complex reality of competing political groups.
  - Many of the problems with aid posts stem from the fact that they were centrally devised in the 1970s and the same model exists now despite PNG's rapidly growing and increasingly young population, putting the already poor healthcare system under further strain.
  - The government has consistently failed to prioritise rural healthcare and to develop services in line with the needs of the growing population.
  - It is worth noting that another reason cited for rural healthcare centres not existing, is that the supplies are reportedly pilfered before they reach their destination.

- There is a high level of malnutrition and stunting in PNG. Over half of children are stunted due to malnutrition[6], leading to cognitive and physical impairments.
- Many diseases found in PNG are the direct result of its very recent colonial past; being brought over in the last 300-150 years. Tuberculosis and scabies are entirely novel to PNG within this period.
- There is a lack of qualified doctors in PNG, with only 500 registered for the entire country[7]. Most of these doctors operate in private practice within urban areas.
- Although the tertiary education for nurses is very good and there is an amazing cohort of talent, nurses are not being employed in rural aid posts due to unstable wages and failures to incentivise graduates to move to work in rural locations.

The disproportionate impact

We learned about the disproportionate way in which the healthcare crisis presents itself in PNG and the impact this can have on individuals, families and entire communities.

We heard:

➢ **There is an urban/rural divide:**

- In the context of PNG, it can be incredibly challenging to sustain rural aid posts even when established by NGOs.
- In 80% of rural areas, people have to walk for at least a day to access health facilities. When they reach them, the facilities are often severely lacking in terms of resources, staff and training.
- Rural areas are poorer, with a higher likelihood of women and children suffering from ill health. In these regions, women typically have children in quick succession which depletes their nutrients, potentially impacting the cognitive function of their child.
- The motivation of health workers is generally low in remote postings due to loneliness, lack of peer-to-peer support, and poor incentives.

➢ **The impact on women and children:**

- PNG has the same number of births (approx. 300,000) per year as Australia – but in Australia, there are 24,000 midwives, whereas in PNG there are less than 800. There are 4,500 community health workers, but this is still no comparison to Australia.
- Midwifery services are few and far between. Facilities that *do* exist are usually in very poor condition: chairs eaten by rats, beds with no mattresses, limited staff, and no basic instruments and tools such as blood pressure monitors.

[6] https://www.unicef.org/png/press-releases/malnutrition-silent-emergency-papua-new-guinea
[7] https://www.hrw.org/news/2020/04/09/papua-new-guineas-health-system-unprepared-covid-19

- Staff often lacks basic knowledge such as where and how medication should be stored, consequently impacting how effective the medication is. Staff also don't use life-saving equipment because they don't know how to, meaning appropriate and critical healthcare often isn't being delivered.
- A multi-pronged approach is needed where staff are trained to order the correct items, learn how to use them and have the skills and understanding to refer problem pregnancies to specialist places on time.
- No government scholarship is available for midwifery, so women have to pay for it themselves – which means there are fewer of them. Even to get to that stage, women first need to train and serve as a nurse for 5 years.
- Training delivered by midwives to community carers in provincial hospitals allows those carers to return to their communities and provide much-needed healthcare while having a midwife they can call for ongoing support. These people are also prime candidates to go through a full midwifery programme.

What funders should do

Our experts helped us understand that although no one funder can resolve the healthcare crisis in PNG, there are ways in which a material impact can be made.

We heard that:

➢ **Funders should centre the needs of communities and understand the way they work:**

- Taking a participatory approach and starting by engaging communities and understanding their needs (as opposed to taking an 'outside-in' approach) can serve to address much of the mistrust and overcome the misinformation about healthcare that is prevalent in PNG.
- There should be an emphasis on primary care rather than single target global health priorities like aids or malaria. This is because communities face a diversity of diseases and health issues. Narrowing the focus to single target priorities limits the extent to which a community's healthcare needs can be met.
- Provincial Health Authorities should be considered key stakeholders. They are aware of the NGOs working within a given area and view themselves as coordinators of these actors since they often lack the resources to start work themselves.
- Funders should consider how best to engage communities when delivering healthcare services. For example, to address non-communicable diseases like diabetes and high blood pressure, engaging communities in sports and strength/conditioning can go a long way. Encouraging people to own their health and become health literate can also contribute to improved health outcomes across the life cycle.Improving PNG's healthcare system and health outcomes requires a holistic approach and must recognise the value of things such as training, mentoring and assistance to healthcare staff. It is necessary to work in partnership with others to do this, including but not limited to, Provincial Health Authorities, universities and other organisations.

- **Funders should consider how synergistic solutions can deliver wider benefits for communities as well as healthcare:**

    - Synergistic solutions combine health and well-being (for example immunisation and other primary care services), conservation of land (enabling communities to withstand the pressure of logging) and climate action (effectively 'capturing' carbon), thereby delivering a range of health and environmental benefits.
    - When developed and delivered effectively, synergistic solutions are informed by indigenous communities' needs and wants. They enable communities to retain their land and develop the skills necessary to take part and eventually take over the delivery of the health, conservation and climate work.
    - Synergistic solutions are efficient and relatively cheap when compared with the delivery of individual programmes. They can serve to integrate conservation, climate change and rural health needs.
    - This approach can be replicated and adapted for different contexts with relative ease.
    - It is important to note that synergetic solutions should consider clean, safe water as critically important for good health as well as helping to reduce women's workload. WaterAid Australia, Rotary Clubs, World Vision & other international NGOs are actively involved in WASH projects.

- **Funders should understand that a degree of ongoing support is often required but this needn't be cumbersome or costly:**

    - Ineffective government processes or misuse of government funds mean there might be periods where nurses do not get paid and if there is no intervention, the nurses usually leave and the aid posts fall into dereliction. There is a role that NGOs or funders can play in filling these gaps.
    - If/when facilities are handed over to the Provincial Health Authorities, this should come with the knowledge that without a degree of continued support (either financial or logistical), the aid posts will most likely not be able to sustain themselves.
    - One area of healthcare that we heard differing opinions about was maternal healthcare. One perspective was that funders should support scholarships for nurses to train to become midwives and/or fund improvements to maternal healthcare facilities. Another perspective was that reducing maternal mortality is often the 'go-to' area for funders as far as maternal healthcare is concerned. We heard the view that greater support is actually needed for routine immunisation, which has only ever been funded by WHO and UNICEF – not by the government.
    - It is worth noting the need for a nuanced perspective regarding maternal health. Funding is available for mothers in the context of better life outcomes for children (UNICEF/WHO/World Bank), but very little support for the wellbeing of the mother. To date Australia provides some on-the-job supervision and training for midwives through their current program.

- In addition, the training of Village Birth Attendants (VBAs) is very much needed, as frontline response and working with active stakeholders such as Marie Stopes and church healthcare workers can have a greater impact.

Examples of work that our experts shared

Our experts shared examples of work underway to meet the healthcare needs of the people of PNG, helping us to think about what we can support, accelerate and mobilise. These are just some of the examples shared with us:

- An organisation which, since its formation in 2007 has gone on to have a presence in sixty countries worldwide, supporting in-country medical teams to develop the skills to carry out kidney transplants:

    - Kidney disease is the sixth leading cause of death in PNG. Often going undiagnosed, kidney failure is caused by hypertension, diabetes, and obesity.
    - There are c700 patients on dialysis in PNG, undergoing 3 sessions per week, at a cost of $100 per session. This financial burden often drives whole families into poverty.
    - With the support of volunteer medical professionals from the UK, the organisation teaches low-and-middle-income country medics to develop the skills to carry out life-saving and life-transforming transplants.
    - A holistic approach is taken, requiring a whole machinery of support within a hospital. This includes training, mentoring and assistance to transplant teams.
    - To make kidney transplants accessible to patients and to save the lives of those with kidney failure, the skills the organisation teaches to local surgeons and doctors is crucial.
    - The organisation works with local transplant teams over several years, providing mentoring via phone, video call, or email and monthly online lectures, surgical workshops, observerships (short-term) and fellowships (long-term).
    - Their work in Trinidad has led to a sustainable programme, where the in-country team has delivered two hundred transplants - the majority without external support.

- A community-led and community-based programme which aimed to integrate conservation, climate change and rural health:

    - Their work was initiated by a local community that wanted support to resist logging and establish its own health services.
    - An initial scoping phase involved collecting basic data and providing urgent healthcare. This was followed by basic health training in the community and the construction of a local health facility staffed by nurses. Simultaneously, areas of conservation were established.

- After a few years of running, the facility was handed over to the Provincial Health Authority with additional support continuing to be provided for.
- We heard that it would have been impossible to achieve what this project did without people on the ground and the community leaders who were willing to work with NGOs and had the community structures in place to facilitate the work.

- The place-based approach being taken by a long-standing foundation operating in PNG, which is intended to enable them to (i) become a real expert on the local-level issues that people face, and (ii) ensure they can support home-grown sustainable solutions. Their work has involved:

  - Supporting the School of Medicine at UPNG to carry out research into malnutrition, the results of which have enabled the development of a number of initiatives, including the printing of Child Health Books and the distribution of iodine supplements.
  - Training local schools in basic hygiene, washing of hands, building toilets, and basic literacy to read health signage.

- How one funder is prioritising the support of preventative measures such as vaccinations for cervical cancer (the second most prevalent cancer in PNG) because high acuity care is expensive and appropriate healthcare facilities do not exist.

- We heard about one organisation that runs a large sports event that attracts thousands of people. The event also serves to provide healthcare services such as vaccinations to people who come to the event. This approach has proved to be both unique for PNG as well as incredibly successful.
- Many private healthcare brands as well as NGOs support the event, providing sponsorships well as NGOs, and using the event as a means by which to deliver vital healthcare services.
- This approach is unique and more akin to social entrepreneurship.
- This organisation also has a small gym located within a rural area, where women can safely come and work out, as well as be educated about GBV and reproductive health.

Gender-based violence

The underlying causes of GBV in PNG

The high levels of violence against women and girls in PNG are widely reported. Our experts helped us better understand the situation and the underlying causes.

We heard that:

- It is difficult to avoid witnessing GBV for those growing up and living in PNG.
- 67% of women report they have experienced GBV in their life.
- Statistical analysis suggests that countries with a colonial past – such as PNG – experience four times the levels of violence against women and girls, than those who don't have a colonial past.
- There are several other root causes of GBV:
  - a high prevalence of natural disasters
  - patriarchal gender norms
  - a lack of role-modelling (if people can't *see* what better looks like, they don't know how to *do* better)
  - poverty and armed conflict
  - households unable to cope with stresses such as unemployment and other instabilities
  - a cycle of violence in families and communities, which can normalise it.
- Some of the causes of GBV (such as armed conflict and patriarchal gender norms) are in themselves often considered to be a legacy of the colonial area.
- Exposure to violence in wider society is also linked to a higher prevalence of violence against women, largely because violence has become normalised.
- Another - often unrecognised - reason which can help explain the high rates of GBV in PNG, is poor mental health which can fuel cases of GBV, as well as make it harder for survivors to seek help. There is only 1 mental health facility in the whole country.
- Undiagnosed Childhood trauma often leads to poor health outcomes and increased health risks:
  - Abuse: physical, emotional and sexual
  - Neglect: Physcial and emotional
  - Household Dysfunction: Mental illness, mother treated violently, divorce or new wife introduced, substance abuse, incarcerated family member, adopted children
- Increased health risks:
  - Behavior: Lack of physical activity, smoking, alcoholism, drug use and missed work.
  - Physical & Mental Health: Sever obesity, diabetes, depression, suicide attempts,STDs, Heart diseases, cancer, stroke, broken bones, COPD (Chronic obstructive pulmonary disease)

Understanding women's rights in PNG

We learned that although policies and laws to protect the rights of women and children do exist in PNG, this has taken decades to bring about and governments (at all levels) poorly implement them.

We heard that:

- A convention on discrimination against women was adopted by the UN in 1979. But this wasn't ratified by the PNG government until 1995. Furthermore, the PNG government didn't actually report back on the status of women's rights until 2010.
- A shadow report was presented to the UN in 2010, and from then on, the PNG government started moving forward with significant legislation and policy to promote and protect the rights of women.
- The Family Protection Act, adopted in 2013, criminalises domestic violence and is inclusive of interim protection orders that enable survivors to seek legal protection within the laws of PNG.
- More recent progress includes:
  - the development of a national strategy to report and respond to GBV, effective from 2016 to 2025.The significant lack of representation of women within government reflects the state of women's rights within PNG more broadly.
  - a Special Parliamentary Committee[8], established to look at GBV and recent amendments to the Family Protection Act[9] (July 2022).
- It is important to note that there is no budget allocated to this area which further explains the significant implementation gap for many of these policies.
- Compounding the issue is weak inter-agency coordination.

Why victims of violence give up along the way

Our experts helped us understand that despite laws existing to protect the rights of women, many victims of violence give up in their pursuit of justice. We heard that:

- It is common for women who have experienced GBV to not pursue justice or to give up along the way. According to the PNG demographic and health survey in 2019, only 35% of female survivors have sought help or justice for the crimes committed against them[10].
- High-profile perpetrators are often above the law. Even where there is clear evidence, they rarely face prosecution.
- Social norms make it difficult to pursue justice. There is often family or community pressure to stay in a relationship and there are reputational risks (such as loss of status or standing in the community) for men and women if they leave. Indeed, in PNG culture, people live very communal lives and use the family as their support system. So, when abuse happens in the immediate family, most chose to settle it within the family because at the end of the day this is the only support system they have.

[8] Special Parliamentary Committee on GBV
[9] Family Protection (Amendment) Act
[10] https://mdfpng.com/wp-content/uploads/2021/12/RESEARCH-ON-THE-MEASURES-ADOPTED-BY-THE-PAPUA-NEW-GUINEAN-GOVERNMENT-IN-SUPPORT-OF-WOMENS-RIGHTS.pdf

- Low literacy rates also make it difficult for victims to access services and to understand their rights.
- The police are usually ill-equipped to do anything about GBV. For example, they may not have the stationery to document the crime, or the fuel to go out and arrest the perpetrator. Even if the police have fuel there is an expectation that this will be paid for by the victim of the crime. Such factors significantly impact the extent to which the police can deal with crime.
- The Police are also prone to accepting bribes so corruption on this level further complicates the situation for the victim to seek help and protection.
- On a practical level, it can be incredibly time-consuming and cumbersome to travel great lengths to report a crime or pursue a progress update, all of which takes women away from their day-to-day responsibilities. This too can often lead to women giving up in their pursuit of justice.

The paths to progress

We learned that the issue of GBV is complex and many paths must be pursued to bring about the necessary change.

We heard that:

➢ **Laws alone are not enough**

- Legal frameworks for preventing GBV set important normative rules, but this needs to be effectively enforced, and particularly budgeted for (such as training police about gender equality or the laws relating to GBV), or little will change.
- Poor implementation of laws is often attributed to the police, who themselves don't get the necessary support or resources to put offenders through the justice system.
- Criminalisation of violence against women and girls and shelters for victims are important but they are not enough to tackle GBV. Although justice is important, it isn't preventative. More work is required to understand how violence can be prevented from occurring in the first place.
- There are important community members who can help mobilise and maintain the work to address GBV. These include the church, youth and community leaders.
- An integrated case management approach to assisting survivors of GBV is needed across PNG, and the referral pathways for survivors need to be strengthened. While outreach and prevention are also necessary, it cannot work in isolation - responses to survivors are also key. If survivors of violence are assisted and achieve outcomes – for eg, police arrest of perpetrators – it sends a message that the violence is not acceptable at the family, community and national level.

➢ **Community outreach and involvement are paramount**

- To reduce GBV, communities should be supported to bring about change in their own contexts. Imposing a western perspective of how GBV can be tackled may not be relevant to the lives, circumstances and experiences of people in PNG. Mapping out how violence shows up in communities and understanding what is already happening on the ground to prevent it from happening is important.
- Interventions should provide the opportunity for people to reflect on their own lives: what matters to them, what they want, and what shapes their lives. This time to reflect is a privilege not available to everyone and it enables people to step back and consider why violence shows up in their lives.
- In communities with a rich tradition of oral history, creating space for storytelling can be an informative way to learn more about how violence presents itself and why it occurs. Learning about the history and origins of a village, for example, can give an insight into its cultural identity.
- Outreach is an essential part of breaking the cycle of violence in families and communities. People need to know how they can get help to leave a violent situation, what laws exist to protect them and what referral pathways are available for support. Outreach can take many forms, for example in schools to inform children and staff about child safety rules and child protection laws.
- It is almost inevitable that to access and work with the women of a community, male figures – particularly community leaders and elders – first need to be engaged. In a largely patriarchal society like PNG, little progress can be made if the male leaders aren't supportive.

➢ **For perpetrators' behaviours to change, their attitudes must change**

- Attitudes are gradually changing among young people regarding GBV. In particular, many young girls and women are starting to speak about the issue.
- Despite the changing attitudes of young people, it is very difficult to challenge elders within the community. There is a tension where young people do not wish to disrespect or alienate themselves from older generations.
- One of the biggest barriers to progress is that children may well learn something in school (such as the importance of gender equality, and respectful, non-violent relationships) or through the work of NGOs, but when they return home, they often observe violence in the home, women being treated as less than men, or women being the ones to do the household chores. It can take years to change the attitudes and behaviours against the backdrop of such social norms.
- Male support programs play an important role in stopping GBV but are absent in PNG. There is very little (if any) meaningful provision of support such as counselling or behaviour change programming to perpetrators.

The role of education

Our experts helped us understand that education has a critical role to play in ending GBV in PNG.
We heard that:

- Education can be a significant contributing factor in that the longer a child stays in school, the less likely they are to be a victim or perpetrator of GBV. One of the reasons for this is that education can serve to challenge the negative social norms that drive GBV.
- Gender equality and human rights are rarely taught as a full package at school in PNG. Anything delivered in schools tends to be piecemeal or sporadic.
- If education about GBV is to be impactful, school policy has to change. It is no use for students to learn about GBV through charities, but return to a classroom where teachers are sexist and /or undermine the learning that has just taken place.
- Part of the challenge is that teachers don't have access to training or resources that would equip them with the means by which to better educate children about gender equality, healthy relationships and boundaries.
- Teachers are also often overwhelmed (in Port Moresby alone, the ratio is 1 teacher to 80 students), which compromises greatly the quality of teaching and their ability to deal with all the concerns of the students, do not generally have the vocabulary for safeguarding and have minimal resources to dedicate to keeping children and young people safe.
- There is rarely a dedicated guidance councillor in schools, meaning that teachers have to volunteer to take on this role on top of their teaching responsibilities. In addition 'Inspector' positions in the Education Department are not funded so there are less inspectors to ensure that the schools are meeting the standards required.
- More work needs to be done to educate teachers about how to protect children and young people. For example, what to do when there is a safeguarding issue.
- It is important to note that education does not work in isolation. Strong response systems to Family Sexual Violence and GBV are also necessary. Otherwise there may be situations where everyone understands that the violence is wrong but survivors have difficulty accessing help.

What funders should know about supporting work to address GBV

Our experts helped us understand what funders can do to address the causes of GBV and advance the needs, rights and protection of women and children.

We heard:

- **Funders should let go of their assumptions and beliefs about what 'works':**

- Violence is understood differently in different countries and reducing it requires an understanding of local culture as well as the transfer of power to local partner organisations that are already or can more easily become embedded in the community.
- Participation of and co-creation with community members, in particular victims of violence, is important when tackling GBV, as solutions developed for other countries and cultures might not be relevant. Funders should find out what responses already exist as a starting point and then build on that. Interventions need to recognise the local context and meet people 'where they're at'.
- International approaches can often prove ineffective because they are usually short-term and based on an 'outside' perspective of what will work.

➢ **Funders should recognise that tackling violence against women relies on taking a 'lifecycle' approach:**

- You can't just come in and 'fix' it through one single intervention/point in time. It needs work at the levels of the individual, family, community, society and government. Long-term funding is critical to ensure that the programmes funded have enough support to see results, especially 5 – 10 year funding.
- In some places, family and the community will be barriers to action – local role models are needed but they may also face a backlash, such as threats of ostracization and violence. Funders need to consider this carefully.
- Preventing or stopping violence against children or in homes with children is the most important thing that can be done to reduce violence in the long term. It's what proves most effective in breaking the cycle.
- Young people are a critical group to work with as they are just 'starting out' and are less jaded by life. Their beliefs, opinions and behaviours are more susceptible to positive and long-lasting change. They are also more likely to be vocal within their communities about the need for behaviour change.
- It is important to support local women's organisations that find it difficult to access funding, but often don't need much to create positive change. These organisations are often led by respected local experts.
- Supporting the police and magistrates to apply the law consistently through training and mentoring is also important.
- Engaging with churches is also important.

Examples of work that our experts shared

Our experts shared examples of work to address GBV and advance gender equality in PNG, helping us to think about what we can support, accelerate and mobilise. These are just some of the examples shared with us:

- An organisation that recognised the lack of engaging education about GBV for young people during their adolescent years. They identified that sports education could fill this gap due to its popularity and cultural significance. They also felt that sport served as a great vehicle for GBV education specifically, because existing game rules can be used to explain concepts like respect and healthy boundaries. It is worth noting that they identify sports as a vehicle to deliver messaging (as opposed to emphasising the development of the talent). Their work takes many forms, including:
  - Programmes that, amongst other things, explain different types of violence and abuse, promote respectful relationships and enable participants to develop empathy for others.
  - School and university action groups where young leaders receive training so they can find solutions to gender inequality, bullying, violence and other issues within the school or university environment.
  - Schools and tertiary institutions are exposed to Child Protection, Violence Against Women, Preventing Sexual Exploitation, Abuse and Harassment training and the setup of policies in their institutions.
  - Teacher training.
  - Community capacity-building.

- An organisation that partners with local organisations to deliver training, education programs and events to participating athletes and communities in PNG. Their aim is to promote gender equality, eliminate GBV at the root causes, empower women and girls, and build stronger communities around, and through, participation in sports. They work on multiple levels to address barriers identified by communities and individuals such as a lack of safe or accessible facilities, an inability to procure appropriate equipment or clothing and inadequate training or skills. They address these gaps by:
  - Collecting donated sporting equipment in Australia and providing it to PNG sports associations, clubs and grassroots initiatives.
  - Using social business models to establish sustainable new facilities.
  - Running inclusive and accessible sports events for the whole family.
  - Providing training courses and skills workshops in communities.
  - Creating local employment for women and men and internships.

- A community organisation that:
  - Delivers a number of programmes, including a 'Healing and Rebuilding programme' involving a series of sessions (covering topics such as self-reflection, coming out of trauma and building self-confidence) targeted at young men and women - promoting ways in which problems can be solved peacefully.
  - Directly addresses the fact that women aren't usually allowed to have a voice. It encourages women to speak freely, giving them space to express themselves. The organisation also educates women about their rights and the laws in place to protect them, as well as sign-posting them to vital services.
  - Educates men about the consequences of their actions and supports them to become advocates for ending violence and in turn, become valued and respected members of the community.

- We heard about an organisation that supports women in a number of different ways:
  - Through traditional and peacebuilding approaches that enable women to come together and discuss their priority issues; enabling them to then prepare to 'negotiate" with male leaders.
  - Through appropriate and accessible technology (SMS and public radio) to share information across women's networks and also promote gender equality.
  - through a Young Women's Steering Committee which serves as a safe space Where women can come together to talk about the realities of being young women leaders, the difficulties they have faced trying to find entry points into political leadership and the trauma of being excluded from political and civic decision making.

Education and Digital literacy as enablers

Access and Quality

Our experts helped us understand that the education system is, to a large extent, inadequate in PNG, particularly where our thematic areas of climate change and GBV are concerned.

We heard that:

- There are not enough high schools in PNG and this is a result of the colonial period. There were not enough schools built by the time the country gained independence and as a result a dearth of quality education. *After* Independence, the government needed to continue its investments in education, which did not happen.
- The education system is in English despite the fact that English is not most people's first language.
- The three biggest barriers to education are poverty, rural/remoteness from urban centres and gender. The poorest girls and boys in rural areas are therefore the ones who end up missing out the most.
- Access, quality and sustainability are the components of a good education system.
- How the 'quality' of education is defined and analysed is key but there is no simple metric; a range of approaches need to be blended to give a true picture.
- Generally speaking, the government needs to be the funder of schools if impact at scale is to be achieved. However, the government does not necessarily need to be the entity that manages schools. Better quality delivery can often be achieved by NGOs who can locally and internationally fundraise for construction or repairs to buildings, as well as taking a proactive learning, research, and advisory approach to improving quality.

- Crucially, it should be recognised that education is one of the instruments of colonisation – to prepare people for jobs in the collapsing industrial system. When considering education in the context of PNG, we heard that we should consider what *kind* of education is relevant and recognise that as everywhere, knowledge and practical skills that can enable self-determination, resilience and as much autonomy and self-reliance as possible are vital.

Digitalisation

We learned that digital literacy has the potential to open up the world for the young people of PNG.

We heard that:

- In the past 30 years, there has been significant growth in internet and telecommunications use in PNG, particularly mobile phone ownership and using a charge card to access the internet.
- A lot of work has been done on electrification, over the last 5 years in particular. Consequently, about 1000 primary schools now have power from the main grid.
- Most progress has been made within urban areas. Technology has yet to reach rural areas, largely because the terrain in PNG makes it difficult to build infrastructure and when built, the affordability of that infrastructure is an issue. For example, Digicel gives customers a 3-month free contract but when the fourth month arrives many can't afford to continue with the contract.
- Enabling digital literacy in the absence of infrastructure and access to information is vital in PNG. School books in the library might be 40 years out of date so access to up-to-date information is important.
- Digital classrooms and digital literacy open children up to the world around them, enabling them to learn about people who are different from them. Young people need to be aware of the world around them to change it. In PNG there are still maps in classrooms which have USSR and Yugoslavia on them.
- Young people need skills for the digital age in order to access opportunities.

Examples of work that our experts shared

Our experts shared examples of work underway to improve access to and quality of education in its broadest sense as well as digital literacy specifically:

- We heard that in countries with extractive industries and high levels of corruption, the formal education environment isn't very conducive to bringing transformative change on the ground. We heard about the scaffolding model, where the government provides basic services and NGOs complement this with an enhanced quality of

education. For example, CAMFED in East Africa. Initially, they ran sessions informally outside of school, via after-school clubs for girls. Through advocacy with local government, they ensured it complemented the existing National Curriculum.

- We heard about an organisation that donates laptops to schools in PNG, that would otherwise have gone to landfill:
  - Their approach involves offline digital literacy tools that help educate and build digital skills. There is no dependency on internet availability, which also serves to protect children from the more harmful content that the internet can expose children to.
  - They are able to bypass a lot of the usual bureaucracy that organisations encounter when trying to roll out or scale their work, largely because they forge relationships with schools directly. In addition, they prioritise building trusted relationships at a local level, which improves engagement and adoption, as well as virtually eradicating any risk of theft of the laptops.
  - Their development of digital classrooms is equipping children with digital literacy skills that are opening them up to the world around them, enabling them to learn about and from other people and countries, as well as improving their future career prospects.

5. Key actors in PNG: What we've heard

The government

The political system

We learned that Vision 2050 (a national policy that offers the framework for the country's long-term strategic direction) created an ambitious outlook for PNG's future but it has struggled to gain traction.

We heard that:

- The political system is a barrier to future growth. PNG has a coalition of 17 political parties. Ministers might be from different parties and have their own views and interests which differ from those they are working with. This encourages political instability and makes it difficult to govern, although it should be noted that PNG had the same Prime Minister (PM) for three terms until Marape took over. He has been PM In a majority camp for four years now.
- The public sector is very conservative in PNG. People who toe the line do well. Young people with new ideas are seen as troublemakers rather than initiators.
- Officials have to do what the Minister says and get into trouble for trying to deliver policies that don't align with what the Minister wants. This limits the effectiveness of policymaking.
- There is a high turnover of MPs and the existing budgetary process is weak due to alleged corruption.
- Political interference in projects is a big challenge and can cause delays in delivery.
- Provinces with larger economies, extractive industries, and more fertile soil for agriculture, have more revenue and more to spend on services but aren't actually doing so. Corruption means this money is spent on things like air-conditioned offices and vehicles for politicians.
- Vision 2050, which outlined the strategic ambitions for PNG, was homegrown rather than an international development initiative.
- It was a significant, well-put-together plan issued in 2009 from the Prime Minister's department. But it was created by an elite group and didn't have the cooperation or input of other Ministers, limiting buy-in.
- It was difficult to implement because the Prime Minister couldn't hold together the different departments needed to deliver it. The national planning and monitoring departments, for example, didn't want to be told what to do by the Prime Minister's department.
- Prime Minister James Marape is trying to bring back Vision 2050 and referred to it as a benchmark to work towards.

Legislative frameworks

We learned that although much work has been done to develop legal frameworks and policies in PNG, the government has made very little progress in implementing them.

We heard that:

- The legislative framework (the legal standards, policies and requirements concerning the government's responsibilities) is good, but the implementation isn't.
- A lot of policy development happens because of donor support, for example from Australia. They fund and support legislation development but this rarely trickles down to implementation. For example:
  - A child protection act was passed in 2015 which created the legal framework and pathways in the case of violence, abuse, neglect and exploitation of young people. Despite this, there is a big gap between policy and implementation. The reality on the ground is completely different to what you would expect when reading the law. For example, there is no dedicated child protection agency in PNG.
  - In terms of the government taking concrete action to protect women's rights, it does very poorly in allocating resources to support implementation and there is currently little momentum at the national policy-making level around GBV when compared to issues such as climate change and natural resource management.
- If you want to support policy work, it is necessary to accept that implementation can be very challenging. Specific tribal laws and differing local contexts make the jump from adoption to implementation one of the hardest steps for international organisations and charities within PNG.

Government services

We learned that a lack of investment is materially impacting the implementation and delivery of government services.

We heard that:

- Even though legislation exists, many government agencies and service providers – even the police – aren't aware of them.
- Government bodies are incredibly siloed and often unwilling to work with each other.
- In some cases, governmental bodies which should exist, do not, or there is no one staffing them. In other cases where they do exist, there are people behind their desks "pushing papers". In many cases, these excuses compound into months of inaction.

- Government agencies often have an inadequate number of staff and lack training on GBV, family violence and sexual violence. This is especially true of the police. Many are not able to provide trauma-informed care and have not been trained to interview child witnesses.
- People working in institutions which are supposed to deal with child protection and GBV cases, such as the police, often make excuses for the lack of progress. These excuses are extremely weak and expose massive gaps in implementation. Examples include:
    - Police vehicles are out of fuel or are in need of repair;
    - The printer has run out of toner so important forms can't be printed out;
    - Departments handing off cases under the pretence that it is not their problem;
    - The person responsible for the case being unreachable because they have simply not come into the office.
- The lack of investment in government agencies makes it difficult to pursue cases.
- It is difficult for those working with vulnerable children to trust that the authorities will do everything in their power to support the young person. The process of seeking help from the authorities is psychologically exhausting and can be re-traumatising for the parties involved.

What funders should know about working with the government

Some of our experts shared that working with the government can be helpful, but it needs to be with government officials who operate at a local level.

We heard that:

- Working with local government can be a way to get community buy-in and access to land. By looking at what the local government's 5-year plan is, development partners can help to implement the proposals.
- Rather than circumventing the government, funder and partners should ask: how do we help government to support and serve the people?
- If the provincial government see you succeed, they will come on board and support your plans.
- Funders are more likely to have success at the local government level because greater visibility of these officials in the community means they have greater responsibility and accountability.
- The high level of cultural and community diversity within PNG means that national, blanket-approach projects can never work as well as those that are developed in collaboration with and tailored to meet the needs of communities.
- Building local-level demand is critical to making governments accountable. Any capacity training or awareness activities involving local communities should seek to empower people to demand the government to deliver services to meet their needs.

Extractive corporations

The pursuit of profit and power

Many of our experts shared the view that the extractive model (seeing the living Earth system as 'natural resources' for human use which can be endlessly extracted to sell on the world market, to accumulate profits for ever fewer entities, without consequence) accounts - to a large extent - for the environmental and social crises being experienced in PNG and the global south more widely.

We heard that:

- Extractive companies are recognised for supporting and sponsoring NGOs/INGOs/ Bilateral, and Multilateral donors' access to communities through sponsorships, grants and logistics. They also advocate for these groups to come in and help the communities, as they recognize the communities' limitations.
- The extractive industry has also made many inroads for development opportunities and provided access to education, health, and jobs in PNG.
- Despite the above, the climate crisis, environmental crisis, biodiversity loss and deforestation are deeply linked to economic, social and gender inequalities, all of which are a consequence of the extractive model.
- The extractive model is one based on colonial histories; characterised by the extraction and exploitation of 'natural resources' and local communities, especially in the global south.
- Grassroots movements see extractivism as an economic and political model of growth and development. One that commodifies nature, expoilts local communities and prioritises profit for the few.
- Many social and environmental groups consider the extractive industries as being rooted in environmental racism, patriarchy and white supremacy, as this ideology was born in Europe.

Exploitation of the planet and people

We learned that in the pursuit of growth and profit, extractive corporations have been exploiting indigenous peoples.

We heard that:

- Resources are exploited in the global south to support wealth accumulation and development in the global north.

- Large companies are often illegally trespassing on indigenous land and then working with the government and police to ensure that they are protected from being held accountable.
- Extractive industries rarely inform indigenous communities properly about what a given development will actually entail, and what its impacts will be. This means that communities sign consent forms without having the proper knowledge to make an informed decision. Within the framework of international law, this is illegal. Strengthening of Free and Prior Informed Consent (FPIC) laws is essential for the protection of indigenous land and peoples in PNG and globally.
- Even in cases where communities have the education and knowledge to recognise that a development programme will be harmful to their communities and their land, they are in such vulnerable positions that they do not have any other choice but to accept it.
- Communities often feel compelled to agree to what mining companies want, because of the much-needed, albeit short-term benefits. Communities think about what they can get now, with little consideration for the long-term implications. We heard this described as a 'poverty mindset'. This reliance on mining companies has led to a power imbalance that makes it difficult for indigenous communities to exert their rights.
- The development promised to communities is often very poor or non-existent in practice, despite companies making enormous profits. Companies will often promise to build essential services that the government doesn't prioritise for rural communities, such as schools, hospitals and roads, but in reality, the impact for communities is often far worse in the long term than the short-term benefits they receive.
- Once a mining company leaves an area, communities are ill-equipped to keep services going and their land is devastated, as in most cases companies are not liable for cleaning up the site they leave. For example, school buildings often become derelict because there isn't money to pay teachers' salaries or to buy books and stationery.
- The sustainability of services is key and extractive corporations could and should do more to enable communities to be able to maintain services after a mine has closed; and companies should be held accountable for cleaning up their site, including the toxins that enter the ecosystems.

Corporate Social Responsibility

We learned that although extractive corporations have been practising CSR for a number of years, historically, their interests have largely been self-serving.

We heard that:

- Historically, corporations have largely focussed on CSR projects that have served to boost their reputation amongst key stakeholders such as the government.

- The consequence of the self-serving motivation has been that projects have been relatively short-term in outlook and based on creating a reputational legacy, as opposed to being based on what communities need, given the inevitable impacts of mining.
- Community infrastructure projects were often prioritised rather than building up local capacity and institutions that communities could own and sustain themselves.
- Examples we heard included the fact that classrooms are built, books are given out and immunisations are provided. However, little consideration is given to building local capacity to maintain these education or healthcare services, so they rarely continue beyond the defined timeline of the project.
- The impact on community land and waters is enormous, yet companies are not held to account by local governments, because they too are allured by the money they are expecting.

Pockets of progress

Some of our experts shared that although extractive corporations must do more to repair the harm they have and are causing to communities, there are some pockets of progress.

We heard that:

- In PNG there has been very little civil society influence on the extractive industries. Until recently, there has been a trend of welcoming development from companies. Now, however, communities are starting to get angry that the development that has been promised has not materialised, as has been the case elsewhere in the world. This is leading to more campaigning and activism to have communities' wants, needs and rights listened to and acted upon.

- There is an increasing trend for corporations to take engagement with climate change and indigenous rights issues more seriously. This is in part due to a growing public awareness of the exploitative practices of corporations which brings with it significant reputational risk.

- The area around the Ok Tedi mine, particularly the town of Tabubil, is an interesting example of better practice by a company. Many of the services instigated by the mining company have since been taken over by local communities and this is working well for them. However, this benefit is not reaching the local rural communities surrounding the town.

- A study exploring how indigenous peoples receive development, and how can it be done in a way that's suitable to their environment and community, is taking place in Uganda, PNG and Bolivia – three countries affected by climate and resource

extraction. This work is being done with partnerships involving government, academics, corporations, NGOs and communities.

- Over the last 5-10 years, women's groups have become more prominent in the pop-up towns that exist around mine sites.
    - These groups or centres do not just offer shelters, but also serve as meeting and organising places, as well as supporting livelihoods including fish or chicken farming, craft workshops, etc.
    - There are a number of women leaders who were educated overseas but have come back and are sharing their education locally.

Lessons that funders can learn from the extractive approach to CSR

Our experts helped us understand the lessons that can be learned from the CSR practices of extractive corporations, in particular, what can be done differently and better.

We heard that:

- It is common for a corporation to come in with a 3–5 year CSR *project* and not recognise that for the communities that they are working in and with, it is their *lives* and lands that are being impacted.
- It's important to take a systems approach rather than a project-based one. For example, funders should look at the whole livelihood system of a province and understand how their project can fit within it and crucially how it will improve livelihoods.
- Mapping out what a project means to a community can be a helpful starting point. Funders should consider: what other entities are doing, what's working and what isn't, and look through the provincial government's plan. Then you can decide on your own strategic areas and programmes.
- It is impossible to reach every community. One approach is to focus on hubs or districts instead, to establish an example that can inspire others.
- A needs-based assessment should be the starting point, as should a proper consultation with all the stakeholders, to make sure projects are actually meeting communities' needs. If the community isn't already doing things in a way that delivers optimal and achievable outcomes, it's important to understand why. We heard about a water project where new pipes were repeatedly being damaged at night. It ultimately came to light that the women in the community were the ones damaging the pipes because although the pipes would have improved accessibility to water, it meant that women would lose the time that they would usually spend together when they went to collect water from further away.
- Understanding the context you're working in helps to culturally embed projects.

The church

Power and influence

We heard that the church has played a prominent, pivotal and longstanding role in PNG, often delivering services that the government has failed to provide adequately for communities. This has led to the church wielding a lot of power. However, more is needed to ensure this power is used well.

We heard that:

- The church has over a century of experience engaging with PNG culture and has some unique inroads which can present good opportunities for the delivery of services such as schools and healthcare facilities.
- Historically, the church has provided the people and managed service delivery, effectively running health and education, with the government paying staff salaries and providing money for maintenance and equipment.
- The three-way mission of 'teaching, preaching, and healing' was the traditional bedrock of all the Christian missions in PNG – meaning all denominations now work quite well together to further health and education. Because of the common service delivery mission, ecumenism (churches working together) is stronger in PNG than elsewhere.
- When government systems fail (for example, when schools and healthcare facilities are at risk of closure due to a lack of funds), the churches historically come together to lobby the government.
- Some churches are more conservative than others. There have been efforts on behalf of the Australian government to further this, by supporting mainstream churches to introduce gender equality in the way they work. However, this is still a work in progress.
- Although the church has built most schools, they are also arbiters of misinformation and have disproportionate power over what people think.
- Their preaching agenda, to convert communities to Christianity, severely undermines indigenous cosmologies, often engendering fear and shame in their traditions.

Civil society

The unique and critical role of civil society

Our experts helped us understand how crucial civil society is in achieving social change.

We heard that:

- Although INGOs may be able to achieve policy change or new legislation, they are not always equipped to follow through with implementation. Civil society is key in this implementation piece.
- Local civil society actors often have far more legitimacy than INGOs or the government and can translate work to suit their context and the needs of their communities. However, this does not necessarily mean that they are well supported or funded.
- Local organisations are also better at adapting quickly to any issues that might arise, for example when engaging communities, or during delivery, or if the circumstances or context changes. It is worth noting that this process benefits those local organisations too, as it brings them closer to the communities and also improves/increases the skillset within those organisations.

Factors impeding the growth and effectiveness of civil society in PNG

We learned there are several factors influencing the extent to which civil society can flourish, and that in PNG, civil society actors face a number of specific challenges.

We heard that:

➢ **The need to compete for funding is impeding progress:**

- Organisations operate within a competition culture for funding which can make it difficult for them to work in partnership. People doing similar work often end up in silos.
- The lack of funding and support means that although activists or organisations do occasionally collaborate, more often than not, they are competing for resources so can be hesitant to share information with each other.
- Many youth activists feel the competition for resources negatively impacts the work they can get done. This is exacerbated by inter-tribal hostility.

➢ **The government is biased and ineffective in its support of civil society:**

- The Consultative Implementation and Monitoring Council (CIMC) is an independent organisation established by the National Executive Committee in 1998. It was set up with the aim of bringing together civil society and private sector interests so that recommendations could be followed up by the government.
- Although the CIMC has a strong mandate, it is weak in practice – failing to deliver on civil society interests and acting more as a mediator, or even on behalf of the slow-moving government which has been historically resistant to delivering systemic

change. The culture within the CIMC to take a "neutral/diplomatic" role has led to the status quo being maintained.
- The urgency for change is well understood amongst NGOs but this urgency doesn't appear to translate into government spaces or spheres of influence.
- It is very difficult to secure government funding as an NGO. You are only given the time of day if you have connections and pre-existing relationships. People are required to have a proven track record but that excludes many young people and newer organisations from getting off the ground.

➢ **There is overwhelming pressure on activists to give up their efforts for change:**

- Extractive companies often use intimidation and violence against activists and indigenous people. Activists have to be careful about how they go about their work because their lives and the lives of their families and communities are often threatened.
- Another tactic that companies use is bribing or coercing activists by providing much-needed food, school fees or financial support. In the face of such overwhelming pressure and limited means by which to provide for their families, many activists give up their efforts to bring about social and environmental change.
- Female activists face the additional challenge of the patrilineal society that characterises PNG. Women, especially young women are rarely given opportunities to speak in the public sphere.

What funders should know about supporting civil society action

Our experts helped us understand that funders can play a more integral role in supporting and enabling civil society to bring about transformative and long-lasting social change in PNG.

We heard that:

➢ **Funders should take a localised approach:**

- The civil society 'entry point' for funders should be to work on things that matter to the community. This gives legitimacy to them and is more likely that the work will be sustained.
- It is very difficult to scale anything without strong and continuous community engagement in the place you are scaling to – it is less about the intervention and more about the strength of civil society. Consequently, there is a significant role that funders can play to increase the strength and sustainability of civil society.
- There needs to be a platform for civil society groups to come together and build relationships.

- Funders should minimise external consultation and utilise qualified nationals' skills to build capacity and confidence instead. Expensive international consultants are often used to deliver programmes or projects, the assumption being that their qualifications make them experts irrespective of country context. Hiring local professionals who better understand the local context is more meaningful and effective. World Bank is now hiring young professionals to work in-country to build local leadership in the early years sector of education, for example.

➢ **Funders should recognise that support means more than just money:**

- INGOs can deliver projects, but they typically have a start, middle and end. By building civil society capacity, work is more likely to be sustained and embedded over the longer term, because civil society individuals and organisations tend to be embedded in communities and are better equipped to support engagement with and adoption of projects, as well as long-term ownership.
- Capacity building is very much needed in PNG. This includes building human resources and equipping them with the appropriate knowledge and skills needed to address issues within their communities.
- Facilitating partnerships rather than competition should be a priority as this creates for a collaborative environment in which people work together for their community's greater good.
- We heard that there are very few grassroots organisations in PNG which sustain themselves beyond 1-2 years and a lack of financial support is just part of the equation. Other factors include:
  - A lack of mentorship;
  - Violence and harassment of community leaders, particularly of women;
  - A lack of training or capacity;
  - A lack of *ongoing* financial security and support with core costs.

➢ **Funders should equip and enable PNG's burgeoning youth population:**

- In countries with a youth bulge, there is a real opportunity for civil society to grow, in part because their views, attitudes and behaviours are likely to be more receptive to change than those of older people.
- However it is important that young people are inspired to learn about their traditions from their knowledgeable elders in order for their ecologically sensitive traditions not to be lost to the current generation, and thereby future generations.

- Young people have an important role to play in PNG's climate movement in particular.
- Young people can become agents of change in their community with a little support and they have innovative ways in which to increase awareness of issues and engage people in shaping solutions. We heard about art, sport and open mic night initiatives that have served as effective ways of engaging young people and providing a platform for their voices.

- Funders can help empower young people through systemised mentorship programmes that have long-lasting impact.
- There is an opportunity for funders to send Papua New Guineans abroad so they can gain knowledge and experience, then return to PNG to assist in building the nation. This is a more effective alternative to hiring international consultants with limited understanding of the country context and who are more likely to take a 'trial and error' approach to the detriment of beneficiaries.

➢ **Funders should help strengthen the civil society eco-system:**

- Using funding to build bridges between youth groups, women's groups and others is a good way to support civil society to strengthen, by finding a person who is trusted by them and can support a process of building trust and collaboration sensitively.
- Funders can use their power to push for more women to take on leadership or ownership within civil society.
- Funding for campaigns to build social movements is very much needed.

Women

Gender equality and empowerment

The lack of progress with gender equality and women's role as leaders in society is widely reported. Our experts helped us understand that this presents itself in different ways:

We heard that:

- Illiteracy levels are highest in women, particularly in rural areas, although they tend to have sustained their indigenous knowledge about food growing and medicines.
- There is an urban/rural divide when it comes to women's participation in leadership and decision-making spaces. For example, in Port Moresby, there is more awareness of women's leadership potential and opportunities to grow as a leader. It takes more work to get provincial women to participate in leadership programmes.
- There aren't many women in substantial decision-making roles and positions of authority at a national level. Public services are male-dominated and they make decisions about what to prioritise, which impacts how resources are allocated.
- There have only ever been at most just one or two women at a high level of politics and they haven't had the level of influence or power to be able to make meaningful and impactful decisions, although it should be noted that those who have gotten into parliament in the past have made significant contributions (Dame Carol/ Dame Abaijah).

- If women were to play a bigger part in decision-making, more attention would be paid to healthcare and education – at the moment, reproductive health is not even part of the government agenda.
- Working with women leaders gets better results as women tend to think about the needs of their community, whereas men tend to think more about their personal gain or reputation.
- We heard that women who have made it into a position of power encourage and enable more women to be promoted.

What funders should know about supporting women

Our experts helped us understand the various ways in which women can be supported to advance their role as leaders in society.

We heard that:

- Women need support from outside of parliament. Historically, resources weren't mobilised to support female politicians in their endeavours. Consequently, they struggled in their roles and were blamed for not meeting expectations.
- The way to sustainably increase women's participation in decision-making is to build women's leadership from the local level up. It starts at the local level then grows to municipalities, councils, and then to provincial and national government.
- It is important to draw a distinction between broad civil society organisations and women's rights/peacebuilding organisations, to ensure there is a clear indication of the way in which funds must reach women-led initiatives. In light of this, funders should consider how they can support and strengthen provincial level women's networks and national engagement.
- Support shouldn't just focus on national election cycles. It's important to influence different types of institutions at different levels.
- It's vital to bring parents, partners, and spouses on the journey. They become the support system that enables women to lead in public and private spaces.

Foreign aid and funders

Australian aid

Our experts helped us learn more about the relationship between Australia and PNG and how funding priorities have evolved over the years.

We heard that:

- The flow of aid to PNG is highly concentrated. Seventy per cent of aid from OECD countries comes from Australia. Fifty per cent of the AusAID budget goes to PNG.
- There has been a shift in the nature of aid in the past fifteen years. AusAID has been dissolved into the Department of Foreign Affairs and Trade and its strategic direction serves Australian national interests first and poverty reduction second.
- Although some information is disclosed about Australian aid[11], there is very little detailed information available about which projects are being funded. Only one in five freedom of information requests to DFAT is granted in full. One in four requests is rejected outright. Leaks are the primary way information about the flow of aid becomes public.
- DFAT:
    - Is the dominant aid programme by a long way. Asian Development Bank is second but only at 25% of DFAT.
    - Is a large monopoly and lacks innovation. They keep just rolling projects over with an average lifespan of 7 – 10 years.
    - Is not holding the levers for change in PNG (but they feel they are); they are the biggest aid donor but their spending is less than 10% of overall government revenue.
- Aid funds have been dubbed 'aid investments', moving the intention away from humanitarian goals to investment, militarisation and support of extractive industries.
- The increased influence of China in the region has exacerbated the change of strategic direction at AusAID.
- The recent election of a Labour government in Australia has reopened communication channels with partners and leaders in the Pacific.
- The Pacific Island Forum, a political and economic policy organisation made up of regional heads of state, has been outspoken about the way Australian aid has been deployed. The relationship between the Pacific leaders and the new Labour administration shows signs of improvement but it is important to be mindful that former approaches to development and aid are deeply embedded and might be hard to change.

International aid and development agencies

Our experts helped us learn more about the extent to which international aid and development organisations are addressing the country's most pressing issues.

We heard that:

[11] Australia's development partnership with Papua New Guinea

- INGOs are good at mainstreaming international policies and approaches but these aren't always reflective of what communities deem to be a priority for them, especially for indigenous communities.
- Most development projects through aid (or corporate social responsibility) are awarded back to multinational companies, for example through salaries and contracts awarded to the donor country instead of PNG, with very limited sustained impact and investment in PNG itself.
- Workshops run by development organisations are often linked to the organisation's objectives rather than the local solutions and results needed to tackle pressing problems. As part of this, INGOs sometimes have a tendency to seek attention and promote their work through media and advocacy campaigns, instead of focussing their attention on what communities need.
- Climate workshops run by aid organisations are often a tick-box exercise and do not reach the people who really need to access them.
- There is a lack of coordination between civil society organisations, both with each other and with the government. This leads to the duplication of work, where USAID, UKAID, AUSAID and others are doing the same work in the same area, for example duplicating work on water and sanitation. Aid organisations use a linear approach rather than a multidimensional approach.
- Collaboration is needed between international development organisations with local youth-led networks and locally-led NGOs.
- The government needs to hold INGOs to account and ensure that their work better matches the priorities and needs of PNG.
- The UNDP ran a programme on monitoring conservation sites that was duplicated by another development partner. Local NGOs told them that the UNDP had already delivered such a project. They delivered it anyway because they had their own agenda and priorities.

Trusts and foundations

We learned that trusts and foundations are well-placed to support the issues and causes that large-scale funders and development agencies aren't. In particular, our experts helped us understand how private foundations often have the means and the freedom to make a unique, deep and lasting impact.

We heard that:

- Private foundations
  - Are often better at engaging with communities and understanding the local context than large bureaucratic agencies. We heard about the response to the COVID-19 outbreak in PNG, where large international organisations such as UN agencies and USAID didn't know how to engage people in rural communities in the way a local, private foundation did.

- Have the freedom to work on less popular and more challenging issues, tackling things no one else will. They are also able to use this freedom to support individuals or small unconstituted groups.
- Are well placed to reconsider what governance looks like and to ensure it's in service of their grantees and appropriate to their context. For example, a grantee that is a large organisation may warrant the need for regular reports, but for an individual, new, small or unconstituted organisation, verbal or bullet-point updates could be an option that is less of an administrative burden.

What funders should know about how to make a transformative impact

Our experts helped build our understanding of the progressive, practical and transformative ways in which philanthropy can evolve in order to have a material and meaningful impact.

We heard that:

- **Funders should be strategic in their outlook, set clear ambitions and intentions for what they want to achieve and be realistic about timescales for the impact they want to make:**

  - Funders should have honest conversations about the origins of their wealth and consider what this means for their funding strategy. This should also include reflections on what should be shared publicly, in the interests of honesty, transparency and integrity.
  - Funders should also be transparent about the origins of their wealth with grantees and partners, particularly where the wealth may have come from industries or practices that have been harmful to the communities now being supported through the funding.
  - Funders have to consider the scale that they feel comfortable working within. For example, although they are complementary, investing in behavioural change on a community level is not the same as supporting advocacy and lobbying on a national level. There has historically been a lack of clarity from funders about which approach they are taking as well as a misalignment of expectations with the approach adopted. Making sure the scale, infrastructure and goals align is something that has been missing within the funding space in PNG.
  - It's worth spending time thinking about exactly how much resource you are willing to invest. It is useful to identify where the tipping points exist, and what it will take before making it tip. Once this has been identified, it is much easier to allocate the resources required.
  - Managing expectations about timeframes is important. Progress can take a long time; perhaps between 5-10 years. Calibrating reporting and monitoring are essential within the context of these longer timeframes. It is worth asking "what does success

look like for us?" and "how will we know that we have achieved it?" There are no wrong answers to these questions, but once an approach has been identified, it should be followed through, while also being flexible enough to receive feedback from the field and adjust as necessary. For example, is success based on trust and simply getting resources to the right people? Or is success based on return on investment, or perhaps on delivering impact in specific thematic areas?

- **Funders should ensure that allyship and trust are the foundations for who, what and how they fund:**

  - Mutual support, accountability, shared values and trust lead to better relationships with funders. This can be expressed in a number of ways:

    - **Long-term sustainable funding:**
      - Change takes time, so long-term funding is important.
      - Restricted funding is generally unhelpful to NGO partners.
      - Unrestricted funding that supports core costs over discreet projects works best and offers a greater degree of flexibility and freedom for grantees to use the funds as they deem appropriate.
      - The costs that activists need help to cover are very basic such as travel fees and accommodation.
      - Sometimes funders are shocked at how expensive basic costs such as travel, logistics and communication are in PNG. Petrol is expensive and poor roads mean travel can take hours if not days.

    - **Organisational strengthening:**
      - Organisations need to be 'met where they are at' and given the support needed to strengthen their organisation. This could involve helping them to build capacity, supporting them to hold strategic planning days, team retreats and/or to build physical and digital security capability.
      - There is a need for more mentoring, education and capacity building, particularly for young people and organisations in rural communities.
      - Supporting organisations to fund-raise is also a good idea – unrestricted funding can give security for a local organisation to diversify its fundraising strategy to include 'earned revenue' as well as local contributions.

    - **Co-creation:**
      - Co-setting organisational development milestones alongside a multi-year unrestricted grant can work well. Grantees should define their own milestones according to their mission. Achievement of the milestones should not be like logframe targets – the idea is not to dictate artificial contract terms to them but to support them in their organisational growth and maturity.

- **Cash-giving:**
  - Giving cash enables more transformative change than project-based solutions. It is much larger than a bank transfer, enabling people to make choices, regain control over their situation and become leaders.
  - Cash-giving can enable sustainable streams of income. We were told about an example where a community was able to save and purchase a boat which now acts as a taxi service which generates income.
  - When local people are given unrestricted cash, it is typically spent on health, small businesses and education.
  - The cash-giving approach has a large evidence base in humanitarian and aid work but is rarely used to address climate-related concerns.
  - Cash is not new in PNG – it is how local markets function. However, long-term financial management is new and requires ongoing training and support.

➢ **Funders should take a community and participatory approach to their grantmaking:**

- For most grantees, funding is a sensitive issue and one where a power imbalance exists. Too much emphasis is placed on the priorities and agendas of funders rather than the priorities of the communities.
- The Australian development model isn't working in PNG, as it lacks an understanding of the PNG people's mindset. To work, funders must 'get inside people's minds' and develop intrinsically understood notions about what is important to them.
- To fund projects well it's important to get on the ground. That way, you can understand the difficulties and challenges of everyday life in PNG.
- Funders should ask partners which communication method works best for them. For example, data is expensive in PNG, making Facebook or WhatsApp preferable to email.
- Indicators for funding proposals can be very Eurocentric. Funders should ask partners what is going to work for *them* and the communities with whom they work.

- **Participatory grantmaking** is a method of tapping into local expertise, to help make better, more informed decisions, and to increase local buy-in to the funder's efforts:
  - Funders are not shut out when they look at involving communities in the participatory aspect of their work, but instead are encouraged to come and watch and engage with the process. It also presents a learning opportunity for the foundation to understand the local context from a community perspective.
  - Participation can take several forms, for example:
    - Inclusion in grant-decision-making/advising
    - Funding strategy development
    - Having paid advisors
    - Voting methods
    - Community boards and processes

- **Community grantmaking** is an emergent sector and one that is intended to accelerate the missing piece of civil society architecture:
  - It views the community as agents, not beneficiaries.

- This approach recognises and values a community's resources and regards them as being their own philanthropic assets.
- Means moving away from top-down allocation of resources, to decision-making and distribution at a local level.
- Is intended to right a historic wrong. It is about fundamentally changing systems, not just relocating them from one country to another.
- Requires people to rethink how organisations operate, how decisions are made and who makes them; how organisations structure themselves as builders and sharers of power. It also requires people to challenge what gets measured and what resources are valued.

- It is important to note that *how* you fund is as important as *what* you fund. Taking a community and participatory approach will produce better outcomes over time.

➢ **Funders should reflect on their capabilities and seek to work with trusted intermediaries whose skills, networks and ways of working complement their own:**

- It is essential to find intermediaries whom indigenous communities trust, whose ways of working are reflective of indigenous knowledge and practices. Indigenous people can often get caught in the dominant ideology or "Western development paradigm", where their wants come second to outsiders' views on what will be best for them. This should be avoided in favour of approaches which centre indigenous peoples' concerns first.
- Many groups may not be constitutionalised or have formalised boards or the ability to receive funding, especially internationally. Some use intermediary community funds that take on the burden of paperwork and compliance. Others use Western Union and some create a bank account in the Global North and use a card to get the money.
- Funders need to do their research and assess as best they can what their approach should be. They should get as much advice and direction from partners – who are already embedded in the communities – as possible.
- The language that might be used internally for discussing strategy might be different from the language that you use to communicate to partners and grantees. Academic terms like "Theory of Change" or "safeguarding" might not be the most useful and therefore, having partners on the ground who can translate this language is very important.
- Having a communicator who can speak to the specificities of a tribe or community is vital to success.

➢ **Funders should reflect on what power, trust and governance mean and how they can *help*, not hinder grantees:**

- It is a well-established fact that more monitoring does not necessarily equal more impact. You have to be clear on your definition of success and – in a country like PNG – consider whether it is sufficient to perhaps simply get money to the right people, rather than scrutinise exactly how it is spent after the fact.

- Governance is a real issue. We have inherited a system where governance is about risk mitigation. It is not about devolving power and building power at the edges. Normal governance processes and questions are not useful. They are a container for what the funder needs to be and do, legally.
- There should be a clear framework for how you assess risk and the fitness of the grantees. This might be very different from previous work. Three tools identified as essential within the PNG context were a) an initial risk assessment, b) a mitigation strategy if things go wrong, and c) safeguarding.
- High administrative burdens and spot checks from donors can make it difficult for NGOs in PNG to operate. A lack of communication, changing priorities, reducing delivery timeframes and increasing expectations can shift work away from delivery and onto servicing the grant.
- Transparency is important for accountability but this must be balanced with the need for NGOs to have time to deliver their programmes.
- Sometimes you may need to invest in things that you can't measure but know are the right thing to do, because it is what communities are prioritising.
- Donors who have a limited understanding or interest in the work they are funding, can be demoralising. For example, when funders pay little attention to or don't provide feedback for, annual reports that staff have spent a long time putting together.
- Critical consideration for spend-down foundations is what their governance process looks like during the closing years.
- Some foundations increase the reporting requirements to evidence the impact being made, whereas others choose to give more agency to their grantees, trusting them to know what is right for their organisation and their work with communities. In the latter, foundations essentially reduce their control and give grantees more time and capacity to focus on creating an impact. Building trust relationships where grantees feel they can feedback honestly, and where there might be challenges to discuss, learn from and adjust, enables true accountability both ways.

➢ **Funders should consider how they can support and enable the ecosystem (i.e. the organic and organised connections between civil society groups and individuals):**

- The idea of the white saviour principle, i.e. Expats that come in to change what they believe needs to change, is ineffective.
- The ultimate way to bring about change is to develop relationships with 'the right' groups on the ground. Expats with no connection to a country should only be present in humanitarian conflicts and emergency responses.
- Outside of emergency scenarios, funders need to demonstrate their willingness to collaborate, listen and learn together. Policies should be localised.
- Giving up power in the long-term means knowing you've left the organisations you support in a good position. This could be supporting 4-5 organisations in each country or area you're working in that become sustainable, anchor organisations once you leave.

- Giving up power can involve upskilling the organisations and communities you work with so that when you're gone the skills are still there.
- Spend-down foundations should give particular thought to how their purpose during the spend-down phase can help to strengthen the philanthropic environment for the long term. This should include whether they view their role as being to provide financial support and/or to enable skills and network development.
- Many things have been tried within the context of the Solomon Islands and PNG, but there has been little lasting impact. This is because projects have been siloed and there is a lack of strategy or communication between actors. There should be more effort to link projects together and facilitate learning between youth activists and other actors from across different geographies and tribes.
- There needs to be a platform for civil society groups to come together and build relationships. People are currently engaged in work which rarely overlaps and this needs to change. It is worth stating that who creates this forum and who owns the space is significantly important too. There are examples of where this has been done sensitively and worked such as Brazil, as its not something that can be forced, but needs to be built.
- It is worth noting that it is important to tap into existing networks (formal or informal) where they are effective, to avoid duplication.

Examples of work that our experts shared

Throughout this journey, we have been fortunate to meet a range of funders who have enabled us to learn about their innovative and transformative funding approaches, helping us to think about what we can do differently. Here are some examples:

- A funder that works through an Advisory Network, consisting of local people who have lived and learnt experience of the issues in their communities, regions and countries.
    - The Advisors help the funder find local groups and provide support and mentoring advice to the grantees.
    - They have country and some regional Boards made up of Advisors from the area who make decisions on grants.
    - They also have in-country Coordinators who help Advisors with logistics, and grant management and collaborate with other Advisors.
    - The funder gives small grants, as most of the groups that they work with are very small, unregistered and at the start of their journey of work. 40% of grantees are receiving funds for the first time.
    - The funder strives to nurture local movements, so will renew funding where necessary or help signpost new organisations to other potential funders.
    - They also use local NGOs as fiscal sponsors where needed or may provide funds directly to individual bank accounts when appropriate.

- To measure the success of the work they support, they use the 'Most Significant Change' methodology - a common community feedback mechanism. Alongside this, they use a simple reporting template consisting of eight qualitative and quantitative questions. They feed this data into their own indicators of success.

- A funder that gives between £100k-500k per year to organisations that have annual turnovers in the same range:
  - Their approach is to build totally trusting, transparent, long-term relationships – not a 'client/reporting' relationship.
  - They usually give 3-year grants, extendable by another year, providing the recipient organisation with longer-term stability and an ability to plan multi-year projects.
  - They only exit when goals are achieved, or when there are serious concerns about the recipient organisation.

- A funder that – as part of its climate and environmental agenda - funds in 3 areas: food sovereignty, economic justice, and climate justice:
  - It is part of a growing movement that questions how philanthropy works and why communities are treated as empty receptacles.
  - Their model involves a one-year 'getting to know each other' phase, where they can get to know and understand a movement and its actors well, and vice versa, so they can go forward and work in partnership if all involved feel it's appropriate to do so.

- A funder that takes a global movement approach to funding:
  - The needs and priorities of global social movements are what drive their decisions on who, what and how to fund. As part of this, they emphasise the importance of the movement-building building approach around financing feminist and women's rights organisations embedded in and connected to grassroots movements, so that they are able to not only carry out their activities and services within their communities but also contribute to their existing movements with the funding.
  - They also place significant importance on supporting self-led feminist organisations and women's rights organisations as a key strategy for achieving gender justice. The self-led aspect being that if an organisation is working with indigenous women in forest communities, the organisation needs to be led and operated by indigenous women living in forest communities themselves as opposed to an NGO in the city.
  - They recognise that sustainable organisations lead to stronger social movements, so they provide core funding rather than project support, allowing organisations to build basic teams and rent office space, for example.
  - They support groups for up to 10-12 years so that they can grow and become sustainable.
  - They recognise that organisations need to be met where they are and given the support needed to build capacity, so they have an 'Accompanying' strand of funding that allows for organisational strengthening activities. For example,

strategic planning days, team retreats and building physical and digital security needs.
    - Their view is that measuring impact and success doesn't have to use traditional metrics. Instead, they evaluate the number of feminist movements resourced and the connections built between groups. For the activists and groups they support, success can look like deepened alliances and networks, policy or law change, an increase in organisational capacities or a shift in social norms.

- A spend-down foundation that started off giving grassroots groups £25,000-£50,000 then progressed to six-figure grants that asked the groups: what will you do in the next 10 years? What will you do and what do you need? How will you be sustainable? What would you do if you weren't constrained by a funder?

6. What our experts think is the most powerful thing we can do

Purpose and strategy

Our experts helped us understand that once our learning is complete, we must clarify our purpose and ensure it is in service of the people we work with and the visions they want to realise:

We heard that:

- A robust theory of change is important for the long-term strategic direction of a spend-down foundation.
- A theory of change outlines how wider change will be made and what success will look like within the timeframes of its expenditures and at the end of it. The outputs might change over time as the context changes but the overall goals remain.
- Spend-down organisations should consider what they want the organisations they support to look like when they cease to exist. If you support an organisation in year one, what will they look like in year 5, and then in year ten at the spend-down point, for example?
- PNG and other Melanesian islands are so often overlooked that the fact that there is funding available is powerful in and of itself. To bring about the most long-lasting impact, it is important to meet people where they are and let communities drive the change that they need.
- We must ask ourselves "What are we trying to do here? What is the role we can play?", "How do we use power in the right way?"
- We must develop an ability to engage in a journey of exploration. Digesting and reflecting is a big part of this. It's good to experiment and understand what does and doesn't work, adjusting your approach accordingly.
- Stakeholder mapping to identify who is working in particular areas to avoid duplication is important when thinking about future projects.
- We should do a real radical piece of work when we come to the end of the spend down period; use larger grants for organisational building rather than for particular programmes.
- We should give larger grants towards the end and gear them towards improving organisations rather than giving the funding for programmes. This will give organisations the space to be as radical as they want.
- We should deliver grants that enable organisations to become sustainable and allow them to think strategically rather than programmatically.
- As well as considering what we are best placed to fund, we must also give thought to what we *can't* fund or what we cannot do for grantees (financial and non-financial). These decisions must be based on the strategic direction we want to take as a spend-down foundation.

What to fund:

Some of our experts felt the most powerful thing we could do was direct funding in specific ways for each of our thematic areas:

We heard that we should:

- **Tackle climate change by supporting indigenous peoples:**

  - The international development machine has reached the point where a lot of good intentions get swallowed up by bureaucracies and legacies of colonialism. Try to think about how foundations can decolonise that space and create opportunities for the self-determination of communities. As part of this:
    - Invest in local organisations. Understand their strengths, limitations and needs. Help them develop their vision and implement that vision.
    - If you collaborate with intermediaries, make sure they have legitimacy and respect for power dynamics that exist.
    - When considering the direction of potential projects in PNG, ODF should ask: what does this context specifically need, what are communities already doing and how can we support them to build on that?
  - Relinquish power and the need to be experts in the work. Figure out who the local changemakers are, understand the local context, and support them to do the work that they see is needed.
  - Let your partners shape your strategy, without being too extractive and also being mindful of their time.
  - Support the expansion of an indigenous, women-led organisation that trains indigenous women to monitor and protect coral reefs. They currently have three regional offices but there are more than three provinces where their work is needed, for example, Medang.
  - Avoid investing in infrastructure. There are lots of players in this space and no need to enter it.

- **Support women in their pursuit of equality:**

  - Women need to be supported to get a seat at the table and to be in decision-making roles: in education, in government, on boards, and in key positions in corporations.
  - Women who are already in political positions or in the process of being elected (at all levels) need ongoing support.
  - Mentoring young women - there is a real need to focus on young women's leadership, particularly considering that women are integral to peace in Bougainville.
  - Working with regional coalitions to identify young women-led organisations and young women leaders to support with resources to design solutions.
  - Create safe spaces for young women, particularly disabled women.
  - Change the narrative on women's representation at the political level. It has to start with young women.

- Help the coalition to shape the narrative on women's participation by connecting them with other feminist organisations and sharing best practices and examples.
- Supporting a young women's leadership programme through the STP coalition for PNG.
- Investing in the next generation of women leaders is vital.
- When supporting women there is a critical need not to impose western ideas of leadership. Indigenous women tend to have intricate knowledge of farming, climate, medicines and more, and in many indigenous traditions women do not take on overt leadership, but ultimately have the final say.

➢ **Address GBV by supporting women and children:**

- Stopping childhood violence is probably the most important thing that can be done to stop violence from carrying through to the next generation.
- Work with child survivors of violence. This goes to the heart of breaking the cycle of violence. If we want to change the next generation, rehabilitation centres for children should be a priority.
- Identify and tackle the root causes of domestic violence and violence against women and girls in PNG.
- Support children who are experiencing violence in their lives to access education, so they do not miss out on school while in safe houses.
- GBV needs a reviewed approach. Lots of organisations are doing the same things over and over and this won't bring about positive change. A review of working approaches is needed. ODF should call for that review with partners and the government at the table to look at how best to tackle this.
- Work with mainstream media like radio stations, as they have far greater reach in PNG than social media, print and TV. TV is only accessible in urban areas, and network access for phones is difficult (non-existent in some parts). Every province has a radio station, so they can deliver messages about GBV and rape.
- Supporting internal refugees from tribal wars and sorcery accusations. There isn't a support system.

➢ **Equip and enable healthcare facilities:**

- Give a small amount of money to rural communities which lack any other kind of support and focus your time on synergistic solutions.
- Support the provision of routine immunisation in rural areas within the health space.
- Healthcare is a huge issue. People can't get to it and it's expensive when they can. Maternal healthcare in particular is extremely lacking.
- Help provide access to rural health services for women so they can get the help they need.
- Work with an organisation to determine the potential and possibilities for kidney transplants in PNG.

- **Make education more accessible:**

  - Join forces to support a school – if there isn't enough funding for this, then invest in upskilling community health workers.
  - More girls need to be educated. If you educate a woman you educate the household. They will make sure the children are educated and have access to higher incomes.
  - Continue to support scholarships for young people. This facilitates breaking the cycle.
  - Education is the way to empower young people - this can be both formal and informal. As it stands, the school and tertiary education system can only take on a limited number of students and the dropout rates are very high.
  - Sponsoring students is powerful and useful in the short term. In the longer term, alumni networks are needed to help like-minded people come together.
  - Support well-structured scholarships for young people to study at universities abroad. ODF should find 30 deserving people and give scholarships across human development areas. For example, for young people to do medical placements in Sydney.

- **Improve employability, taking into account people's right to self-determination:**

  - PNG desperately needs more training for young people. There is a lack of tradespeople but young people are not being trained to take up positions. Instead, Philippine migrants are recruited to do this work, for example, electrical work.
  - Not all children can go to school as there aren't all easily accessible and there aren't enough places. So, there are a lot of young people who are 'outcasts'. This means that although educational scholarships are helpful, not everyone has access to or the opportunity to apply for them. Training or capacity-building for the many young people who don't or can't go to school or make it to university would be very helpful.
  - Funding alternative forms of education, such as technical skills that can be used to find employment and make a living would be powerful.
  - Invest in journalism and independent media. There isn't much encouragement for independent media in the Pacific.
  - Initiatives that are creating jobs are where the biggest impact can be made. NGOs and foundations can work strategically with corporates on this.
  - The World Bank's urban youth employment programme made a huge difference by supporting young people to build up their CVs. However, when the funding ended the project ended. ODF could do something similar but use a livelihood model with a focus on long-term institution building.
  - Invest in projects that make people more employable, including people working in the informal sectors. This could look like investing in technical colleges. Oil Search (recently bought out by Santos) recently signed a 9-year mining deal and they will need employees with technical skills such as welding.
  - ODF should expand their portfolio to include technical skills as well as tertiary education. There are a lot of big foundations working in that space but it's possible to integrate within it to help meet the demands of the country going forward.

➢ **Grow the civil society ecosystem:**

- Ask “how can we create something?” The notion of supporting the philanthropic environment and the idea of really creating something self-sustaining.
- Strengthening the philanthropic environment will allow you to create a big impact on most people in the end.
- Understand the landscape in PNG and recognise what the movements there look like and see what the strategic entry point is - who is and isn't getting funded.
- Shift and cede power on your priorities and decision-making to networks of activists and social movements.
- **Invest in (emerging) leaders:**
  - Empower young people and give them space and a seat at the table, so they can make an informed decision.
  - Empowering young people is key to delivering change in PNG – it’s 60% of the country. They are the bridge between the young and the old and they have access to knowledge and information that can change the country. However, it should be noted that young people need elders and mentors as they grow.
  - Build the capacity and skill set of the people, particularly young, emerging leaders.
  - Invest in young people through skills training outside of formal education. The formal education curriculum is not suitable for PNG’s context and growing population of young people. Organisational and systematic mentoring is necessary to build young people entering the working in their confidence, ability and capacity.
  - Apart from investing in development programs, the legacy of a development organisation is building the people’s capacity to help themselves. This means development organizations and partners must have learning components in their development budgets.
  - Support human rights defenders who are the first responders in case of witchcraft, sorcery and GBV.
  - Support individual activists to meet their basic needs. Costs such as food, travel and accommodation are currently not covered at all.
  - Funding the training of young people and community leaders who want to go out and support their peers. Their needs are quite basic – travel costs for example.
  - Fund well-deserving social entrepreneurs and worthy individuals rather than organisations.
  - Funding a documentary series for when the country will turn 50 in 2025, to aid cultural understanding.

- **Help strengthen organisations and the collaboration between them:**
  - Focus on how you do some donor organising, and help promote your grantees so they can attract other funding.
  - Facilitate knowledge sharing and information that would enable communities to make informed decisions based on their own needs regarding mining or logging projects. A community information centre or platform could be a good way to achieve this.

- People and communities need support to continue their efforts. Something like a sustainability programme would enable them to work on a more ongoing basis in this field.
- Be embedded in the networks and movements – foster linkages with regional associates, for example.
- Help to continue changing the aid and funding sector by talking to others about shifting power.
- Work with the grassroots. Accessing funding is difficult in PNG. It's important to keep an open mind about groups.
- The best funders invest in individuals and organisations, not projects.

How to fund:

Some of our experts felt the most powerful thing we could do was to ensure that *how* we fund is given just as much attention as *what* we fund. Many summed this up as 'allyship':

We heard that:

➢ **We should build on the strengths of our current approach to funding:**

- Invest for the long-term.
- Small amounts of cash-giving can achieve a lot of impact – large sums of money are not always needed to make change happen.
- All change, no matter how small, is about human lives. Embracing longer-term projects is the most meaningful.
- Build the capacity of community members who are motivated and enact change, but rarely have the resources to follow through with their ambition. Hyper-local and community-based organisations need capacity building to get on their feet.

➢ **Trust should be the basis of the relationships we build:**

- Identify the groups in PNG whom you believe in, and trust them to do the work. Accept that it won't be perfect but know that there are so many opportunities, anything you end up investing in PNG will be useful.
- Giving cash is sometimes not viewed as "sexy" by trustees, however, unrestricted giving in this way is vital for protecting forests. Allowing people to make their own choice, after a deep process of reflection, is perhaps one of the most transformational things that ODF could do.
- Consider providing stopgaps when there may be challenges in providing wages to nurses working in rural aid posts, for example.
- Do trust-based philanthropy and results-based partnerships that don't rely on KPIs and grant agreements. Strict KPIs and expense statements don't work in PNG. It can

sometimes be enough to have a general idea of what the grantee is trying to achieve agreed.

- Have a funder relationship that asks: how can we help you be more effective?
- Recognising that intermediary groups can work with partners on the ground to support local action.

7. What we haven't heard

Whilst we are pleased with the many different perspectives that we have heard from so far; we are acutely aware that we have not been able to hear from the following groups of people that we suspect would have additional insight to offer:

- **Community Elders:** who are also leaders, especially within the community setting. We recognise that their perspectives, assessments and reflections are something we could significantly learn from, particularly as they play an integral role in leading their communities.
- **Experts on the role of the Church in PNG**: to help us better understand its history (including its colonial roots) as well as how its power and influence have evolved over time, particularly in relation to the country's progress and development.
- **Government officials:** to help us better understand what the government's priorities are, and who may also have views on what private funders should focus their efforts on in PNG.
- **DFAT:** as the largest provider of aid to PNG, DFAT employees may have been able to help us understand DFAT's strategic priorities for PNG and their views on any gaps that private funders may be well placed to fill.
- **Young people:** we have been fortunate to meet with young people who have evidently been hugely successful in their academic endeavours. But we have not been able to hear and learn from young people who haven't been able to pursue an academic path.
- **Marginalised communities (e.g. LGBTQ and people with disabilities):** it is unfortunate we have not been able to meet with marginalised communities including LGBTQ and people with disabilities. We recognise that their perspectives would really support us in developing an intersectional approach to our work.
- **Men working to address GBV:** in terms of their experiences or perspectives as far as GBV is concerned, particularly in relation to what is needed to change attitudes and behaviours, to break the cycle of violence.
- **Trade Bodies:** such as the Chamber of Mines & Petroleum, to help us understand how corporations are working to deliver better outcomes for the communities impacted by their extractive practices.
- **Marginalised communities:** this is inclusive of people who are lesbian, gay, bisexual or transgender, as well as people with disabilities and those who are migrants or from different ethnic minorities.

In some ways, our learning within this space has only just begun, and we hope to continue with it in some way as we move forward.