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# Midterm Review Report

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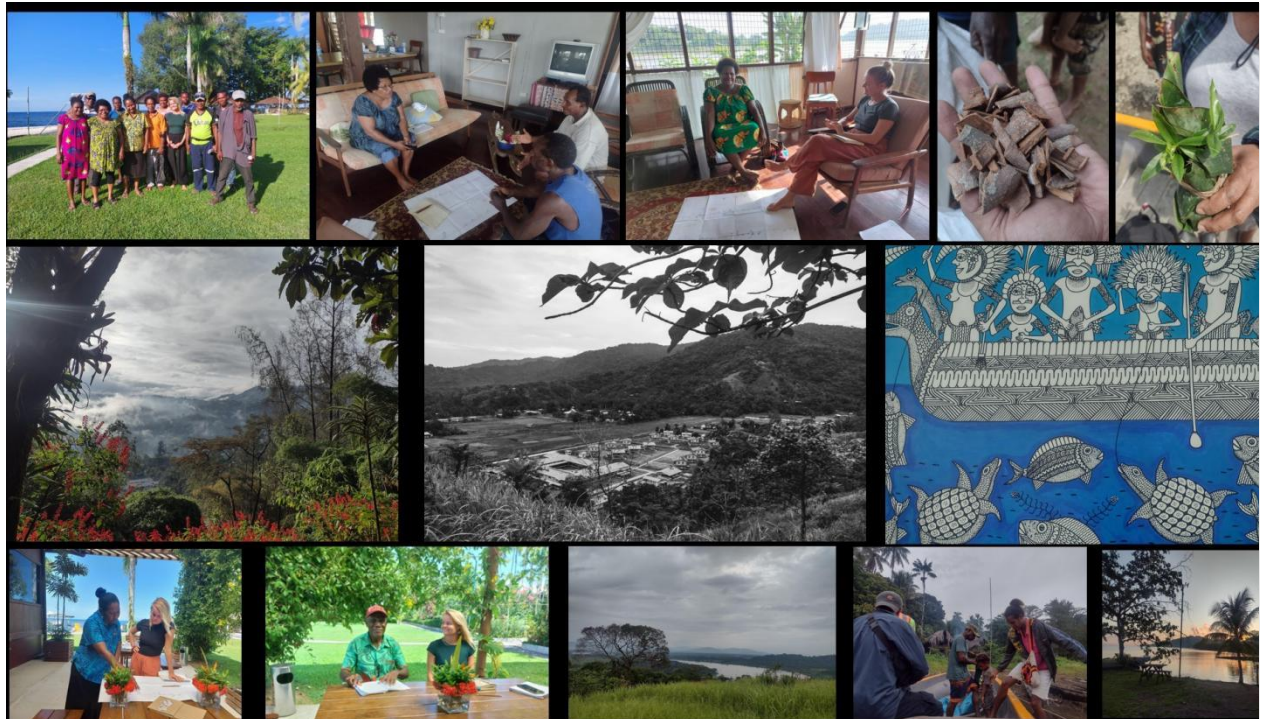
## UNDP/GEF Project: Sustainable Finance of Papua New Guinea's Protected Area Network

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GEF Project ID: 9536

UNDP – GEF PIMS ID: 5507

**Country:** Papua New Guinea  
**Region:** Asia and the Pacific  
**Focal Area:** Biodiversity  
**GEF Agency:** United Nations Development Programme  
**Executing Agencies:** Conservation and Environment Protection Authority



		First draft, 6 January 2023 (review 6-21 January)
		Final, 30 January 2023

# Opening Page

<b>Project Name:</b>		
<b>Project ID:</b>	GEF ID: 9536	PIMS ID: 5507
<b>Country:</b>	Papua New Guinea	
<b>Region:</b>	Asia and the Pacific	
<b>GEF Focal Area:</b>	BD	
<b>Focal Area Objective/Outcome:</b>	BD Programme 1 Outcome 1.1. Increased revenue for PA systems and globally significant PAs to meet total expenditures for management Outcome 1.2. Improved management effectiveness of PAs	
<b>Funding Source:</b>	GEF Trust Fund	
<b>Implementing Agency:</b>	UNDP	
<b>Implementing Modality:</b>	National Implementation Modality with UNDP CO support	
<b>Executing Agency:</b>	UNDP/CEPA	
<b>Project Preparation Grant:</b>	USD 300,000	
<b>GEF Project Grant:</b>	USD 11,311,915	
<b>Co-financing Total:</b>	USD 50,361,259	
<b>GEF Agency Fees:</b>	USD 1,018,072	
<b>Total Cost:</b>		
<b>Submission date(s) to GEF:</b>	27 April 2018 1 <sup>st</sup> Resubmission: 14 September 2018 2 <sup>nd</sup> Resubmission: 7 February 2019	
<b>Preparation Grant Approved:</b>	TBD	
<b>Project Approved for Implementation (Endorsement from GEF):</b>	2 April 2019	
<b>Start Date (approved by UNDP):</b>	30 July 2019	
<b>Planned Closing Date:</b>	30 July 2026	
<b>MTR Timeframe:</b>	1 October 2022 - 30 January 2023	
<b>MTR Team:</b>	Justine Braby (International Consultant and Team Leader) Modi Pontio (National Consultant)	
<b>MTR Reporting Language:</b>	English	

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The evaluators would like to acknowledge interviewed project stakeholders for the information and feedback provided during the MTR process.

The MTR evaluators would also like to thank the Project Management Unit and the UNDP Programme Support Unit for their support throughout the MTR process.

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## LIST OF ACRONYMS

ACP	Asia Parks Congress
AWP	Annual Work Plan
BCF	Biodiversity and Climate Fund
BIOFIN	Biodiversity Financing Initiative
BRC	Binatang Research Centre
CBO	Community Based Organisation
CCDA	Climate Change Development Authority
CEO ER	Chief Executive Officer Endorsement Request
CEPA	Conservation and Environmental Protection Authority
CFA	Conservation Finance Alliance
CoC	Certificate of Compliance
CSO	Community Support Organisation
CTF	Conservation Trust Fund
DNPM	Department of National Planning and Monitoring
DRR	Deputy Resident Representative
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
FAO	Food and Agriculture Organization
FLC	First Legislative Council
FPICP	Free Prior and Informed Consent Process
GAP	Gender Action Plan
GBV	Gender Based Violence
GFCR	Global Funds for Coral Reefs
GIS	Geographic Information System
GoPNG	Government of Papua New Guinea
HACT	Harmonized Approach to Cash Transfer
IC	Individual Contract
INA	Institute of National Affairs
IPP	Indigenous Peoples' Plan
LLG	Local Level Government
LMMA	Locally Managed Marine Area
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool
MND	Mahonia Na Dari
MPTF	UN Multi-Partner Trust Fund
MTR	Mid-Term Review
NEC	National Executive Council
NGO	Non Governmental Organisation
NIM	National Implementation Modality
NPSA	National Personnel Services Agreement
NRM	Natural Resource Management
PEC	Provincial Executive Council
PIF	Project Identification Form
PIR	Project Implementation Report
PMU	Project Management Unit
PPG	Project Preparatory Grant
R2R	Ridge to Reef
RCF	Research and Conservation Foundation
RPA	Responsible Party Agreement
SDGs	Sustainable Development Goals
SEP	Stakeholder Engagement Plan
SESP	Social and Environmental Screening Procedure
SWMI	Sepik Wetlands Management Initiative
TE-R #	Terminal Evaluation - Recommendation Number
TORs	Terms of Reference
UNDAF	UN Development Assistance Framework
WCA	Wanang Conservation Area
WCS	Wildlife Conservation Society

## EXECUTIVE SUMMARY

### Project information table

**Table 1.** Project information table for the GEF/UNDP PNGSFPAN Project

<b>Project Title:</b>	Sustainable Finance of Papua New Guinea's Protected Area Network		
<b>UNDP Project ID (PIMS #):</b>	5507	<b>PIF Approval Date:</b>	25 October 2016
<b>GEF Project ID:</b>	9536	<b>CEO Endorsement Date:</b>	2 April 2019
<b>Award ID:</b>		<b>Project Document (ProDoc) Signature Date (date project began):</b>	30 July 2019
<b>Country(ies):</b>	Papua New Guinea	<b>Date project manager hired:</b>	18 November 2019
<b>Region:</b>	Asia and the Pacific	<b>Inception Workshop date:</b>	3-4 December 2019
<b>Focal Area:</b>	BD	<b>Midterm Review date:</b>	30 January 2023
<b>GEF-5 Focal Area Objectives:</b>	BD1-1.1, 1.2	<b>Planned closing date:</b>	30 July 2026
<b>Trust Fund:</b>	BD	<b>If revised, proposed closing date:</b>	N/A
<b>Executing Agency:</b>	Conservation and Environment Protection Authority		
<b>Other execution partners:</b>	Wildlife Conservation Society		
<b>Project Financing:</b>	<b>at CEO endorsement (USD)</b>	<b>at Midterm Review (USD)*</b>	
<b>[1] GEF financing (excl. PPG):</b>	11,311,915	5,973,392	
<b>[2] UNDP contribution:</b>	228,326	80,025	
<b>[3] Government:</b>	20,000,000	407,000	
<b>[4] Other partners:</b>	20,177,965	10,200,785	
<b>[5] Total cofinancing [2 + 3+ 4]:</b>	50,361,259	10,687,810	
<b>PROJECT TOTAL COSTS [1 + 5]</b>	<b>61,673,174</b>	<b>16,661,202</b>	

### Project Description

1. The GEF/UNDP Project "Sustainable financing of Papua New Guinea's Protected Area Network (GEF-6 SFPNGPAN project, 9563) is a Full-sized Project with a budget of USD 61,673,174, with GEF contribution (USD 11,311,915) and substantial co-financing from Government and partners (USD 50,361, 259).
2. The project is implemented under National Implementation Modality (NIM) with UNDP as the Implementing Agency and providing full extension support to CEPA as the Implementing Partner.
3. The project objective is to reduce the funding gap for Papua New Guinea's protected areas in order to improve their management effectiveness, and the livelihoods of their communal landowners. It aimed to do this by building on previous GEF-funded projects and (a) creating the enabling conditions for how PAs can be effectively financed and managed, (b) establish a biodiversity trust fund, and (c) test and learn from enhanced management and financial sustainability at site-level.
4. This report encompasses the Mid-Term Review of the project.

## Purpose and Methodology

5. The objective of the MTR was to gain an independent analysis of the project progress at mid-term. The MTR focused on identifying potential project design problems, assessing progress towards the achievement of the project outcomes and objective, and assesses the implementation and management, as well as sustainability.
6. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The project performance was measured based on the indicators of the project results framework and relevant GEF tracking tools.
7. The MTR was an evidence-based assessment and relied on feedback from persons who have been involved in the design, implementation, and supervision of the project, as well as beneficiaries of project interventions, and review of available documents and findings of the field mission.

## Project Progress Summary

8. The project has some weaknesses in the design, particularly with regard to the indicator framework (notably the baselines and targets), as well as the activities laid out under Output 3.2 (which, when looking at the scale and volume of the planned activities, could in itself be an entire GEF-project).
9. For Outcome 1, the outputs have been mostly achieved in terms of product delivery, but implementation is still ongoing. The Regulatory Review came up with ten recommendations which have been approved for implementation (and of which seven are already being implemented). For the project to gain traction and move towards outcome, the implementation of the PA Finance and Investment Plan is critical. There has been progress on this, but it has been delayed (for various reasons within and outside of the project's control, including the COVID-19 pandemic as well as political elections). The Value for Nature report is a solid contribution to justifying the importance of the finance solutions in the finance plan.
10. For Outcome 2, the project has made impressive achievements. The Biodiversity and Climate Fund is up and running, and various funding sources have been successfully pursued. The fund has a high-level strategic and enthusiastic Board in place, but the Secretariat is lacking its contingent of staff (mostly due to a lack of applications of suitable candidates). The success of the fund up to end and post project will depend on the right capacity being put in place in the Secretariat, the fund transitioning to full independence, and it being capitalised.
11. For Outcome 3, Output 2.3 remains the most challenging. While implementation has not fully started yet, there are already signs that this massive undertaking will not be successful unless the large 'wishlist' of activities are cut, simplified and focused to allow the Responsible Party to implement at the three sites with clear transparency alongside the communities wanting to designate their land as protected and learn ways to self-generate revenue that support biodiversity outcomes.
12. The project is on track to reach its objective if it focuses on (a) the implementation of the Finance and Investment Plan, (b) gets the BCF fully operational and capitalised, and (c) supports simplified tested solutions at the site-level that align with the PA Policy (get gazetted, conduct sustainable livelihood options that improve biodiversity outcomes and promote gender equity).
13. The project implementation needs to strengthen its oversight, enhance technical input and time from the CTA and attract a strong PM to alleviate pressure off the CTA. Project board meetings are regular and presence has been 80% at the majority of meetings, but the Project Assurance from UNDP needs to be more present.
14. Sustainability risks remain and the project will need to put in place a strong exit strategy for all its outcomes with respect to financial, socio-economic, institutional and environmental sustainability. This includes strong championship and ownership of CEPA as the facilitator and coordinator of the PA network in the country.



**MTR Ratings and Achievement Summary Table**

Measure	MTR Rating	Achievement Description
<b>Project Strategy (Design)</b>	Not rated	High relevance to Global Environmental Benefits, country priorities and GEF and UNDP strategy, as well as the SDGs. Project results framework was a bit convoluted and tried to take on too much, particularly some of the activities under Component 3 (which almost looked like they were pasted on as a separate project). Extensive stakeholder engagement process at design, but could have been stronger in terms of its social and environmental safeguards, as well as its risk analysis in general.
<b>Progress towards Results</b>	Objective Achievement <b>Satisfactory</b>	The project has put in an immense effort to achieve what it has given the limitations in which it worked (design weaknesses, COVID-19, elections). Much will rest on three key things (a) the success of the BCF in getting it up and independent with a strong secretariat and oversight mechanism, tied in with (b) the successful implementation of the finance plan, and (c) effective sharing, capacity and learning on the ground in terms of funds and revenue stream use for effective management. At the moment, the project appears on track, but there are high risks (or barriers) and much needs to be done in the next half of the project to make sure that these are not only successful, but sustained post-project.
	Outcome 1 <b>Satisfactory</b>	Outcome 1, despite many limitations (both in terms of COVID-19 and others), is on track but needs a lot of effort in the coming years particularly in relation to the implementation of the Finance and Investment Plan. Capacity building has been high quality in most cases but application of this capacity should be tested.
	Outcome 2 <b>Satisfactory</b>	Outcome 2 is on track with some strong achievements by the project but two key things need to be done to not risk the strong foundations and efforts laid in establishing and getting the fund up and running, these are (1) the secretariat and (2) capitalisation of the fund.
	Outcome 3 <b>Moderately Satisfactory</b>	Lessons sharing, communications and knowledge management has been excellent, but application of these need to be measured. On-site implementation has suffered many challenges and is only getting started now - it is unlikely to be successful if the current Responsible Party Agreement activities are to be pushed forward, activities need to be refocused and cut down to set the project up for sustained impact.
<b>Project implementation and adaptive management</b>	<b>Satisfactory</b>	UNDP IA needs to clean up some of its oversight issues (particularly more presence at Board Meetings, and not blurring lines between the PMU and the quality assurance), the CTA needs to focus on technical aspects of the project, some issues with PMU including incapacitated staff and lack of a PM over the past few months will likely be rectified in early 2023. Really strong communications, SES processes, although some improvements could be made, particularly with regard to onsite communication and SES/stakeholder engagement.
<b>Sustainability</b>	<b>Moderately Likely</b>	The project has made an effort to embed sustainability, most notably through Outcomes 1 and 2. Outcome 3 has the highest risk to sustainability and particularly Output 3.2 needs to be simplified. Some risks to environmental (and indeed other themes) are connected to extractive industries such as the Frieda mine.

**Conclusions**

- This project was timely in that it came as a request from Government, and formed part of a longer-term, programmatic approach building on two previous projects focusing on PA management in Papua New Guinea. It aligned well with country priorities, global environmental benefits and the priorities of the GEF and UNDP.
- In fact, this is a “high-stakes” project in that while it has major risks in terms of the GEF investment in financial and time resources, if successful, will set the country and its globally significant biodiversity up for long-term protection and conservation, catalyse a transformative process

towards a more sustainable and resilient economy built on valuing nature, and potentially be a best practice example of setting up financing structures for globally important biodiversity elsewhere in the world.

17. The project design overall, despite having strong stakeholder engagement processes, was convoluted and ambitious in that it set out to do multiple things and focus on all levels, especially with an Output (2.3) that could essentially be its own entire GEF project.
18. The project so far has set up a strong enabling environment towards foundational steps at improving the financing of PAs in the country by developing recommendations for improved coordination of the PA network, a strong Finance and Investment Plan that proposes a basket of finance solutions to meeting the PA financing gap and a surprising amount of capacity development initiatives despite the limitations posed by COVID-19.
19. The greatest achievement of the project by far is the establishment and operationalisation of the BCF, which seemed like an impossible feat given the hurdles presented. Really impressive foundational work has been laid, with high quality governance and operational frameworks, and a strong high-level Board in place, and an effective strategy laid out for transitioning the fund towards independence by end of project. With the political realm in flux (with the high turn-over of Ministerial staff and insecure high-level positions at CEPA and CCDA), the project will have to embed finance solutions and government support to the (independent) fund into institutional and regulatory frameworks outside of individual decision-making. Two main things remain that need to be further focused on, and that is the setting up of the Secretariat, and the capitalization of the fund.
20. The project has made strong efforts in engaging stakeholders at all levels, and the SES and gender plan for Component 3 was of high quality and lays a strong foundation about the risks and guidance of implementation of site activities. However, there have been gaps in the implementation of these and communication in general of the project objectives at community level. In addition to this, the RPA (as a result of what is laid out in the project document) is a large 'wishlist' of activities that seem to be overambitious and unfocused. To align the activities toward the PA Policy would have been a better option in this regard, guided by the SES, focusing the activities around the key themes (a) getting the areas gazetted - preferably as larger landscapes, (b) testing sustainable livelihood options that support biodiversity outcomes (and enhance climate resilience), and (c) support gender equity.
21. The project has made an effort in forging partnerships, both for the BCF, and for the project results in general.
22. The project has developed an impressive array of tools and knowledge products that are of excellent quality, including through hosting them on several open-source platforms. The project should gauge the use of these (already for the fund, these are encouraged in terms of use by applicants).
23. The communications platforms put forth (PA Forums, roadshows, etc) have been a good way of creating sharing and learning platforms, and capacity development initiatives have also supported the development of tools for future use.
24. The sustainability of the project depends on the success of the implementation of the Finance and Investment Plan, the use of the Value for Nature report to support nature-value arguments to get finance solutions committed to, the successful operation (also dependent on what capacity is appointed into the Secretariat) of the BCF (and its transition to independence), and successful testing of revenue streams of livelihood options and PA management improvement. For this, an active strong PMU (including key personnel and their expertise, the CTA, the SEO and administratively strong PM and PA) and strong ownership and leadership by CEPA is key.
25. The MTR considers the project on track, with high risks that can be mitigated based on the take up of key recommendations. The project at mid-term is rated as Satisfactory.

## Recommendations

26. The following recommendations are intended to enhance project delivery towards achieving the intended results and objective of the project, and support its move toward impact within the Theory of Change.

**Table 2.** Recommendations as a result of MTR Findings for the GEF-6 SFPNGPAN project

Recommendation	Detail	Responsible entity and timeline
<b>(1) Revise the Results Framework</b>		
(a) For Indicator 1: Together with the RP (WCS), calculate the target sites based on what is realistic using the 'conservation deed' methodology (i.e. ~300,000 ha for East Sepik, unknown at time of MTR for Kimbe Bay, and ~5,000 ha for Mt Wilhelm), and then, together with CEPA, discuss how the additional (approximately 1 million ha) will be gazetted by end of project (this could be through, for instance, through the greater Marine Protected Area approach for Kimbe Bay taken by CEPA to get 1.3 million ha under protection). Commitment needs to be made through a defined number of ha that meet the 1.385 million EOP target for this project. Together with CEPA, clarify exactly what number of ha the project can realistically contribute to reach the EOP target for the project. Any lacking number of ha, discuss how CEPA could help support fast-track processes of gazettal support through the BCF. If calculations turn up a lower number than the EOP target, the project will have to revise the target accordingly as this is an objective-level target. Any significant reduction in targets for objective-level targets are considered a major amendment as per GEF. The UNDP will also have to clarify that the EOP target under the results framework is indeed the right number (i.e. 1.385 million ha) and not the Corporate Result to GEB under the CEO Endorsement Request (i.e. 2.8 million ha).	PMU, WCS and CEPA (UNDP to clarify EOP Target) Immediate	
(b) For Indicator 3: Revise EoP target to 1,200 people, 50% women, at least 50% youth (under 35 years of age) (through implementation of the Gender Action Plan)	PMU Immediate	
(c) For Indicator 4: Change EoP Target to 8/10 recommendations of the Institutional and Regulatory Framework.	PMU and CEPA Immediate	
(d) For Indicator 5: Keep 58% financial scorecard, revise to 3 year sustainability	PMU and CEPA Immediate	
(e) For Indicator 10: Ensure that METTs completed at EOP are comparative to those at MT and Baseline.	PMU and CEPA Immediate	
(f) For Indicator 11: Conduct feasibility of financial options, possible recommendation based on results: Increase revenue streams - livelihood options deemed feasible and profitable put 10% of revenue into conservation	PMU and RP Immediate	
(g) For Indicator 12: Change EoP (c) to "All community beneficiaries (male or female) directly involved in livelihood activities received GBV sensitivity training as part of the Gender Action Plan and demonstrate full understanding of GBV sensitivity" (measured by gender-appropriate questionnaires)	PMU and RP Immediate	
(h) Additional Outcome 3 Indicator: Add indicator proposed in the Inception Meeting and outlined in the Indicator Review	PMU and CEPA Immediate	
(i) Additional objective-level indicator: This indicator refers to the actual objective ("close funding gap of PAs") and speaks to the implementation of the Finance and Investment Plan Close minimum funding gap of 9 million USD per year, with commitment by Government (in written form) toward increasing up to 100% of Aichi Target through at least 4/7 finance solutions committed to by EoP (this can be evidenced by submissions by CEPA to the NEC for 4/7 finance solutions)  (EoP Target >=9 million USD per year, at least 4/7 finance solutions from Finance and Investment Plan committed to through CEPA submissions to NEC)	PMU and CEPA Immediate	
<b>(2) Strengthen Outcome 1 impacts</b>		

Recommendation	Detail	Responsible entity and timeline
(a) Strengthen implementation of the Finance and Investment plan using the Value for Nature Report: Actively mobilise the Finance Solutions of the Finance and Investment Plan by (a) CTA and INA conducting high-level meetings together, (b) using and creating strong dissemination of the information enshrined in the Value for Nature, and (c) developing policy recommendations based on the Value for Nature (CEPA with CTA to lead, possibly with JCU if support is needed), (d) further finalising the draft Offsets Policy and getting it through, pursuing the Debt for Nature Swap, the REDD+ and the environmental levies		PMU and CEPA Starting immediately until EOP
(b) Measure capacity development impact: Put in place a monitoring framework to measure the impact of capacity development initiatives (possibly through questionnaires on the use of the capacity built in Component 1 in the last year of the project)		PMU Q1 2023
(c) Study tour alternatives - Focus more on intercommunity exchanges on revenue and PA management (e.g. to YUS Conservation Area) than international visits - study tour for 12 selected representatives (USD 97,672 was available under this budget line)		PMU Second half of project
<b>(3) Strengthen Outcome 2 impacts</b>		
(a) Strengthen the BCF (and its sustainability) by recruiting highly skilled staff into the BCF Secretariat: i. ED: Request the UNDP Regional Office for an exceptional situation to use the IC modality to set up a more sustainable and strategic position for the Executive Director, with a more competitive salary (as earmarked in the project document - see below*); by 2025 set up cost-sharing opportunities (with the BCF) for this contract where the ED position can receive commission based on funding opportunities sourced to make the salary package more attractive; if IC not possible monthly, set up a deliverable-based contract for the remainder of the project or until the BCF is independent. Alternative solution: break up the ED position into ED and Fundraiser positions. ii. Financial Officer: Simplify this position to bookkeeping/office admin with accounting skills at the office, and outsource the financial management to a financial firm (like KPMG).  *Use the project document budget allocated to the Secretariat BCF Secretariat USD 1,550,000 Fundraising support USD 445,000 Office+workshops+comms material ~USD 300,000		UNDP (IA) and PMU Immediate
(b) Capitalising the fund: At least 6 mil from the custom tariff to go into endowment of fund for sustaining operational costs and getting returns - next few years set with grants.		PMU/BCF Sec 2023
<b>(4) Strengthen Outcome 3 impacts</b>		
Simply and (re)focus work of Output 2.3 and RPA: Realign and focus scope on the three main indicators (PA gazettal, revenue generated for livelihoods contributing to PA management, women and youth equitably participate).  Cut and focus activities to follow the Protected Area Policy and readiness for the Bill, including i. Conduct a biodiversity assessment (including climate vulnerability) and monitoring plan that is simple to sustain by communities ii. Conduct consultations and come to an agreement on a management model where multiple smaller sites become part of a larger protected area, use this as testing to potentially deliver on PAs at scale while individual communities retain authority over their sites. (this might include conservation deeds and LMMAs, but warrants discussion with CEPA on expansion) (tie this in with the Indicator 1 EOP target discussion) iii. Establish a management committee for the PA landscape. iv. Develop management plans (using the tools already provided by the project). v. Develop business plans using the tools already provided by the project with livelihood options identified subject to feasibility studies and already agreed upon in e.g. Mt Wilhelm vi. Implementation of livelihood activities that align with biodiversity values in the management plan and are considered climate resilient - this could be done through an open process where CBOs/communities can submit proposals, possibly using a loan scheme that can be carried over to the management committee of the PA landscape (as a test)		PMU and RP (CEPA and Provincial Administration to support) Immediate (and for rest of RPA)

Recommendation	Detail	Responsible entity and timeline
	<p>vii. Implement ESMP and Gender Action Plan, including GBV training for livelihood recipients (Integrate SES management plan and the Gender Action Plan into the work of WCS - Provincial Coordinators and PMU to provide guidance (also through SES expert and gender expert - through short-term contracts if necessary). For Mt Wilhelm and Kimbe, use gender specialists from Community Development Department, for East Sepik use Help Resources</p> <p>Take the following into account:</p> <ul style="list-style-type: none"> <li>- WCS to manage overall grants and establish partnerships with smaller organisations to implement sub-grants as per agreement (i.e. local NGOs/CBOs to support implementation, e.g. SWMI in Sepik and Help Resources for gender)</li> <li>- Build on foundations already laid - e.g. in Mt Wilhelm already discussed and agreed on several projects including tourism and tourism products, honey, organic egg, tree seedlings (see paragraph 160(c))</li> <li>- Establish contact designee in each community to enable continued communications with stakeholders, , agree on actual communities that the RP will be working with (see paragraph 169)</li> <li>- Be clear what the project will and will not do - Present all project activities to stakeholders prior to implementation - Newsletter to stakeholders on the ground monthly news (the MTR is informed that plans are already in place to this effect, including through community whats app groups - which is a good idea).</li> <li>- Discussions on the revision of the RPA should also come with a revised budget (the MTR opines that the budget would likely not decrease but be reshuffled to ensure BD assessment, PA protection, development and implementation of management and business plans, good testing and sustainability of revenue generation (possibly through small loans/grants to communities), and implementation of ESMP and the Gender Action Plan).</li> </ul>	
	(c) Provincial Coordinators to take on working with Provincial Administration around government developmental plans to support the enabling environment of the above (e.g. tourism) as well as supporting conservation integration into government programmes, and readying the administrations for the passing of the PA Bill	PMU (Provincial Coordinators) Immediate until end of project
<b>(5) Strengthen Project Management, Implementation and Oversight</b>		
	(a) UNDP to strengthen its IA oversight (i) DRR taking part in all Project Board Meetings, (ii) RTA to advise on how UNDP CO and improve oversight while lacking the positions to do so	UNDP (IA) Immediate
	(b) Strengthen the efficacy of the Project Board by revisiting seats and make sure that Treasury and Planning are pitched at the right level	UNDP (IA) and NPD 2023
	<p>(c) CEPA, under the leadership of the NPD, to</p> <p>(i) Write a formal response how the Institutional and Regulatory Review and its recommendations have been taken up (aligned to the M&amp;E Plan developed for the project which includes the implementation of these recommendations).</p> <p>(ii) Formalise the Value for Nature report outcomes through the government reporting mechanisms to raise the profile of the value of nature (as a justification for the work towards the finance solutions, under the new Objective level indicator)</p> <p>(iii) To ensure the PA Bill gets passed in 2023 (this being an extension of the GEF-4 project's Terminal Recommendation number 1 - and in this MTR implying the urgency because the timeframe of the TE recommendation was that it would be passed by December 2022)</p> <p>(iv) And importantly, to take leadership on the issue of Frieda Mine and the Managing Director, who is also the GEF Operational Focal Point, reaffirming, through a formal statement, their selection of the Upper Sepik as a protected area for conservation and that it is not compatible with a gold mine (to highlight that the MTR opines that if the mine was to be approved and go through, this would mean that any investment made by the project into Sepik would be lost).</p>	NPD of CEPA 2023

Recommendation	Detail	Responsible entity and timeline
	(d) For the second half of the project, the CTA time needs to be focused on the project, particularly on three main things (a) finance and investment plan, (b) getting the Secretariat going and BCF resource mobilisation support, (c) expertise support to revenue potentials at site-level.	PMU/CTA Second half of project
	(e) For the second half of the project, the SEO is to focus on Component 3 activities and supporting the RP and overseeing the Provincial Coordinators, with regular visits (at least every quarter) to the project sites.	PMU/SEO Second half of project
<b>(6) Strengthen Communications and Knowledge Management</b>		
	(a) Measure behaviour change in the M&E as a result of the communications strategy	PMU Second half of project
	(b) For enhancing the sustainability of the PA Forum, do cost-sharing of PA Forum with CEPA /PA stakeholders (start percentage cost-sharing) 2023 75% project funding 2024 40% project funding 2025 no project funding	PMU and project stakeholders Second half of project
	(c) Adding to the lessons and stories as part of Component 3, make sure to document the business models/livelihood options - lessons learnt from site experiences - really need to be well documented and shared + collect stories from community members who (a) decided to go with the quick benefits resulting from extractive industries and (b) those who went the route of putting their land under protection (of biodiversity) instead - create opportunities for sharing among these	PMU Second half of project
	<b>(7) To enhance sustainability of project results</b> , by 2024, develop Project Exit Strategy, review and revise in 2025	PMU 2024, revised 2025
	<i>(Additional UNDP-related recommendation: Roster of PNG specialists Create a roster of PNG specialists and experts - as well as internationals who have done well in PNG as per MTR-R9 of GEF-5)</i>	UNDP

## 1. INTRODUCTION

### 1.1. Purpose of the review

1. The purpose of the Mid-Term Review (MTR) is to independently assess progress (at mid-term) towards the achievement of the project objective and its outcomes and identify and assess signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project back on track. It also reviews the project's strategy and risks to sustainability.

### 1.2. Scope and methodology

2. As outlined under the Monitoring and Evaluation Framework of the Project Document,<sup>1</sup> the MTR was conducted before the submission of the third Project Implementation Report (PIR).
3. This MTR is an evidence-based assessment, relying on feedback from project stakeholders involved in the design, implementation and oversight of the project, as well as a review of project documentation (Annex 4). It is consistent with the UNDP guidance for conducting MTRs of UNDP-supported, GEF-financed projects.<sup>2</sup>
4. To guide the MTR in taking a strategic, systems-view of the project, a Theory of Change was reconstructed based on an extensive desktop review of all project documentation and initial interviews with key project partners. This Theory of Change was shared with key project partners from which feedback was received. This Theory of Change can be found in Section 3 of this report.
5. The MTR undertook the following methods to assess the project at mid-term:
  - i. **Desktop review:** An extensive desktop review was conducted of relevant project documentation, including the project design documentation, administrative documentation (progress reports, communications, contracts, TORs, financial reporting, etc), and project deliverables, among others (see Annex 4 for a complete list).
  - ii. As a data collection and analysis tool, an evaluative matrix was developed to guide the MTR process (Annex 1). All interviews and information collected were guided by this tool and organised around the questions therein.
  - iii. The MTR also reviewed the baseline and mid-term assessments of the GEF tracking tools by the PMU.
  - iv. **Pre-country mission interviews:** The majority of interviews took place during the country mission. However, initial (preparatory) online interviews were conducted with the UNDP Regional Technical Advisor and staff from the PMU pre-country mission.
  - v. **Country mission:** The MTR country mission was conducted between 14 November and 1 December 2022. The mission itinerary and a list of stakeholders interviewed can be found in Annex 2. The country schedule was put together by the national evaluator with oversight from the international evaluator. The national evaluator was supported (in scheduling and logistics) by the Programme Support Unit and the PMU.
  - vi. The international evaluator presented initial impressions and findings on 29 November 2022, after field visits and the majority of interviews had taken place.
  - vii. **Data analysis:** Once the data was gathered through the document review (i), interviews, document-checks and field visits (iv and v), this was organised according to the criteria

<sup>1</sup> Table 9, pg 76 of the Project Document.

<sup>2</sup> Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects, 2014, UNDP-GEF Directorate.

and evaluation questions laid out in the evaluative matrix (ii). Where data from these three areas of collection demonstrated complementarity, these were directly used in the findings. In the cases where information did not coincide, additional interviews with relevant stakeholders (either (a) through direct follow up with the PMU and documentation verification (e.g. request for email evidence), or (b) through triangulation with other stakeholders and written sources).

- viii. **Development of the MTR report:** The international evaluator developed a draft MTR report with support from the national evaluator and submitted it (1<sup>st</sup>) to the PSU who shared it with stakeholders. Comments were shared with the evaluator for response and/or revision for finalisation of the MTR report.

### 1.3. Structure of the report

6. The structure of the report conforms with the UNDP MTR guidelines as well as Annex B of the MTR TOR. It starts with the project background (Section 2), and then discusses a reconstructed Theory of Change which was used to guide the overall thinking of the MTR (Section 3). The findings (Section 4), which constitute one of the most important aspects of the report, are broken down into: project strategy, progress towards results, project implementation, and sustainability.
7. Based on the findings, the report culminates with a summary of the conclusions reached and the recommendations, formulated to support the project to effectively implement and reach its results (Section 5).

### 1.4. Rating scales

8. Consistent with the UNDP MTR guidelines, certain key aspects of the project are rated, applying the rating scales outlined in Annex 3 of this report.
9. *Progress towards results* and *project implementation and adaptive management* are rated to a 6-point scale, ranging from highly unsatisfactory to highly satisfactory. *Sustainability* has four sub-categories (financial, socio-economic, institutional and governance, environmental), of which all are critical. As a result, the overall rating for sustainability cannot be higher than the lowest-rated sub-category, and is rated according to a 4-point scale, from likely to unlikely.

### 1.5. Ethics and Stakeholder Equity

10. The MTR was conducted in accordance with the UNEG Ethical Guidelines for Evaluators (Annex 5).
11. All interviews and information were provided in confidence and anonymously and no information can be traced back to a direct source/individual. The UN Declaration of Human Rights was followed as appropriate and the evaluators were sure to have empathy and sensitivity to different contexts and cultures in which stakeholders work. With a few exceptions,<sup>3</sup> interviews were conducted one-on-one, and stakeholders were informed (in the introduction of the interview) of the anonymity of the information they provided and were given the opportunity to refuse to answer questions if they so wished.
12. Throughout the MTR process, efforts have been made to represent the views of both mainstream and more marginalised groups.

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<sup>3</sup> Only when specifically requested by the respondents, small focus group interviews were conducted (maximum of three people).



## 1.6. Audit trail

13. All pertinent review comments to the draft report were compiled along with responses from the MTR and documented in an annex separate from the main report. Relevant modifications to the report are incorporated in the final version of this MTR report.

## 1.7. Limitations

14. A few limitations were encountered in the MTR, these include:
15. The timing of the mission (November into December)<sup>4</sup> made it difficult to track down people who were busy with year-end work. The MTR missed a few key people (e.g Treasury, the USAID Chief of Party, to mention a few) who were not responsive.
16. Despite the interview list being sent out more than a month in advance, some interviews were organised late, especially those which needed the Provincial Coordinators to support were contacted late and, in some cases, then either did not pitch up or were not pleased in the way they were contacted.<sup>5</sup>
17. There was an issue with Mt Wilhelm where those involved in the MTR interviews were not previously involved in the project, this was rectified, but meant that the MTR spoke to a large number of respondents who had not been involved in the project but who had been brought in to the speak to the MTR.
18. The National Evaluator declares a possible conflict of interest in that they work for an NGO that is a stakeholder of the project and also an applicant of the first call of the BCF fund (although the call happened after the evaluator was hired, decisions on successful applicants are made by a separate Board of the BCF and not by the PMU, and successful applicants had not been formally announced at the finalisation of this MTR report). The MTR evaluators tried to mitigate this by ensuring confidentiality as well as when it came to interviews that might be possible conflict of interest, the national evaluator would not participate in the interview.
19. None of these had a significant impact on the findings of the mid-term review.

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<sup>4</sup> Many people go on leave during this time, it was not chosen by the PMU as this timeframe was embedded into project design. However, the IA should have known of this at project design and planned around it.

<sup>5</sup> As an example, in one case, the respondent received a text message via sms from the Provincial Coordinator without a formal letter requesting to come to a hotel to see two "UNDP ladies" on the same afternoon as the interview was supposed to be held.

## 2. THE PROJECT

### 2.1. Development context

20. Papua New Guinea is a country rich in biological diversity, with large expanses of forests and marine habitat, and is considered one of the world's most important biodiversity hotspots. Most of the land (97%) is under customary land ownership and the majority of the population depend on natural resources for their livelihood.
21. This rich biodiversity is increasingly becoming threatened with the exponential increase of the extractive industry since the year 2000. While the extractive economy has thrived in the country, the cost of living has gone up, and inequality has increased. The latest records from the Human Development Index (HDI) has ranked the country 156 (out of 191, 0.558).
22. The Government of Papua New Guinea has put in place legislative and policy framework that embeds the value of natural resources through its Constitution<sup>6</sup>, in its PNG Vision 2050 which includes environmental sustainability, and the National Strategy for Responsible Sustainable Development which plans to shift towards a green economy. It sees Protected Areas as part of the development solution, predominantly through the development of the Protected Areas Policy in 2014 (which came from GEF support). UNDP as a key development partner, has been attempting to support these developmental priorities through GEF support as well as through the alignment of its Country Development Programme (most notably 2018-2023) and the United Nations Development Assistance Frameworks (UNDAF) currently known as United Nations Sustainable Development Cooperation Framework (UNSDCF).

### 2.2. Problems the project sought to address

23. The main **threats** to the country's ecosystems include population growth (and thus increased pressure on the integrity of ecosystem services and biodiversity), shifting agriculture, and habitat clearing. While communities own most of the land, they are not the primary driver of land degradation. In fact, big industry from the mining, industrial monocultures in mainly Palm Oil *Elaeis guineensis*, oil, gas and logging are the greatest threat. On the marine side, exploitation of resources and pollution are the threats. Climate change will likely hit harder on these areas which have been degraded (as their resilience has been decreased).
24. Protected Areas (PAs) in Papua New Guinea have **very low representation**, only 4.1% of land and 1% marine is protected. There is high fragmentation of implementation of protected areas, and in addition these are not necessarily representative of the highest biodiversity.
25. There is **insufficient and unreliable funding (and thus management)** in the PA system and they do not generate revenue. This is detailed in the project document. Indeed, the Mama Graun Conservation Trust Fund was established as part of the WB/CI/GEF project "Forestry and Conservation Project" in recognition of this. Trust was lost in this trust fund when there was corruption found to occur. The project design put a lot of effort into detailing how investing in the processes of building confidence in the institutions accountability and transparency mechanisms beyond refute while ensuring government plays a central role in capitalization and consolidation of revenue. The Yus Conservation Area is the only PA that has established its own Endowment Fund to assist with sustainable financing of the area.

### 2.3. Project description and strategy

26. The GEF-6 "Sustainable Finance of Papua New Guinea's Protected Area Network (9535, referred to here-in either as the SFPNGPAN or the GEF-6 project) was a product of high country demand,

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<sup>6</sup> "Natural resources and environment: natural resources and environment to be conserved and used for the collective benefit of us all, and be replenished for the benefit of future generations."

and builds on previous GEF projects in a programmatic way, namely

(a) GEF-4 project “Community-based Forest and Coastal Conservation and Resource Management in Papua New Guinea” project (3954, here-in after referred to as the GEF-4 project), which focused on policy-enabling environment and community management of PAs and started the PA Policy and the Biodiversity Offsets Policy,

(b) GEF-5 “R2R Strengthening the Management Effectiveness of the National System of Protected Areas” project (5510, here-in after referred to as the GEF-5 project), which focused on modalities work, the re-organisation and capacity development of CEPA, the PA Bill was started, and the strengthening of two landscapes by two NGOs.

27. The programmatic approach will continue beyond this project with the GEF-8 project focusing on marine protected areas in a strategic integrative programme focusing on blue economy.
28. Given the high risks, and the high rewards, of the project (specifically in terms of sustainable financing and setting up a trust fund in which past experiences have not shown results), this is a high-stakes project both for the country, and for GEF.
29. Sustainability is a key word brought up in the project document and remains a key focus for the project as financing the PA system is seen to catalyse more effective and engaged management from stakeholders involved in the PA system in the country (the CEPA, and the network of NGOs and CBOs, as well as Provincial, District and Local Government).
30. The project objective is to **reduce the funding gap for Papua New Guinea’s protected areas in order to improve their management effectiveness, and the livelihoods of their communal landowners.**
31. Component 1 sets forth the enabling conditions and a clear understanding of institutional roles and how they are financed, including building the capacity and governance systems.
32. Component 2 focuses on the establishment of a Biodiversity Fund, including mechanisms to manage and consolidate funds for exclusive use across the PA system.
33. Component 3 looks at enhanced management and financial sustainability of individual PAs through testing, piloting, and learning. This testing includes, as per the biodiversity fund’s operational manual, to trial in those areas that are well capacitated already (through first call funding going there)<sup>7</sup>, and less capacitated areas, including through Output 3.2 which is focusing on specific interventions including revenue generation and improved management (for East Sepik, Mt Wilhelm, Kimbe Bay).
34. Project components, outcomes and outputs as formulated in the Project Document, are outlined in Table 3 below.

**Table 3.** Components, Outcomes and Outputs of the SFPNGPAN project

COMPONENT	OUTCOME	OUTPUT
Enabling conditions for improving the sustainability of the protected area system	1. Improved enabling conditions deliver a better managed and more financially sustainable protected area system	1.1. A better understanding of the roles and responsibilities of each organisations, institution and sectors of society involved in PA management and PA financing is achieved 1.2. A business plan for the PA system of PNG is developed and initial implementation supported 1.3. The capacity of relevant organisations and institutions developed to deliver

<sup>7</sup> Such as Strickland Headcraters and Kaijende Highlands, Kitori River Basin, Lake Kutubu, Yus Conservation Area (GEF-5), Torricelli Conservation Area (GEF-5), Wanang CA, Varirata NP (GEF-5), Mangalas CA, Tonda and Maza WMAs.

COMPONENT	OUTCOME	OUTPUT
		improved protected area management and governance, transparency and accountability, and financial management across the country
Establishment, operationalisation and mobilisation of funding for a Biodiversity Fund	2. A Biodiversity Fund for Papua New Guinea established and operationalised	2.1. The Biodiversity Fund's governing and operational structures are established 2.2. The Biodiversity Fund's strategic and operational frameworks are developed 2.3. A fundraising/resource mobilization strategy for the Biodiversity Fund is development and implemented
Enhanced management capacity and financial sustainability of individual protected areas	3. Mechanisms for improving management and financial sustainability of selected protected areas tested and piloted to improve knowledge and learning	3.1. Mechanisms to deliver funds to protected areas and for participatory natural resource management tested 3.2. Mechanisms to catalyse (or consolidate) revenue streams to deliver funds to selected protected areas tested 3.3. In a learning process, the diverse practices that are being implemented by various partner organisations across the country will be documented and the lessons learned from them will be disseminated

35. While the project had 90% of its activities at national level, the Project Document highlighted the need for a “bottom up” approach and to empower communities as custodians of the protected areas system. The only way this project was to work in this context, was if these communities are empowered and allowed to continue protecting their natural heritage by supporting them with the financial mechanisms needed. Component 3, most notably Output 3.2 was to focus on this aspect, most notably in three protected area sites:
36. Upper Sepik River<sup>8</sup>: The project document targeted 1.5 million<sup>9</sup> (upper part of the Sepik River) of the 2.4 million ha that constitute the Sepik Wetlands. The Sepik is dealing with several threats to biodiversity, including logging upstream, the proposed Frieda Gold Mine upstream (both of which is having and will potentially have huge negative impacts on the river ecosystem through sedimentation and pollution), unsustainable harvesting of crocodile eggs, introduced fish species, population growth and increased pressure on resources, and climate change. Key revenue potentials picked up in the project document include tourism (annual crocodile festival, and other drawcards), use of resources (e.g. crocodile eggs), agribusiness, and the project aimed to do a large set of activities (10) here including increasing the capacity of the Sepik Wildlife Management Initiative (SWMI), get NRM agreements in place towards PA gazetted, get payment for ecosystem services going, do a climate vulnerability assessment, a business plan for the entire proposed PA, tourism and other value chain feasibility studies, mainstreaming conservation into LLG development plans, integrate conservation into health, education and other social programmes, support natural resource management, do biodiversity monitoring systems, and build on the crocodile harvesting system.
37. Mt Wilhelm<sup>10</sup>: The project document targeted the 817 ha of Mt Wilhelm as well as an unidentified additional amount of land under protection. It aimed to build on the small-scale existing tourism system and on the financial mechanisms for the Wanang WMA using research fees and support for research projects that the Binatang Research Centre (BRC) has set up. The long list of activities envisaged by the project document here include BRC infrastructure to attract researchers and produce a biodiversity knowledge base and local expertise to attract research, NRM agreements in place between the Mt Wilhelm park and the adjacent communities, secure PES agreements (on

<sup>8</sup> Figure 4 on page 22 shows a map of the Sepik Wetlands in the Project Document.

<sup>9</sup> There is a significant error with this figure that will be discussed later under findings.

<sup>10</sup> A map of Mt Wilhelm National Park can be found in Figure 5, page 23 of the Project Document.

carbon sequestration and watershed protection), develop and implement a Business Plan for the entire Mt Wilhelm, conduct a value chain analysis feasibility, integrate conservation into LLG development plans, do a tourism assessment and development plan, conduct a climate change vulnerability assessment, integrate conservation into health, education and social programmes.

38. Kimbe Bay<sup>11</sup>: Kimbe Bay is an area with high biodiversity coral reefs where a previous NGO (The Nature Conservancy) had put in a lot of effort that was questionably sustainable in setting up LMMAs for community conservation. The project document aimed to target 1.33 mil ha (through LMMA strengthening but also through CEPA contributing to a larger MPA approach in parallel). The project activities here included seeking protection of Kimbe Bay through conservation deeds (NRM agreements), development and implementation of a Business Plan for the entire Kimbe, negotiate with research organisations a fee structure to go into conservation, negotiate with the palm oil industry for a fee structure and to commit to no more areas under palm oil cultivation, carry out a tourism assessment and tourism development plan, do value chain analysis, integrate conservation into LLG development plans, integrate conservation into social, health and education programmes, develop improved management of the LMMAs, develop biodiversity and ecosystem monitoring systems and implement them, conduct climate change vulnerability assessment.

## 2.4. Implementation arrangements

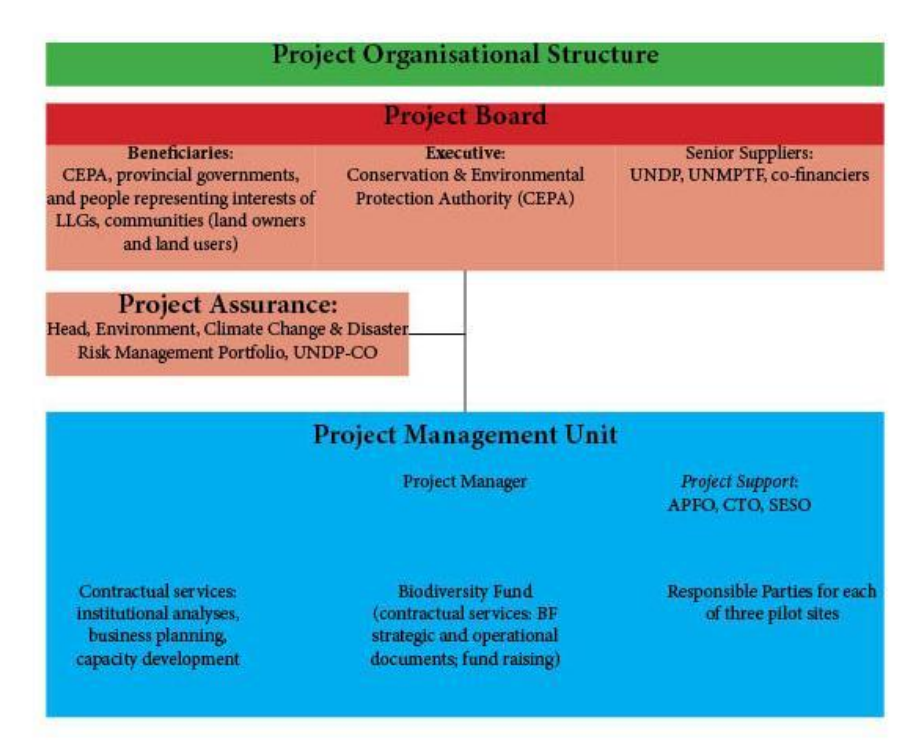
39. The project is being implemented under a National Implementation Modality (NIM) with UNDP as the GEF Implementing Agency, as well as providing full NIM support services to CEPA, as the Implementing Partner. These services include the following: (a) recruiting the Project Management Unit (PMU) responsible for day-to-day management and implementation of the project, (b) procurement of goods and services, (c) managing the finances (i.e. disbursements), with no cash transfers to the IP (the IP has programmatic oversight through its position as Chair of the Project Board).
40. The project organisation chart in the project document is presented in Figure 1.
41. Project Assurance is to be carried out by the Head of the Environment, Climate Change and Disaster Risk Management Portfolio at UNDP-CO; this position is vacant at the moment and the previous Head is now Deputy Resident Representative (but still in the role as Project Assurance).
42. The Implementing Partner has appointed the Director of Sustainable Environment Programme at CEPA to dedicate a minimum of 15% of their time to the project in close communication the Project Manager and Chair the Project Board.
43. The Project Board is the body with the ultimate responsibility for the efficient and effective implementation of the project,<sup>12</sup> and ensuring that it aligns with UNDP strategies and policies and GEF focal areas. It is to ensure that the project achieves and sustains its results, maintains the highest levels of transparency and accountability, and ensures the cooperation among partners of the project. The project document also states that the Project Board is to ensure that the project remains relevant to the beneficiary communities (as *the* key partner for protected areas). It is to meet twice a year at minimum.
44. The Project Board Terms of Reference (TORs) were outlined in the Project Document, and accepted at the Inception Meeting of the project. The Project Board consists of two Chairs (the National Project Director and the Deputy Resident Representative (DRR) of UNDP-CO), the secretarial duties are (to be) conducted by the Project Manager. Proposed representatives of the Project Board were outlined in the Project Document: Ministry of Planning, Monitoring and Treasury, the bi-lateral community, state and non-state organisations that provide technical

<sup>11</sup> A map of Kimbe Bay is shown in Figure 6 on page 24 of the Project Document.

<sup>12</sup> This includes approving annual workplans and budgets - developed in synergy with other programmes and projects and with CEPA's own budget and allocations related to selected PAs to prevent overlap or substitution, and ensure efficient expenditure.

assistance, someone who represents the interests of the beneficiaries. Attendance at the Project Board meetings should be minimum 80%. Observers are welcome but do not have voting rights.

45. In case a consensus cannot be reached within the Board, the ultimate decision shall rest with the Head of Project Assurance (the DRR).
46. As stated previously, the Project Management Unit (PMU) implements the project day-to-day. It is made up of a Project Manager, a Chief Technical Advisor, a Stakeholder Engagement Officer, a Project Associate, all of whose roles are laid out pg 84-85 in the Project Document (as TORs, which are also summarised under Findings in Table 17). The Project Board recommended the additional recruitment of three Provincial Coordinators (one for each of the pilot sites) and a Driver/Office Admin position.
47. For the site implementation activities of Component 3 (specifically Output 3.2), implementers were mentioned, but no micro assessments were done at design. The project had to thus do an open call and through this process the Wildlife Conservation Society (WCS) was contracted on 1 March 2022 to implement the site activities of Component 3.



**Figure 1.** Project Organisational Structure as laid out in the Project Document of the SFPNGPAN project (Source: pg 80, Project Document)

## 2.5. Project timing and milestones

48. The key project milestones and their dates are presented in Table 4 below. The project received approval to be implemented over a period of up to seven years (84 months). The additional time (relative to 60 months proposed in the PIF) was aimed to allow UNDP and the project partners to start up the project in an effective way, allowing for a strong on-boarding and gender-mindful stakeholder engagement process (given the complex land ownership context), as well as for the Biodiversity Fund to be established and for the systems of fund delivery to be fully tested such that, with adaptive management, there will be iterative adjustments and improvements over the project's life. The project document also planned to use this additional time to allow for a second

edition of the Business Plan to be developed (after the first five-year plan is completely implemented).

**Table 4.** Key project milestones and their dates for the SFPNGPAN project

Project Milestone	Date
GEF OFP Letter of Endorsement Received	20 January 2016
PIF/PPG Submission	27 September 2016
PPG Approval	28 September 2016
PPG Financial Closure	31 December 2019
Full Size Project Submission	14 March 2019
Technical Clearance	8 May 2019
Project Document Signed (Project Start)	30 July 2030
Inception Meeting	3 December 2019
Project Board Meetings	1. 4 December 2019 2. 10 September 2020 3. 26 November 2020 4. 28 April 2021 (virtual, no quorum) 5. 24 November 2021 6. 29 June 2022 7. 29 November 2022
Mid-Term Review	30 January 2023
Expected Date of Terminal Evaluation	30 April 2026
Closing Date (Planned)	30 July 2026

## 2.6. Main stakeholders: summary list

49. The main stakeholders for the project and their expected roles and responsibilities were outlined in the stakeholder analysis included in the project document and augmented during stakeholder involvement discussions during the project inception meeting on 3 December 2019. The project also went through a stakeholder engagement plan process<sup>13</sup>, a Social and Environmental Screening Assessment and Management Plan (done in 2020) and a Gender Analysis and Action Plan (done in 2020). The project stakeholders listed in Table 4 below are derived from these documents.

**Table 5.** Project stakeholders for the SFPNGPAN project

Stakeholder Group	Description/Role
Ministry of Environment, Conservation and Climate Change	Project falls under the Ministry, responsibility for passing the PA Bill, key supporter and champion at strategic and political levels of the project.
Conservation and Protection Authority (CEPA)	CEPA is the government agency for protected areas, CEPA mandate was to be fully defined in Output 1.2 and its capacity was to be built to fulfil its mandate under Output 1.3. It is the lead implementing partner of the project, and key champion. Responsibility to lead passing of PA Bill.

<sup>13</sup> The reviewer had access to the first draft of this Stakeholder Engagement Plan, which has not date on it. It refers to the names of all people visited during all PPG missions.

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

UNDP Country Office (CO)	Oversight and quality assurance (DRR + Programme Support Unit), as well as direct implementation of the project (PMU, which is housed at CEPA but recruited through UNDP). Synergy and cooperation, as well as learning from GEF 4 and 5 projects. Coordinating and establishment of the operation of the Biodiversity Fund (and initial housing until it is deemed independent).
Provincial, District and Local Level Government	Directly responsible for the enactment and gazettal of protected areas under the regional category, are to champion the project through Provincial Representatives (Environmental Heads at Provincial Level) - who are also representatives on the Project Board. Especially responsible for the support (and sustainability) of the implementation of Output 3.2 and Output 3.1.
Department of Treasury	Important for the buy-in to the BCF and also the Finance and Investment Plan and its implementation, most notably passing through finance instruments and solutions for more effective PA financing.
National Planning Office	As above, but also including national budgeting and planning, and prioritising the effective financing of PAs.
Climate Change Development Authority	Key partner for BCF resource mobilisation through e.g. REDD+, Biodiversity Fund Board member
Small Grants Programme (SGP)	Have small partnership arrangements with the BCF, also support CBOs and NGOs in PA management through small grants.
Bi-lateral and Donor Partners	USAID (Cardno/Lukautim Graun Project) - overlaps with project activities at Mt Wilhelm as well as capacity with CEPA, Deputy Chief is on the BCF Board,  JICA - now closed  DFAT - co-financer of the project  STREIT Project - lots of synergies in project in East Sepik particularly related to livelihood activities  Blue Incubation Fund Project - lots of synergies and working together on similar goals for Kimbe
NGOs	Environmental Alliance, representative on Project Board. Implementing partners (WCS as the Responsible Party) and beneficiaries of project (capacity development, BCF). Binatang Research Centre (BRC), Research and Conservation Foundation of PNG (RCF), SWMI, and others.
CBOs and Communities (Gender specific)	A multitude of CBOs and communities are direct beneficiaries and implementing partners to the project either through capacity development (through e.g. the Forums, Roadshows), the BCF, through Component 3 three site activities. Inter alia, these include: e.g. SWMI, Sepik Project, for Sepik KGWan, Kumara Foundation, Mt Wilhelm Landowners Association, Kovo, Safety Ranger Associations, among others, for Mt Wilhelm Mahonia Na Dari Research and Conservation Centre, all the LMMAs for Kimbe (Help Resources, Resilient Peers Ltd, among others, for gender and youth activities)
Private Sector	Both in terms of the representation of the BCF Board; and then in terms of adherence and support to PAs (logging, palm oil, etc) Including, e.g. at site level, the guest houses and tourism operators,
Technical Expertise and Academia	University of PNG Science Faculty James Cook University Consultants

50. Stakeholder involvement and communication channels were further analysed during the review, particularly in terms of implementation and sustainability of project results. These are further discussed in the findings section of this report.



## 2. THEORY OF CHANGE AT MTR

51. The (reconstructed) Theory of Change (TOC) is a particularly important framework to guide reviewers and evaluators in assessing project performance and results-achievements. While it needs to maintain the elements of the original targets and intended results of the project (as the project was designed), it also needs to allow the reviewer to understand the flow from outputs through to project outcomes, intermediate states to the eventual long-lasting impact of the project, and the long-term impact the project aims to contribute to.
52. The Project Document introduces the Theory of Change in paragraph 54 and Table 2 of the Project Document outlines it in simple terms as per Outputs, Outcomes, Impacts and Global Environmental Benefits, and Assumptions. No diagrammatic description is given nor are causal pathways described.
53. To better guide the Mid-Term Review, a Theory of Change was reconstructed based on the Theory of Change from the Project Document, project documentation (including the gender action plan and SESP) and interviews with key project partners (with whom the draft reconstructed Theory of Change was discussed). An analysis of the causal pathways was conducted in terms of the assumptions and drivers that underpin the processes involved in the transformation of outputs and outcomes to intermediate states to impact. The drivers are the significant external factors that are expected to contribute to the realization of the intended impact and which can be influenced by the project. The assumptions are the external factors that are expected to contribute to the realization of the intended impact and which are beyond the control of the project.
54. The reconstructed Theory of Change is presented diagrammatically in Figure 2. The accompanying description of causal pathways is provided in the following paragraphs. This Theory of Change was used to frame the strategic thinking of the MTR in terms of the impact and sustainability the project aims to embed through its implementation.
55. The long-lasting project impact is that “Protected Areas are managed effectively, conserving biological integrity while generating revenue” which would contribute towards long-term impact “Recovery of species populations, diversity and ecosystem processes of Protected Areas” leading to the ultimate long-term impact that a “Critical mass of healthy ecosystems that are resilient and sustainability utilised for the wellbeing of communities (human and non-human) that depend on them”.
56. For the long-lasting impact to be reached (to catalyse the long-term impacts), there are three intermediate states that need to flow from the outcomes (back-casting from the impact):
- IS1 (project objective): Reduced funding gap for PNG’s Protected Areas towards improved management of PAs and improvement of livelihoods of communal landowners.
- IS2: Financial and management mechanisms spread to other PAs, increased cooperation and support between PAs, and
- IS3: Biodiversity and Climate Fund becomes long-term funding mechanism, replenishment is sustainable.
57. For project outputs to reach outcomes and intermediate states (three causal pathways), several assumptions and drivers need to be met. These are discussed below per causal pathway from output-outcome-intermediate state(s).
58. Two crosscutting drivers are relevant to all causal pathways (these two become assumptions post-project, as the project no longer has influence on them). These are:
- Crosscutting Driver 1: gender transformation related activities improve equitable, safe and inclusionary decision-making and thus improved management effectiveness, as well as capitalising

on the differentiated skills and knowledge between women, men, youth and elders for revenue generation and management (Crosscutting Assumption 1 post project)

Crosscutting Driver 2: Accountability and transparency, due diligence is enshrined in all, with M&E systems in place throughout project (Crosscutting Assumption 2 post project - this culture is maintained after project closure).

59. **Causal Pathway 1:** For the Outcome 1 outputs (1.1. PA management mandates and roles, 1.2. PA financing plan, 1.3. capacity for improved management) to reach the outcome (improved enabling conditions for a better managed and sustainably financed PA system), two (crosscutting) drivers and three assumptions need to be met:

Crosscutting Driver (CD) 1a: gender empowerment is integrated into capacity development initiatives, mapping takes into account equal representation in PA committees and other management structures

Assumption 1 (A1): Capacity building and institutional mapping leads to commitment which connects with Crosscutting Driver 2 (as above), and

Assumption 2 (A2): CEPA fulfils its role as facilitator and support to partner organisations and communities involved in PA management.

Assumption 3 (A3): Government provides sufficient human and financial resources (both in terms of its central coffer allocation to PAs but also in terms of fiscal instruments towards the finance and investment plan.

60. If these assumptions and drivers are met, the outcome will be reached. Once the outcome 1.1. is reached then the assumption (A4) that the enabling environment results in a stronger commitment needs to be met to lead to the project objective/IS1.

61. **Causal Pathway 2:** For the Outcome 2 outputs (2.1. BCF governing and operational structures established, 2.2. BCF strategic and operational frameworks developed, 2.3. Resource mobilisation strategy developed and implemented) to reach the outcome (BCF established and operationalised), two assumptions and three drivers have to be met:

Assumption 5 (A5): Resource mobilisation is successful.

Driver 1 (D1): Funding commitments are reached with Crosscutting Driver (CD) 2: that these commitments and disbursements are done through accountability and transparency, due diligence, M&E systems in place.

Crosscutting Driver 1b (CD1b): The funding mechanism has capacity development for gender transformation and includes ingrained principles and rules against GBV.

62. Once the outcome has been reached, there are two assumptions that need to be met for the causal pathway to reach IS3 (A6: the BCF is independent of political interests, and A7: resource mobilisation is sustained post-project) and then one crosscutting assumption for the IS2 to reach IS1 (CA1: gender transformation activities are continued post-project).

63. **Causal Pathway 3:** For the Outcome 3 outputs (3.1. mechanisms to deliver funds to PAs tested for participatory NRM, 3.2. mechanisms to catalyse revenue streams to deliver funds to selected PAs tested, 3.3. lessons learned documented and disseminated, 3.4. lessons learned used for knowledge management, enhancing synergies, sharing experiences) to reach the outcome (mechanisms for improved management and financial sustainability of selected PAs tested and piloted to improve knowledge, learning and practice), three drivers and one assumption needs to be met:

Driver 2 (D2): Revenue generating activities are financially sustainable, practical, feasible and not maladaptive.

Crosscutting Driver 1b: funding mechanisms have capacity development and GBV principles ingrained, and CD2: accountability and transparency of revenue generating activities.

Assumption 8 (A8): NRM agreements, LLG development plans, climate vulnerability assessments, business plans, at the site level, are owned by site partners and especially communities.

64. Once these have been met, the outcome will be reached, and will need to have four assumptions met in its causal pathway to reach IS2, namely:

Assumption 9 (A9): Success and uptake of revenue generation pilots at three pilot sites.

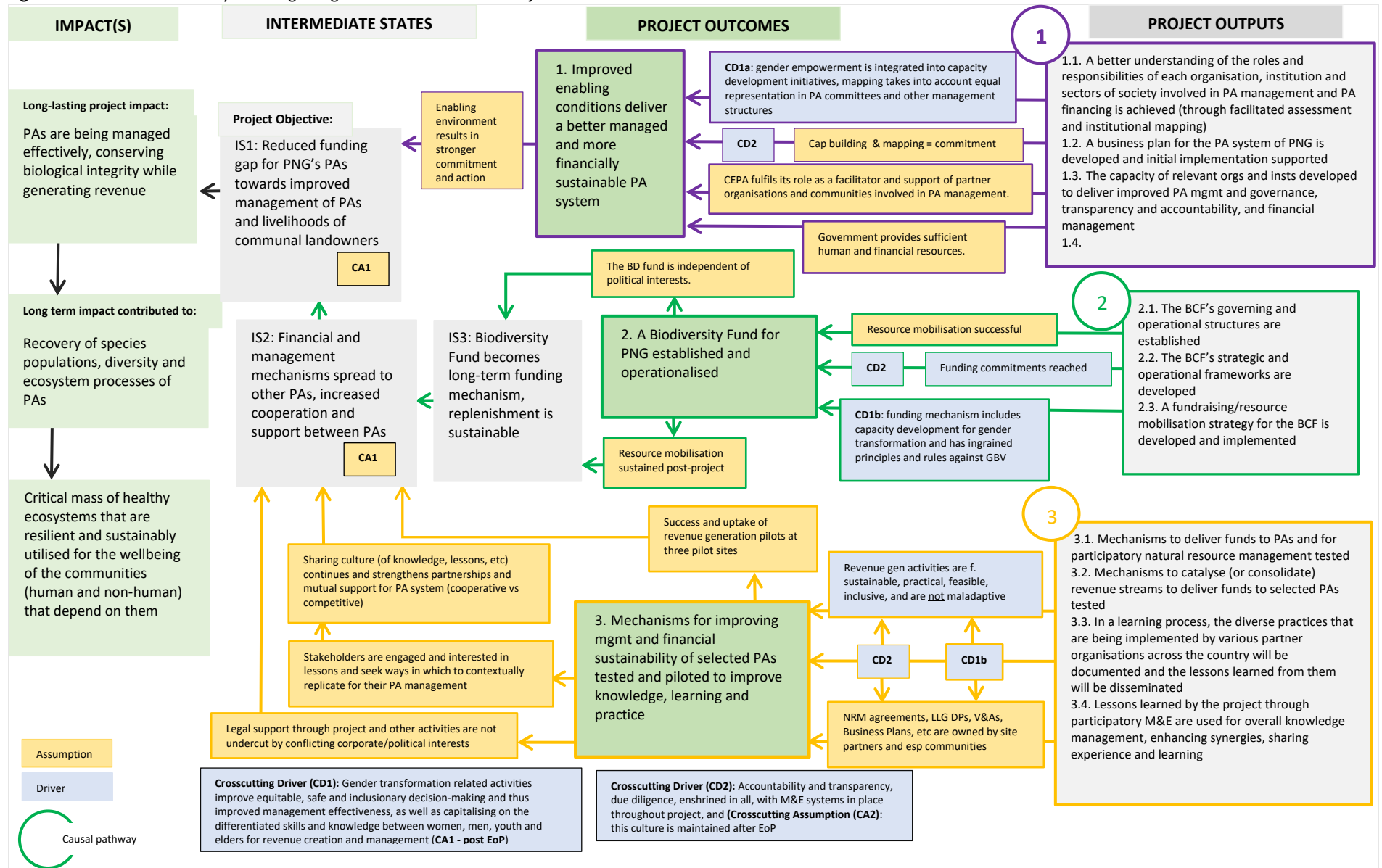
Assumption 10 (A10): (Legal) support through the project (through PA agreements) and other activities are not undercut by conflicting corporate/political interests.

Assumption 11 (A11): Stakeholders are engaged and interested in lessons and seek ways in which to contextually replicate for their PA management.

Assumption 12 (A12): Sharing culture (of knowledge, lessons, etc) continues and strengthens partnerships and mutual support for PA system (cooperative vs competitive).

65. For the IS2 to lead to IS1, the gender transformation crosscutting assumption needs to be met (CA1, post project).
66. The extent to which assumptions and drivers hold, and intermediate states are likely to be achieved and moving to impact are analysed and discussed further under Findings (Move towards impact: achieving project objective, and Sustainability).

Figure 2. Reconstructed Theory of Change diagram for the SFPNGPAN Project



### 3. FINDINGS

#### 4.1. Project Strategy

##### 4.1.1. Project Design

67. The project was highly relevant in terms of Global Environmental Benefits, alignment to country priorities, GEF Focal Areas and UNDP strategic programmes. These are further discussed below.

68. The project aligns to the GEF Focal Area of BD-1 Program 1, and contributes to the following two outcomes:

**Outcome 1.1.** Increased revenue for protected area systems and globally significant protected areas to meet local expenditures required for management

**Outcome 1.2.** Improved management effectiveness of protected areas.

69. The key Global Environmental Benefit contribution is as follows:

**Corporate Result:** Maintain globally significant biodiversity and ecosystem goods and services that it provides to society

**Replenishment Target:** Improved management of landscapes and seascapes covering 300 million ha

**Project Target:** 2,830,000 ha

70. The project aligns with UNDP Strategic Plan output 2.4.1 gender responsive legal and regulatory frameworks, policies and institutions strengthened and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation. It aligns with the UNDAF/Country Programme Outcome - Sub-Outcome 3.3: by 2022, people, particularly marginalised and vulnerable, are empowered and manage climatic risks, develop community resilience and generate development opportunities from protection of land, forests and marine resources.

71. Given the global importance of the country's biodiversity and ecosystem services and ecological processes, this project will be making a significant contribution (with an associated legacy) to global environmental issues.

72. The project is being viewed as a high profile project for the GEF. The interest of the Minister of Environment to form a Biodiversity Fund shows high relevance in terms of the country priority. There is an opportunity (but also a pressure and responsibility) to ensure that the project not only works but is very successful. The success of the project, in turn, will bring political leverage for the Government of PNG.

73. The project document outlines contributions to meeting the objectives of the Sustainable Development Goals (SDGs), including the project working to reduce poverty (SDG1), specifically through community engagement, by making the realities of the customary ownership of the land at the heart of the PA system, and improving the wellbeing of people that choose to establish PAs within their land; and supporting the empowerment of women in PA management (SDG5), as well as through protecting natural resources SDG13, 14 and 15 (climate change, life below water and life on land respectively).

74. Alignment to country priorities: the project document went into detail in terms of the policy and legal instruments the project aligns with, including the Conservation Areas Act of 1978, the Environment Act of 2000 (specifically "to impose and receive rents, fees, charges and bonds in respect of its functions under any environmental conservation law") and most notably, the PA Policy and the PA Bill.

75. As mentioned in a previous section of this report, this project builds on a "programmatic" approach by the country of GEF investment into PA management in Papua New Guinea, in which

the GEF-4 (Community-based Forest and Coastal Conservation and Resource Management in Papua New Guinea (3954)) and the GEF-5 (R2R Strengthening the Management Effectiveness of the National System of Protected Areas (5510)) projects provided important lessons and recommendations.<sup>14</sup> The projects were still operating when this project started implementation. However, the project document stated in various sections how it would build on these projects. It also demonstrated a good understanding of the previous interventions (outside of GEF-4 and 5).

76. The Theory of Change: The Theory of Change exists in Table format (Table 2 of project document) where it outlines the Global Environmental Benefits (GEBs)/impacts and assumptions per component/outcome. The project document's Theory of Change outlines the impacts (in terms of the GEBs) which basically outline that improved management effectiveness will lead to recovery of the populations of those species under threat and eventual restoration of fauna and flora and integrity of ecosystems. The long-term goals and GEBs to which the project contributes in a 10-15 year timeframe are described under Results and Partnerships (pg 26, paragraph 66 of the project document).
77. The MTR opines that the Theory of Change was not clarified sufficiently (i.e. no clear causal pathways from outputs to outcomes to impact), and thus in the previous section of this report (Section 3), the MTR has reconstructed a Theory of Change to guide the MTR in its strategic thinking.
78. Stakeholder engagement: The project design process went through a consultation with a broad swathe of stakeholders, including extensive consultations with local communities, peoples and land owners in the vicinity of the sites that were targeted by the project (including those involved in the implementation of the two previous GEF projects). The PPG also included an initial stakeholder workshop and a "pre-validation" workshop in which comments and feedback was given on a draft of the project document. As a result (and that of the recommendations of the GEF Review Committee), the project took on large parts that lost a bit of the "red thread" (see more elaboration under findings in Section 4).
79. While there is a social and environmental screening process in the project design that was sufficient to be passed through approval, the SES was not strong enough, and so SES + Gender had to be done in more detail during implementation; capacity assessments should also have been done with identified NGOs/CBOs, but were not.
80. Risk assessment at design: some critical risks and some external events were not captured that could have been anticipated (these have been captured during project implementation).

#### 4.1.2. Results Framework

81. Results framework and strategy: There are inconsistencies between Components 1, 2 vs 3 where the causal pathways are not entirely clear resulting in a heavy, complex, overly ambitious project (even with considering the large GEF budget and additional seven years elaborated under paragraph 48 above). The implementation needs to be seen in this context. The indicators are not all SMART (objective-level and outcome-level), these are discussed further in the following paragraphs.
82. The results framework narrative, in terms of the objectives and outcomes, are clear, feasible and achievable within the time-frame of the project.

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<sup>14</sup> GEF-4 terminal evaluation relevant recommendations include: pass the draft PA Bill; large tracts of forest versus small CCA and BD impact - increase the impact; create effective exchange platforms to disseminate lessons learnt; youth engaged in science projects related to conservation and bd monitoring (demand for this); better assessment of capacity building (behaviour change); enhancing METT for Papua New Guinea; mini or micro-hydropower for driving small-scale economies. GEF-5 terminal evaluation relevant recommendations include: do PA Forums; invest in supporting NGOs; support ecosystem mapping; gender sharing and learning; strengthened UNDP firewall; continue and get someone to administer Lukim Gather app; have better exit strategy for sustainability.

83. The MTR assessed the project’s results framework against SMART<sup>15</sup> criteria (i.e. how SMART mid- and end-of-project targets are per indicator). The indicators were assessed by participants during the Inception Meeting; while some participants criticized some of the indicators, no formal corrections were made to the framework (although more assumptions as well as adjustments to targets, were added at the meeting, these were not formally submitted). One indicator was added (although not formally) to Outcome 3 (Indicator 14).
84. An independent review/M&E plan<sup>16</sup> of the indicators was conducted in the first two years<sup>17</sup> of project implementation (mostly as a result of understanding how to measure these as well as to provide a “second check and balance”). While both the Inception Meeting and the independent review stated high risks (and in some cases, inability) in achieving some of the indicators, neither made any formal recommendations to change/adjust these.<sup>18</sup> The review/plan went through each indicator, detailing how it should be measured, including comments and assumptions recorded in the Project Inception Report, adding its own assumptions, notes on the context and factors that may influence the measurement of indicators, and discusses how indicators and lessons learned could be communicated. The MTR acknowledges this process in its indicator assessment in that it made really clear the targets and how to measure them. The MTR assesses these at design but then comments on those that have been approved as a result of the review. The MTR will not further repeat what is in the review and agrees with the comments provided to the baselines and targets.
85. The MTR has found various issues with the designed indicators, and more notably, the targets. Below the MTR only assesses these, but the recommendations at the end of the report provide alternative suggestions for the results framework as a result of this assessment and the findings in general.
86. **Project Objective:** There are three indicators at the project objective level, these are described in Table 6 below.

**Table 6.** SMART analysis of project results framework at project objective level of the SFPNGPAN project

<b>Objective:</b> To reduce the funding gap for Papua New Guinea’s Protected Areas in order to improve their management effectiveness and the livelihoods of their communal landowners							
Indicator	Baseline	End-of-project target	MTR Smart Assessment				
			S	M	A	R	T
1. Area of land and marine habitat recognized by CEPA as being within PAs (ha)	2.125 million ha (4.6% of PNG)	4.5 million ha (9.72%)	N	Y	M	M	Y
2. Improvement in the management effectiveness of PA score for sites receiving support from the BCF	All 57 gazetted PAs assessed using METT: 64% has little or no progress, 24% with some progress and high concerns, 5% with good progress and some concern, and 7% in very good state	METT score for 5-12 PAs receiving direct financial support from the BCF improve by at least 10% over baseline per 2 years of support	M	Y	Y	Y	Y
3. Number of direct project beneficiaries, of which 65% are women and youth	0	1,200 people - ≥ 65% women and youth	Y	M	M	M	M
SMART Compliance: Green (Y/Yes) - compliant; Yellow (M/Maybe) - questionable compliance; Red (N/No) - non-compliant							

87. The project document confuses the End-of-Project target for Indicator 1 by (a) saying that the project target for the corporate result of the GEB (as per the GEF CEO Endorsement Request) is 2,830,000 ha, (b) the project target as per the results framework is 1,385,000 ha (End-of-Project

<sup>15</sup> Specific, Measurable, Attainable, Relevant, Time-bound

<sup>16</sup> Project Monitoring and Evaluation Plan: CEPA/GEF/UNDP Project on Sustainable Financing of the PNG’s Protected Area Network. December 2021

<sup>17</sup> The authors of the report noted that the report was supposed to be produced based on and within six months of the Inception Meeting (December 2019), but was delayed by the COVID-19 pandemic (which started in March 2019 onwards).

<sup>18</sup> With the exception of the formal adjustment of the means of verification of Indicator 4.

target of 4.5 minus the baseline of 2.125 million ha), and (c) if you add all the site targets under Component 3 (for East Sepik - 1,500,000 ha, Kimbe Bay - 1,330,000 ha and Mt Wilhelm - 814 ha+ not specified), you get 2,830,814 (excluding the unspecified additional contribution to Mt Wilhelm). While (c) and (a) match, the MTR does not know how the figure of (b) came about suffice to say that this target is the actual Indicator 1 EOP as per the results framework of the project document. Looking at (c) the large areas targeted for Sepik and Kimbe are likely unrealistic given that (a) there was a significant mistake in the estimation of Sepik that was picked up (by WCS) during the MTR where 1,500,000 ha as circled on the map provided by CEPA during the PPG process was not verified during project design and in fact is less than 500,000 ha if that same area is actually circled in a GIS map (see Annex 3), and (b) the fact that formal designation, as has been done in the past, is an extremely lengthy community consultation process, because it means on-boarding thousands of landowners (each owning small parcels of land), which can cost millions of USD and decades to achieve (and usually only gets a few thousand ha protected). In addition, project implementation at the site-level has only just started in parallel to the MTR taking place (as a result of delays for three reasons (i) COVID-19, (ii) elections causing limited movement, and (iii) a delayed process of finding the right implementing partner because the project design did not undertake micro assessments for the NGOs it superficially mentioned as examples to implement on the ground. However, the Biodiversity and Climate Fund will also be supporting in the coming three years processes that will include PA gazettement, and CEPA is also supporting the expansion under its strategy (and co-financing contributions, and in pushing the PA Bill which decentralizes and eases the process of gazettement) and thus there might be merit in keeping the indicator (EOP target) as outlined in the results framework.

88. As a result, the MTR will have to re-evaluate this indicator and provide recommendations on calculating what the project can actually achieve based on the above considerations (paragraph 87) towards the EoP target.
89. Indicator 3 is also a problem because gender is an issue in the country and this project is not going to be able to have a significant influence on the patriarchal system that exists, the target of 65% might not be realistic given the difficulties encountered in the gender action plan and the MTR . At this point, the project is only achieving at best 30% women participation and inclusion (see paragraph 303 for elaboration).
90. The project objective specifically states “decrease in the funding gap” but the results framework does not actually include an indicator that measures this decrease. The project document, in its strategy narrative<sup>19</sup> (as measured by the Financial Sustainability Scorecard), talks about “the overall funding gap decreased from USD 2.12 million/year to USD 0.6 million/year by End-of-Project. However, this has not been included in the Results Framework. Now that there is a Finance and Investment Plan approved by Government through the project, a recommendation to include an indicator to this effect with an updated number will be made in this report (under Recommendations).

#### 91. Component 1: Enabling conditions for improving the sustainability of the PA system

92. The component breaks down two main aims, namely (i) a clear understanding amongst relevant institutions of their specific roles in PA management, including how they are financed, and (ii) building the capacity and governance systems within those organisations that have a specific mandate or role in the management of PAs (including local communities as landowners and landusers).

**Table 7.** MTR SMART analysis of project results framework (Outcome 1) for the SFPNGPAN project

Outcome 1: Improved enabling conditions deliver a better managed and more financially sustainable PA system							
Indicator	Baseline	End-of-project target	MTR Smart Assessment				
			S	M	A	R	T
4. Status of institutional	Score = 2/6	Score = 5/6	N	M	M	N	N

<sup>19</sup> Page 29, paragraph 68, b, ii.



mapping and mandates with respect to PA management	Roles and responsibilities among different actors with respect to protected area management and financing is unclear and mandates remain unfulfilled	Actors are demonstrably fulfilling their roles, responsibilities and mandates with respect to protected area management and financing	Red	Yellow	Yellow	Red	Red
5. Financial Scorecard (derived from Obj 1 Section III Part III of the Sustainable Financing Tracking Tool) and projected number of years for which funding is secure	9%; 3 years	58%; >12 years	N	N	N	N	Y
6. Capacity of organisations as measured using the Capacity and Competency Scorecard	CEPA: 38% WNB: 44% ES: 23% S: 20%	CEPA: 85% WNB: 64% ES: 43% S: 40%	Y	Y	Y	Y	Y
SMART Compliance: Green (Y/Yes) - compliant; Yellow (M/Maybe) - questionable compliance; Red (N/No) - non-compliant							

93. Indicator 4's EoP depends on five of six conditions being met<sup>20</sup>, not all of them under direct control of the project. The review stated that the implementation of the 10 recommendations of the Institutional and Regulatory Review could be tracked over time (this was not part of the design intention and will be discussed further in the Findings below).

94. Indicator 5's baseline of "funding is secure for 3 years" is incorrect and the MTR could not find the evidence on which this was based. The MTR also opines that the projected funding "secure for >12 years" is highly unrealistic and is setting the project up for failure in this regard. In 2019, the baseline was actually 24% (not 9% as was given in the results framework of the project document, this was discovered after having done a proper analysis in the PA Finance and Investment Plan). More on this and recommendations to this effect are covered in further sections of this report.

95. For Indicator 6, the fact that so much capacity building was being planned for NGOs, CBOs and local communities, it is surprising that there is not some target to measure capacity enhanced and resultant behaviour change.

## 96. Component 2: Establishment, operationalisation and mobilisation for funding for a Biodiversity Fund

**Table 8.** MTR SMART analysis of the project results framework (Outcome 2) of the SFPNGPAN project

Outcome 2: Biodiversity Fund for Papua New Guinea established and operationalised							
Indicator	Baseline	End-of-project target	MTR Smart Assessment				
			S	M	A	R	T
7. BCF structure and governance in place as indicated by (a) governing and operational structures - including a Steering Committee and Technical Secretariat in place with associated governing, strategic, and operational documents developed and approved, (b) BCF is delivering funds to PAs - as per Output 3.1 - and the use of these funds is being reported	BCF does not exist	Biodiversity Fund fully functional (a)-(b) completed	Y	Y	Y	Y	Y
8. BCF operationalisation through a sinking fund consisting of (a) USD 5 m initial	BCF does not exist	(a) - (d) completed	Y	Y	Y (bM)	Y	Y

<sup>20</sup> (i) the mandate for CEPA is clearly defined in legislation and policies, (ii) the mandate for CEPA is clearly defined in specific legislation and policies described in Section 3 of the Project Document, (iii) mandates and institutional mapping including CEPA, other state and non-state actors are agreed, signed by stakeholders and partners, and published, (iv) state and non-state actors are working to fulfil their mandates - including allocation of budgets and development of workplans, (v) the state and non-state actors are implementing the workplans, (vi) implementation of the workplans is being transparently and accountably reported (additional suggested condition by Inception Meeting: communication mechanisms among partners clearly documented and in place for the project operation).

capital from GoPNG, (b) ≥ USD 1.5m annual revenue from recurrent income sources enabled by innovative GoPNG fiscal instruments, (c) GEF grant funds (USD 2.7m) disbursed as grants via proposals approved by BCF Secretariat in support of PA management, sustainable livelihood and revenue generating, etc activities, (d) ≥ USD 1m additional capitalisation through fundraising/mobilisation strategy								
SMART Compliance: Green (Y/Yes) - compliant; Yellow (M/Maybe) - questionable compliance; Red (N/No) - non-compliant								

### 97. Component 3: Enhanced management capacity and financial sustainability of individual PAs - testing, piloting and learning

98. The component breaks down two main aims, namely (i) testing mechanisms to deliver funds from BCF to selected PAs, and (ii) piloting mechanisms (including through loans) to catalyse (or consolidate) revenue in a small number of sites such that revenue, once accrued, will be reinvested into the management of those sites (or used to cross-subsidize other sites across the PA system).

99. The second aim is unrealistic given the fact that (a) at design the data to capture the economic potential of these sites was not sufficiently collected/analysed, and (b) now that sufficient estimates exist, it is clear that the priority will need to be placed on actually enhancing wellbeing and thus decreasing dependence/pressure on land resources (in the face of short-term relief benefits promised by resource-destructive industries) before any additional revenue could be accrued for monitoring and management of the sites (never-mind actually making enough to “cross-subsidize other sites across the PA system”).

**Table 9.** MTR SMART analysis of the results framework (Outcome 3) of the SFPNGPAN project

Outcome 3: Mechanisms for improving management and financial sustainability of selected protected areas tested and piloted to improve knowledge and learning							
Indicator	Baseline	End-of-project target	MTR Smart Assessment				
			S	M	A	R	T
9. Number of PAs accessing funding from the BCF	0	Funds being delivered to ≥ 12 PAs across the country	Y	Y	Y	Y	Y
10. PA management effectiveness	METT scores of selected PAs: KB: 32.4 SW: 36 MW-W: 43	20% increase from baseline	N	M	M	M	Y
11. The generation and use of revenue streams for PA management in the 3 selected PAs	KB: K20,000/y SW: K153,603/y MW-W: K0/y	≥ USD 100,00/y per PA	Y	M	N	N	Y
12. Gender responsive linkages between sustainable financing of PAs and environmental protection, and wellbeing of communities as measured by (a) increased annual income (disaggregated by gender and age) from the number of environmentally and socially sustainable opportunities that have been established (e.g. income from employment; business and entrepreneurial opportunities; increased production of food; sale of services; sale of products; etc.), (b) number of communities with NRM	No linkages of individual or community livelihood improvements to sustainable financing and protection of biodiversity and environment; no active role of women and young people  The baseline for these parameters will be established in each of the targeted protected areas on signing a funding agreement with either the project or the Biodiversity Fund (Outputs 3.1 and 3.2)	Successful income generating activities that equally benefit women, men and young people as individuals, families and/or community, simultaneously contributing to financial and physical sustainability of protected area: (a) average annual income of individuals (disaggregated by gender and age) increased by 40% from baseline, (b) 11 communities with NRM agreements (n = 5 in SW, n = 1 in MW-W and n= 5 in KB), (c) 11 communities with agreed measures to address/halt GBV and age-	Y	Y	M	M (cN)	Y

agreements, that include water and fuelwood (specifically safe, protected and nearby sources of water and fuelwood) - developed and implemented, (c) number of communities with agreed measures to address/halt GBV and age-discrimination		discrimination (n = 5 in SW, n = 1 in MW-W and n= 5 in KB)						
13. Number of lessons (identified and disseminated by the project) used in development of other PAs	0	5	Y	Y	Y	Y	Y	Y
SMART Compliance: Green (Y/Yes) - compliant; Yellow (M/Maybe) - questionable compliance; Red (N/No) - non-compliant								

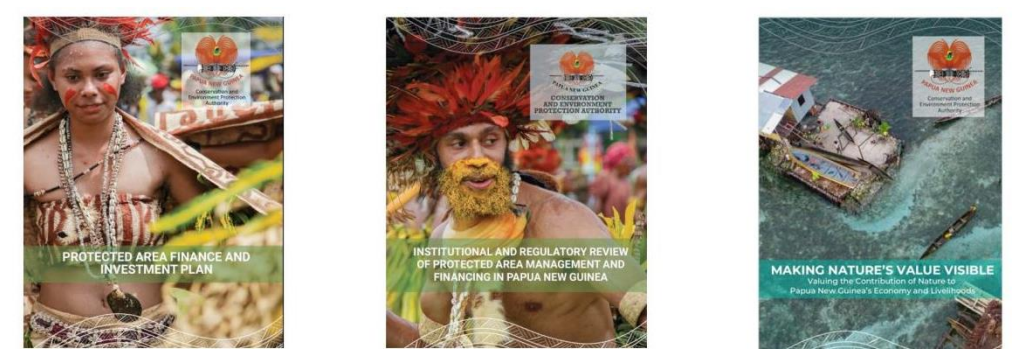
100. Indicator 10 is problematic because the METTs are for 2016 and they are averaged and not necessarily representative of the entire area. The indicator review made some suggestions on how to measure the increased management effectiveness better. Measuring 20% above baseline will require conformity in measurement between baseline and EOP.
101. Indicator 11's EOP target was arbitrarily assigned based on stakeholder discussions and not based on evidence or economic potential, no financial projections were established at design to determine what level of financing was either needed or possible.
102. Indicator 12's specific EoP target (c) is unlikely to be something the project will be able to directly influence if its main objective is to protect key biodiversity. More on this is provided in the Findings (Section 4) and Recommendations (Section 5).
103. Indicator 14, not included in the table above (because this section deals with design assessment), is "regular and coordinated dissemination of standardized information from CEPA to the provincial, district and local government, partners and stakeholders in the project, PAs and other related matters" was requested at the Inception Meeting but not formally adopted. The EOP target for this was PA forums regular obligation, website is fully utilised, round tables are functioning to allow cooperative management of the PA network.<sup>21</sup> This is likely a helpful indicator given the amount of effort put into communication and coordination towards PA management by the project.
104. Adaptive strategy: Three years into implementation, some circumstances have changed and project ambitions (in some cases EoP targets) need to be adjusted (mostly unforeseen delays and limitations due to COVID-19); this will be further included in Findings and Recommendations of the report.

## 4.2. Progress towards results

### 4.2.1. Availability/Delivery of outputs

#### Component 1: Enabling conditions for improving the sustainability of the PA system

<sup>21</sup> The constituted Regional Protected Areas Round Table (RPART) provide very useful and important stakeholder engagement platforms. The GEF-5 project supported CEPA in facilitating the roundtable meetings and recommended that CEPA take the lead in these roundtables on a regular basis as the provincial counterparts depend on CEPA for conservation priorities.



**Figure 3.** Reports delivered through Component 1 of the GEF-6 SFPNGPAN project

**Output 1.1.** A better understanding of the roles and responsibilities of each organisation, institution and sectors of society involved in PA management and financing is achieved (through facilitated assessment and institutional mapping)

105. This output was part of a delivery of contracts outlined in Table 10 below.

**Table 10.** High value contracts under Output 1.1. of the SFPNGPAN project

Contractor	Assignment	Amount (USD)	Start	End
Individual contract/national consultant	Undertake Institutional Regulatory Review	~ 22,021.34 [PGK 77,405.00] Disbursed: 3,507.82 [PGK 12,330.00]	15 April 2020	31 July 2020 Contract cancelled, not delivered
Individual contract/national consultant	Undertake Institutional Regulatory Review	~ 20,933.18 [PGK 73,686.60]	1 October 2020	31 December 2020, extended to 31 March 2021 due to COVID-19-related delays

106. This output suffered delays from (a) the failure of the first national consultant to deliver on the TOR (despite multiple requests and mitigation actions from the project) resulting in lost time and the project having to appoint another national consultant, and (b) COVID-19 causing delays in meeting and submissions resulting in a contract extension for the second consultant of three months. Overall, the output delivery was delayed by 7 months.

107. The Institutional and Regulatory Review was finalised and validated by stakeholders in March 2021. It contains institutional mapping and clearly outlines the roles and responsibilities of each institution. Due to COVID-19 restrictions, it was not permitted to conduct an in-person validation workshop above 60 persons. The ten recommendations received >70% approval with options of non-approval and no opinion provided.<sup>22</sup> The report was also reviewed independently and was confirmed to be aligned with the PA Bill. A comment was made at the inception meeting about the fact that since 91% of the extent of PAs are managed by communities, customary landowners are a primary stakeholder and that the institutional assessment should thus be very focused on this stakeholder group (this was ultimately not the case).

108. The Inception Meeting stated in the context of the institutional mapping that long-term sustainability of PA management requires a nation-wide multi-stakeholder commitment - this was difficult to achieve during COVID-19 (which took most of 2020 and some months into 2021) because visits could not be made to communities, many of the meetings had to take place virtually or telephonically which does not always support good information flow.

109. The project conducted four regional awareness roadshows in 2022 for which one of the outcomes was to raise awareness of the results of the Institutional and Regulatory Review, as well as the importance of implementing the ten recommendations - 101 stakeholders attended these

<sup>22</sup> The project, with the approval of the Project Board, conducted a voting exercise where stakeholders could either vote for, against or propose changes to the recommendations. Nine were approved, one rejected. The rejected recommendation was amended and resubmitted for voting and was subsequently approved (Source and more information: Project Board Meeting 4 Minutes).

sessions (of which 29% were women). The review was also made into an infographic for easy understanding and further dissemination.

**Output 1.2:** A business plan for the PA system of Papua New Guinea is developed and initial implementation supported

110. This output was part of a delivery of contracts outlined in Table 11 below.

**Table 11.** High value contracts under Output 1.2 for the SFPNGPAN project (in grey font not funded by the project, but by the GFCR)

Contractor	Assignment	Amount (USD)	Start	End
Natural Strategies	Provision of consultancy services for National Area Finance and Investment Plan	93,005.00	(signed 28 May 2020)	4 December 2020
Individual contract/international consultant	Blue Economy Exploratory Study	70,000.00	3 January 2022	3 October 2022
Individual contract/international consultant	Debt Swap Study	12,000 of 65,000.00 (overall amount for contract for expert support services)	15 December 2021	15 December 2022
Institute of National Affairs	Design of identified Finance Solutions	221,500.00	(signed 2 October 2021)	30 April 2023
JCU	Value for Nature study	USD 12,000	15 June 2020	10 November 2021

111. The business plan (referred to by the project and from herein out in this report as the Finance and Investment Plan) was the main deliverable under the CTA TOR. However, it was done by a consultant with CTA technical oversight; the CTA particularly advised on the models and had a lot of input into improving its quality. The reason for the contracting of a consultancy was because the CTA had a lot of their time tied up in UNDP CO matters.<sup>23</sup> The first national Protected Area Finance and Investment Plan was completed in April 2021. The plan developed a series of cost-scenarios of (i) managing the basic requirements of the current PA system (USD 12 mil/year)<sup>24</sup>, (ii) managing and expanded system of up to 50% of the Aichi target (USD 35 mil/year) and (iii) managing and expanded system fully achieving the Aichi targets (USD 75 mil/year). Furthermore, the report used the BIOFIN catalogue as the basis to assess which financial options were technically and financially viable.

112. The plan spoke of various finance solutions and declared that no one solution will be sufficient and that a portfolio or range of solutions are required, and included (1) earmarking revenue from taxes, fees, royalties in the PNG extractive industries (USD 23-27 mil), (2) commodities promotion through project-based REDD+ (USD 2.7-15.5 mil), (3) biodiversity offsets (USD 0.5-5 mil), (4) Debt for Nature swap (~ USD 1 mil on USD 30 mil debt swap), (5) payments for ecosystem services (PES), (6) third-party management of PAs, and (7) tax-exemption on donations.

113. The results of the PA Finance Plan were disseminated on a PA Toolkit website ([www.pngbiodiversity.org](http://www.pngbiodiversity.org)) at the inaugural PA Forum (2021) and condensed into an infographic for ease of reference, understanding and use. The results were also shared during the provincial awareness roadshows that took place in 2021, where presentations were held on (i) the current status of PA financing in Papua New Guinea, (ii) the funding gap to achieve a representative and effectively managed PA system, and (iii) the most viable financial solutions to address this funding gap. This consultation process also garnered support towards the approved finance solutions (a)

<sup>23</sup> Many respondents shared that the CTA was being seconded a lot of their time into UNDP CO matters and was attempting to take on both tasks of the project CTA TOR (and often more than that) as well as strategic work within UNDP, which is not possible to maintain in the long-term given the amount of work the CTA has taken on. Either the CTA will suffer, or the project will suffer, or both.

<sup>24</sup> At the writing of the report, less than 15% of the existing PAs were receiving any financial support.

an environmental levy on extractive industry, (b) biodiversity offsets, and (c) project-based forest carbon credits.

114. The consultation on the implementation of the finance solutions lies under the contract with INA (see Table 11). However, there have been delays through unresponsiveness by INA, who seem to have been disorganised so far in delivering on their TORs.<sup>25</sup> The project has implemented mitigation measures by requesting monthly progress reports. This has improved the situation minimally, and with only four months left on the contract, it is important that the consultation workshops take place early in 2023. In December, some movement occurred in terms of the custom tariff (log tax) which was later further pushed during a country visit by the Regional Director of UNDP.<sup>26</sup> It will be important for the CTA to have regular meetings with INA, as well as accompany INA on the consultative meetings (particularly the high-level ones associated with negotiating financial solutions).
115. The implementation of the plan will start with the easier items although it will be important to work on the more difficult items that are sustainable; CEPA needs to “own” the plan more and provide support to the project, including taking ownership of the Value for Nature report (further discussed in paragraph 119) as a foundation for negotiation. Some stakeholders referred to the plan as not being a “CEPA-owned plan” and more a “UNDP plan”,<sup>27</sup> and that not much technical input appears to be from CEPA. The ownership visibility by CEPA could be improved by CEPA taking on a stronger leadership role in implementing the plan, with the support from the CTA.
116. There have been several follow-up studies as a result of the plan, these are outlined in the paragraphs following this one:
117. Debt for Nature Swap: as a result of the momentum built by the finance plan, there was strong interest from CEPA to engage with Treasury to propose the option for a debt for nature swap. A briefing paper has been completed, but this has not been presented yet.
118. Blue Bond: this study was financed by the GFCR to support the development of the Blue Incubation Facility, a project that is working in synergy with this one. It has been submitted to the Asia Development Bank, and is to be presented to Treasury.
119. Valuing Nature: this study was an important contribution to provide the ‘return on investment’ argument to Government to establish the value of ecosystems and natural capital to the economy of the country. This assessment is the first of its kind in Papua New Guinea and lays a strong argument towards increased budget allocation by Government to PAs (which, at the moment, equal only 0.5% of annual Government expenditure, despite the fact that nature underpins the entire economy and its economic value is worth USD 310 billion per year, 13 times the value of the country’s GDP in 2020)<sup>28</sup>. If the current budget of 0.5% was to be increased to only 1.8% per year, it would finance the entire PAN and expand to 100% of the Aichi target. An infographic has been developed of this report, and policy recommendations and presentations to Treasury took place in November 2022.
120. Delays occurred to the financial solutions (in addition to the roadshows outlined in paragraph 123), as a result of the elections in 2022 - but these have been put back on progress. Recently, a country visit by the Regional Director (Assistant Secretary General) of UNDP’s visit to Papua New Guinea in November/December 2022 which elevated these discussions, particular through the Director being presented the results from the project and further discussing these with the Prime Minister, having a keynote address at the policy dialogue on climate change and

<sup>25</sup> The project had issued a second warning on lack of delivery against timeline.

<sup>26</sup> This is discussed in more detail in paragraph 120 and 151 (e).

<sup>27</sup> Interviews with project stakeholders (>3 from different state/non-state institutions), although the MTR was told by the PMU that CEPA were involved in the inception meeting, participated in the JCU training and were invited to workshops. Report was approved by CEPA and Project Director.

<sup>28</sup> Making nature’s value visible report.

green economy transition, and resulted in Government commitment of earmarking revenue accrued from a 20% increase in log export duty going to the BCF.<sup>29</sup>

**Output 1.3:** The capacity of relevant organisations and institutions is developed to deliver improved PA management and governance, transparency and accountability, and financial management

121. The following contracts supported/are supporting the delivery of Output 1.3.

**Table 12.** High value contracts under Output 1.3 of the SFPNGPAN project

Contractor	Assignment	Amount (USD)	Start	End
Individual contract/international consultant	Business Planning and Financial Management Training	40,962.40	2 May 2022	31 March 2023
Protected Area Solutions Pty Ltd	Preparation of revised METT tool, PA Forum 1 and M&E for PNG	136,000.00	(signed 10 November 2020)	9 August 2021
KPMG PNG	Governance and Financial Management Capacity Building Services of PNG's PA Network	257,000.00	(signed 20 October 2022)	30 June 2024

122. The process of developing the finance and investment plan uncovered the fact that there was very little capacity and understanding of how financial information can inform environmental decision-making, both for CEPA, as well as the departments of Treasury and Finance. The project thus provided two sets of training on Cost-Benefit Analysis for environmental decision-making. The Cost-Benefit Analysis training guidelines has been developed.

123. In March and April 2022 four awareness roadshows were conducted in Kimbe, Goroka, Madang and Port Moresby. The roadshows raised awareness/built capacity on the following project results:

- (Proposed) PA Bill
- Management Planning
- METT for PNG results
- PA Institutional and Regulatory Review
- PA Finance and Investment Plan
- PNG Biodiversity and Climate Fund
- Project progress and project support to pilot sites
- PNG Natural Resources Management Hub
- 'Lukim Gather' conservation app pilot testing and stakeholder feedback
- Presentations from local NGOs and CBOs in the region

124. Much of the capacity building work was either limited, or delayed, for the following reasons: (a) the COVID-19 pandemic (March 2020 to July 2021) which caused lock-downs, limited free movement, and prohibited meetings and UNDP staff traveling to the provinces, as well as international flights and local flights were shut down, and (b) national elections (April-August 2022), which caused limited movement due to violent outbreaks and the Government going into 'caretaker mode'<sup>30</sup>, and (c) the difficulty in finding suitable candidates in PNG to undertake capacity building (and other technical-expertise) activities. Considering these external challenges, it is impressive what the project managed to achieve in terms of development of capacity.

125. The study tour that was planned was not possible due to COVID-19 restrictions and will likely not be possible in the near future due to the limited number of vaccinated Government stakeholders. To mitigate this, PNG stakeholders were invited to participate in a "virtual study

<sup>29</sup> See paragraph 151 (e) for more detail.

<sup>30</sup> Essentially means that no policy or strategy decisions would take place.

tour” by virtually attending the Asia Parks Congress between 24 and 28 May, where the country delivered presentations on the METT for PNG and on the PNG Biodiversity and Climate Fund.<sup>31</sup> The Project Director did have an opportunity to travel to visit with James Cook University and work through the Value for Nature Report.

126. The project has done very well do develop a large set of toolkits, guidelines and knowledge products for the stakeholders involved in PAs. This includes building on the knowledge products developed during GEF-5<sup>32</sup> and having ;open-source hosting platform on which to find all of these products and toolkits in one place.<sup>33</sup> This platform ([www.pngbiodiversity.org](http://www.pngbiodiversity.org)) can be seen as a ‘one-stop-shop’ for biodiversity and PA information in the country, and is a strong contribution to open-source knowledge for informed PA work in Papua New Guinea.
127. As for the management planning training, CEPA conducted a two-day training on adaptive management planning during the PA Forum in 2022<sup>34</sup>. While training modules developed by GEF-5 (by the Blue Mountains Institute) were available for use, the MTR understands (from several interviews) that these training materials were in fact not fully used in the training, and that while the videos were shown, some participants did not feel like they fully understood the training or had their capacity sufficiently developed through the training. The MTR also understands that the PMU had encouraged CEPA to use the training materials, but the MTR could not get a concrete response from CEPA why this was not done. All the training materials and videos are contained on the website<sup>35</sup>.
128. The business planning training was also conducted during the PA Forum 2022, over a span of four days (8-11 June). Here an introduction to financial management and working sessions on grant proposal writing were given. The consultant who covered the training had a good evaluation process, and the training was highly appreciated, although participants would have liked to have had more time to expand training in the areas of PA management plans, business plans, financing plans and grant writing, as well as marketing training and human resource management training. For communities involved in PA management, there was a high demand for training on bookkeeping and basic accounting, petty cash use, recording and accounting for funds raised and spent. The project document had proposed that local NGOs deliver this training (through low-level grants); this proved difficult because very few NGOs have the capacity to deliver such training. The procurement process for this contract was challenging, but the project was able to make an adaptive action through using the Forum as the platform and getting in an expert on financial literacy. This work is now included in the financial governance and management contract with the KPMG.
129. The process for recruiting an organisation for the financial management and governance capacity development programme also proved difficult, and recruitment was delayed by almost a year due to the difficulty in finding suitable candidates. A TOR was developed and launched in April 2022; after three rounds of advertising, including pre-bid meetings, only one firm submitted an eligible bid. The project had also by then contacted five organisations directly but none of these were able to submit bids; feedback being that the UNDP procurement process was too cumbersome. Furthermore, the value for the contract would have exceeded the value limit for low-value grants; therefore it had to go through a procurement process. The only successful bidder requested more than 1.5 times the total available budget, and so the process was closed in August 2022. The TOR was adjusted and further follow-up calls with local training providers were conducted and then sent back out to market at the end of August 2022. Finally, KPMG PNG

<sup>31</sup> <https://pngbcf.org/cepa-and-undp-partners-virtually-attend-and-present-at-2-nd-asia-park-congress-held-from24-29-may-2022/>

<sup>32</sup> During the GEF-5 project, a series of templates and guidelines on PA management were completed but not formally approved by CEPA, resulting (at project closure) in a series of draft outputs, financed by GEF, that were not in public domain. This project financed a validation workshop to finalise and approve all the reports, and put them up on an open domain platform (see link in footnote below).

<sup>33</sup> <http://pngbiodiversity.org/>

<sup>34</sup> The (second) PA Forum took place between 5-10 June 2022. Two PA Forums have been organised through the project so far, and these will be discussed in later sections of the report.

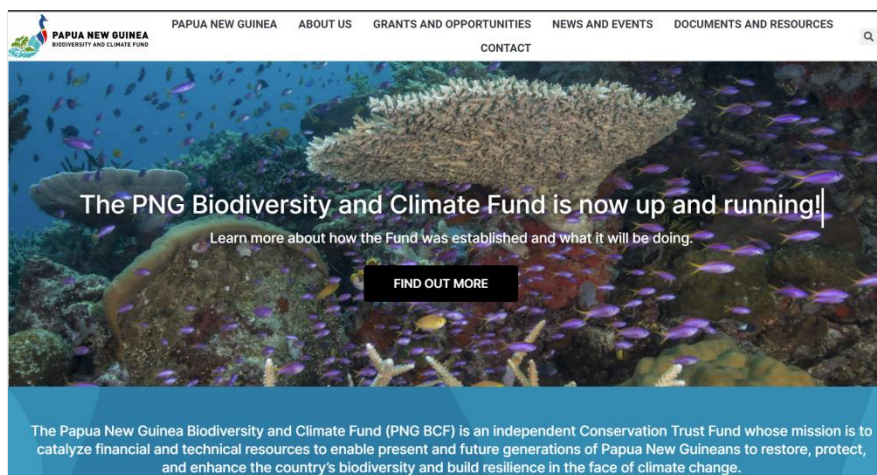
<sup>35</sup> [www.pngbiodiversity.org](http://www.pngbiodiversity.org)



were successful and have recently signed the contract (at the time of the MTR), and will begin work in 2023.

130. The project document hoped to have organisational restructuring (especially in CEPA) be done in connection to the recommendations coming from the Institutional and Regulatory Review (Output 1.1). Under the GEF-5 organisational support for CEPA (in fact, GEF-5 focused largely on CEPA and its organisational structure, capacity and the policies and legislation around PA management, more than >USD 750,000 GEF investment) was provided for change management in 2016-17 (including job descriptions for financial, administration and human resources in 2020, and it implemented a programme to recruit graduates for CEPA). USAID has been focusing on the restructuring process within CEPA, but despite the two projects (USAID and the GEF-6 project) being in contact, it was found during the MTR that the restructuring initiative by USAID has not used the GEF-5 foundational work (nor the Regulatory Review of GEF-6).
131. The METT for PNG<sup>36</sup> was further (based on GEF-4 and 5) completed and tested in nine locations. A Facilitator's Guide was developed to enable CEPA and NGOs to implement the METT in new locations. An interactive case study on the METT for PNG was also developed and shared across the UNDP global portfolio of biodiversity projects (as well as a guide that is useful for other countries wanting to learn). The nine completed METT assessments tested the new tool and continue to contribute to a wider coverage of METT assessments across the PA system. This continues to address a significant information gap facing the PA system.
132. Finally, the METT is currently being integrated into a new conservation app which was developed during GEF-5, Lukim Gather, and by grantees of the Biodiversity and Climate Fund will be required to use the app to monitor and report against changes in biodiversity and their grants. The results of the METT results will be uploaded into the PNG Biodiversity and Climate geoportal to provide a macro-level view of the changes in management effectiveness throughout the country (<https://png-geoportal.org/>). The portal will enable PAs to view both their progress but also the management of other sites, through a series of interactive maps. It is also an important communication tool between the Fund Secretariat and potential donors, demonstrating results and attracting more financial resources.

#### Component 2: Establishment, operationalisation and mobilisation of funding for a Biodiversity Fund



**Figure 4.** Screenshot of the BCF website ([www.pngbcf.org](http://www.pngbcf.org))

**Output 2.1:** The BCF's governing and operational structures are established

133. The following contracts supported/are supporting the delivery of Output 2.1, 2.2 and 2.3.

<sup>36</sup> <https://pngbiodiversity.org/management-and-monitoring/>

**Table 13.** High-value contracts for Outputs 2.1, 2.2 and 2.3 of the SFPNGPAN Project

Contractor	Assignment	Amount (USD)	Start	End
Wildlife Conservation Society	Establishment of BCF Outputs 2.1, 2.2, 2.3	444,300.00	(signed 30 June 2020)	31 July 2021

134. Designing the Biodiversity Fund followed a rigorous national stakeholder engagement process,<sup>37</sup> after which a global best-practice review using the results of 13-year analysis of the endowment and performance of 67 Conservation Trust Funds (CTF) that have consistently participated in the Conservation Trust Investment Survey of the Wildlife Conservation Society (WCS). This provided the basis for a preliminary structure compliant with the Global Practice Standards for CTFs (which was a requirement of the project document).
135. Early on, it was discovered that the Climate Change and Development Authority (CCDA) were also thinking of having a trust fund. Discussions ensued around this between the Managing Directors of CEPA, CCDA and the project CTA, and it was decided that the mandate of the Biodiversity Fund be expanded to include climate action. This will enable Protected Areas to access climate finance as well as biodiversity finance, and encouraged cooperation (rather than competition) between the two authorities both in terms of strategies around their mandates but also in terms of administration (thus increasing efficiency and synergy). As a result, the fund was named the PNG Biodiversity and Climate Fund (BCF).
136. Much has been done by mid-term on the governing and operational structures. Nine members of the GCF Board (Steering Committee) have been selected and have accepted positions.<sup>38</sup> The first meeting (August 2022) and second meeting (9 December 2022) have already taken place. The Fund Board is currently representative of both nationality (national versus international) and gender (although only 2 of the 9 members are female). Further growth of the Fund Board will need to consider the dynamics of this composition, and will need to work towards gender equality and maintaining good mix of representation of positions/people with technical expertise (biodiversity conservation, climate change) and expertise in finance (especially in terms of fund capitalisation and financial solutions), have understanding of both ends of the fund (how the funds come in, and how the funds are effectively implemented), and an understanding of the bigger picture in terms of economic transformation towards an economy that values nature.
137. A set of governance documents for the BCF have been developed and formally adopted by the BCF Board, namely (i) Governance Framework, (ii) Board Charter, (iii) Conflict of Interest, (iv) Environmental and Social Safeguards Policy, (v) Grievance Procedure, (vi) Human Resources Policy, (vii) Risk Policy, (viii) Technology Policy, (ix) Whistleblower Policy, (x) Investment Policy, (xi) Employee Code of Conduct, (xii) Contribution Acceptance Policy, (xiii) Trust deed, (xiv) Constitution, (xv) Finance Manual, (xvi) PNG BCF Briefing Paper, (xvii) CTF International Best Practices Published, (xviii) Legal Options for BCF, and (xx) PNG Biodiversity Fund Consultation Summary Published.
138. The legal structure of the BCF has been finalised and accepted but was delayed through a difficult process of discussion and coming to agreement on how it should be set up (two years of debate). In 2020, it was presumed by CEPA that the fund would be a government fund (despite clear stipulation outlined in the project document that this was not the case). The draft version of the Protected Areas Bill (that a previous UNDP-GEF project funded the drafted) proposed a fund under government legislation, although this contradicted the project document.<sup>39</sup> Furthermore,

<sup>37</sup> Series of interviews and sector-based workshops for Government and NGOs on the design, objectives and implementation modality of the fund.

<sup>38</sup> Currently comprised of: Government (2 - CCDA and CEPA CEOs), development partners (2), NGO/civil society (2), private sector (3).

<sup>39</sup> This is also laid out in the policy and further in comments in the Finance Plan such as "treasury is highly supportive of CEPA becoming financially independent and would support the establishment of a trust account for CEPA". The project document is very clear that it be independent, and many interviews with a wide range of stakeholders for the MTR stated that the fund would not have been established as it has if it weren't independent.

the Minister for Finance has decreed that all public funds (established under legislation) are to be consolidated under the government consolidated revenue. Therefore, having it a government fund would not allow for any management or ringfencing of proceeds, as is envisaged for the fund.

139. An independent legal assessment was done in lieu of these conversations and came up with seven possible options. This was then reviewed and validated by an independent and national lawyer. The assessment proposed establishing the Fund under the PNG Companies Act. This was presented to UNDP Senior Management in November 2019 and rejected, citing (i) concern that it would still risk being seconded to Government and therefore not be independent and (ii) the belief that, as the project document stated, the UN Multi-Partner Trust Fund would establish and manage the Fund. When the MPTF option was pursued, however, the following was discovered:

(a) MPTF funds are One UN Funds that are essentially trusts where development partners can fund UNDAFs. These are not ringfenced by projects or organisations, only under outcomes. In other words, any UN organisation could technically submit proposals to manage BCF earmarked donations, which would render the governance and operational framework of the BCF useless.

(b) MPTF funds do not invest or have endowments, they do not generate interest, they are merely drawdown accounts, which is not what the BCF is trying to achieve (where endowments and capitalization are of utmost importance for operational sustainability).

(c) The minimum requirement for the MPTF is USD 5 mil annually and the fund would only be established if this was committed (given that the USD 5 mil from Government has not been committed due to reasons provided in paragraphs below, the fund would therefore not have been set up yet).

(d) Governance and operational frameworks would not work according to the best practice standards for CTFs (as required by the project document) because the Board of MPTF funds are the heads of UN Agencies, and they are internally reviewed by the UN (i.e. not externally audited).

140. Another option put forward in the project document was using the Australian Government Transport Sector Support Programme, but on further investigation this example was also not in line with the best practice standards for the CTFs and functions in a different way to how the BCF was to be set up (with multiple revenue streams, the need to attract donor partners, and democracy in running the fund).

141. These issues and the concerns raised by interviewed development partners resulted in the decision that an ‘incubation period’ under the UNDP CO be proposed. Finally, in late 2021, it was agreed that a hybrid measure would be used. A start-up phase would be implemented for the Fund, where it would be incubated within UNDP until 2026 to ensure that there is support for the Secretariat and sufficiently ringfenced. It would then be transferred to be formally registered as a legally independent fund under the PNG Companies Act in 2026 with a capacitated board and Secretariat, strong reputation for financial management and transparency, as well as a pipeline of successful projects and resource mobilization. This decision was finally supported by UNDP senior management, government and development partners.

**Output 2.2.** The Biodiversity Fund’s strategic and operational frameworks are developed

142. The Strategic Plan and Resource Mobilisation Plan have both been completed and adopted at the 2<sup>nd</sup> BCF Board Meeting (9 December 2022). A Finance Manual and Grants Manual have also been completed.

143. *Secretariat:* There have been significant delays to the recruitment of the Secretariat for the following reasons, (a) the staff were designed to be hired as consultants, but the fact that the BCF is hosted under UNDP until at least 2026 means that it has to comply with the recruitment and contracting processes of UNDP which are not appealing in terms of application (arduous, and takes

long - up to nine months) and salary package (in the case of higher level staff, e.g. the Executive Director, the amount budgeted by the project document is many times higher than the limit allowed under the NPSA modality)<sup>40</sup> and (b) the limited amount of capacity in the country (and those that have are swooped up under the corporate/extractive industries), and most importantly (c) under the NPSA modality the Secretariat effectively becomes “UNDP staff” which may limit the perceived independence of the Fund.

144. The Programme Manager for the fund has been recruited and has been in their position since February 2022, with support provided by the CTA in an otherwise vacant Secretarial team.
145. The Finance Officer has been advertised three times with no appropriate candidate selected that it is willing to accept the proposed salary package. The Head of the Fund/Director has also been advertised twice without an appropriately qualified person identified for selection. The CTA has been conducting the evaluation for a management advisor to the Fund (IC) as the NPSA recruitment process was unsuccessful at attracting suitably qualified candidates. For the management advisor to the Fund (IC) position the project received two applications; at MTR the situation had not been resolved. As an interim measure the Fund may recruit an international expert to act as an interim management advisor until a permanent candidate can be attracted, but UNDP’s rules limit flexibility in this regard.
146. The BCF was officially launched in September 2022, when the first call went out. The fund received 34 expressions of interest of which 17 were shortlisted and were offered training and invited to develop a full proposal. Of these, 13 applicants attended the training; 15 full proposals were submitted. Nine proposals were approved at the BCF Board meeting on 9 December 2022. Funds will be disbursed in the first quarter of 2023.
147. The BCF website has been completed ([www.pngbcf.org](http://www.pngbcf.org)), where a pitchdeck for the fund and a short summary (“About the Fund”) have been finalised. The fund logo has been completed, along with branding guidelines and a promotional video.

**Output 2.3.** A resource mobilisation strategy for the BCF is developed and implemented

148. The resource mobilisation strategy has been completed with conservative (but realistic) financial targets for its first five years, based on the analysis of other national Conservation Trust Funds. These targets include (i) USD 5 mil for sinking funds from other donors by end of 2023, (ii) USD 10 mil from at least three donors for grant programs by end of 2023, (iii) USD 25 mil for an endowment to generate USD 1 mil for operations and grants by end 2025, (iv) have adequate operational coverage and USD 1 mil in grants per year by 2025, (v) manage two revenue streams in addition to donor funding (e.g. REDD+, biodiversity offsets) by end of 2026.
149. The strategy outlines various thematic programmes and timelines on which these aim to be focused on, including: (a) focusing on existing PAs and supporting their development management and business plans and providing support to their implementation, (b) expanding the PA system in terms of grants for studies, legal agreements etc focusing on biodiversity significance, contribution to climate resilience and availability of technical support, (c) climate mitigation, looking at REDD+ and other nature-based solutions, blue carbon, (d) climate adaptation looking at bio-agriculture (agricultural productivity within biodiversity protection), (e) sustainable development (blue and green initiatives improving livelihoods), (f) knowledge and understanding (natural resource hub, knowledge events), (g) capacity (providing support to NGOs and CBOs).
150. The project (through the CTA) has put in an immense effort on implementing the resource mobilisation plan, and has actively engaged several partners, including the EU, NZ High Commission, the Rainforest Trust, the Asian Development Bank, Governments of France, Norway,

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<sup>40</sup> The salary package was standardized and less appealing to candidates and as they were now technically UNDP staff, this also reduces the perceived independence of the Secretariat.

Netherlands, discussions around accreditation to the Green Climate Fund and Adaptation Fund, DFAT, FAO, WCS, and others.

151. Besides the USD 2.7 mil GEF grant allocation from the project budget (managed through the UNDP low-value grant modality), the following finance options are in implementation at the time of the MTR:

(a) USD 700,000 from the GFCR and Joint SDG Fund for women-led businesses in Kimbe Bay. This project aims to establish a Blue Enterprise Incubation Facility, in partnership with the BCF. The grants will be managed through UNDP but using the BCF's granting mechanism.<sup>41</sup>

(b) USD 6 mil from the Green Climate Fund submitted by FAO for PNG's results-based payment. The proposal identifies that the BCF will manage the grant component of the proposal.

(c) The Rainforest Trust has signed an MoU with the BCF for USD 5 mil for grants to be disbursed using the BCF (the launch will be 1 April 2023, feasibility studies will be done in July, with first grants starting in January 2024).

(d) The New Zealand High Commission is in discussions with UNDP about an agreement to fund (unconfirmed at time of MTR) USD 10 mil to be disbursed through the BCF.

(e) The Government of PNG has committed funding to the BCF (at time of MTR) through the Customs Tariff (2023 Budget) (Amendment) Bill 2022 to amend the Customs Tariff Act 1990 to increase the timber log export duty by 20%;<sup>42</sup> the increase is expected to generate PNGK 30 mil in 2023 (~ USD 8.5 mil exchange rate at time of MTR) (all of which is earmarked for the BCF). The measure will come into effect 1 January 2023.

(f) There is an unspecified amount (at time of MTR) under PNG's submission under the Lowering Emissions by Accelerating Forest Finance Coalition proposal.

152. In addition to this, the GEF Operational Focal Point has asked UNDP to submit a proposal for USD 20 mil of their GEF-8 STAR allocation (which will be a lengthy process and likely will go through towards the end of the GEF-6 project). The BCF and results from the GEF-6 form the basis for this proposal.

### Component 3: Enhanced management capacity and financial sustainability of individual PAs



**Figure 5.** Selection of images from the MTR mission to the three sites (Kimbe, East Sepik, Mr Wilhem)

### **Output 3.1.** Mechanisms to deliver funds to PAs and for participatory natural resource management tested

153. The issuing of grants could only take place once the BCF was formally established, and the establishment was delayed (see Output 2.1 for reasons). It must also be noted that the project design inherently had an error in which it set up a process for the grant delivery of the USD 2.7

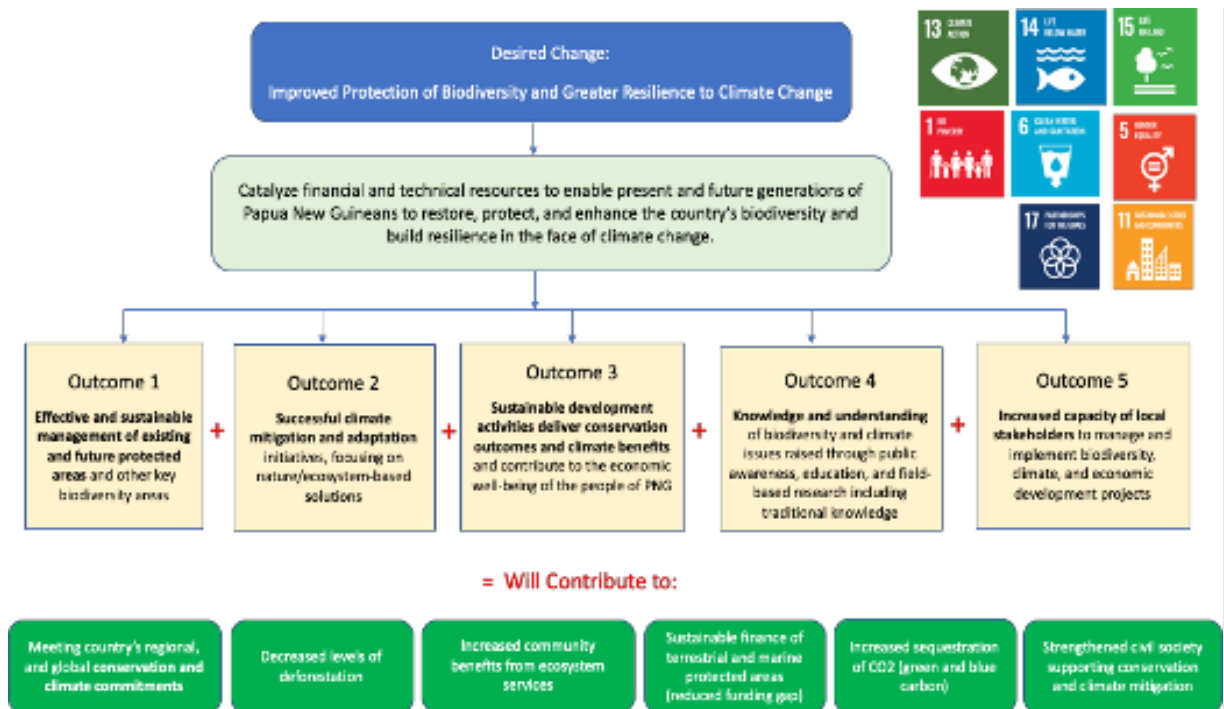
<sup>41</sup> <https://www.undp.org/papua-new-guinea/news/project-support-blue-economy-businesses-launched-papua-new-guinea>

<sup>42</sup> This increase is expected to discourage export of unprocessed logs and encourage downstream processing.

that limited the point of its actually testing of the BCF grant disbursement facility. The argument for the grants in the project document is to help support the Fund in testing its governance, implementation, monitoring and reporting mechanisms. However, it also stipulates that it must use the UNDP low-value grant modality, which means that the financial resources, decision-making and responsibility all sit with UNDP.<sup>43</sup> This ultimately undermines the ability for the fund to be truly tested, in the sense of the word. The project/BCF Secretariat got around this with much difficulty and effort by testing all of its processes while having to go through the UNDP process at the same time.

154. As already stated earlier, the BCF was launched in September 2022 when the first call for proposals (up to USD 100,000 per proposal, USD 1 mil from the USD 2,7 mil for the first call) was released. Disbursement of funds to the successful applicants is scheduled for early 2023. The second call is scheduled for the second quarter of 2023.

155. The calls are following the BCF Strategy; the objective under Outcome 1 of the BCF is to enable meaningful financial support to priority PAs. The first call was open to existing, legally gazetted PAs, both marine and terrestrial that contribute to Outcome 1 of the Fund’s Theory of Change (Figure 6). Because a significant proportion of PAs do not have (even) foundational plans that support communities to govern how their PAs will be managed and sustained, the objective of the BCF over the first 5 years is to support the development and implementation of management and business plans for the existing PAs (this is thought to be key foundational work for ensuring sustainability of PAs). Therefore, the first call was strategically focused on supporting existing, gazetted PAs in the development of management and business plans (in some PAs where these exist already, support would be given to actions that support the sustainability of management activities).



<sup>43</sup> Which could mean that financial resources are not transferred to the fund (so the fund cannot test its disbursement mechanisms), the application process follows UNDP rules and procedures (so the fund cannot test its granting process), the approval of grants is made by the UNDP grants committee (so the Board technically have no say in who the recipients are), grants apply to UNDP not the Fund (so the Fund cannot test its application processing procedure) and grantees acquit grants to UNDP (so the fund cannot test its financial reporting systems).

**Figure 6.** Theory of Change for the PNG BCF (SFPNGPAN/GEF-6 Project)

156. In addition to the grant, successful applicants are earmarked to receive the following support from the BCF:

- (a) Training and mentoring in financial management to ensure applicants are able to manage and account for the grant;
- (b) Capacity building on the collection of geo-located conservation and biodiversity data, using the Lukim Gather mobile app, to improve management biodiversity and management effectiveness monitoring;
- (c) Support to produce digital maps using the PNG Biodiversity and Climate Geo-Portal<sup>44</sup> to support the development and implementation of the management plans;
- (d) Invited active participation in the 2023 national PA Forum to share their experiences and learn from other PAs.

**Output 3.2.** Mechanisms to catalyse (or consolidate) revenue streams to deliver funds to selected PAs tested**Table 14.** Contracts and Responsible Party Agreement to deliver on Output 3.2 of the SFPNGPAN project

Contract	Assignment	Budget Amount (USD)	Start	End
Individual contract/International Consultant	Indigenous People's Plan and Social and Environmental Safeguards Framework	26,000.00	15 April 2020	15 July 2020
JCU	Gender Analysis and Action Plan	~USD 70,000 (AUD 100,000)	15 June 2020	10 November 2021
<b>Responsible Party:</b> Wildlife Conservation Society (PNG)	Implementing grants/hosting and administering grant process	1,490,000.00	1 March 2022	31 December 2025

157. The implementation of pilot site activities was delayed for three main reasons, namely (a) the lengthy process and to-and-fro (finalisation and UNDP approval) of the Social and Environmental Safeguards Management Plan and Indigenous Peoples' Plan, (b) travel restrictions imposed by the COVID-19 pandemic in 2020 and 2021 causing delays to these plans, and thus these plans were finalised only at the end of 2021, and (c) the recruitment of suitable NGO/CBOs to undertake the implementation of Output 3.2, this requires more elaboration and is further discussed in the following paragraphs.

158. The project document only provided a vague list of the NGOs it envisaged to implement the activities under Output 3.2, but it did not specify how and which NGOs implement which activities, nor did the PPG conduct HACT/micro assessments with specific NGOs (which is customarily done at design stage).

159. As a result, the project was required to issue an open call for Expressions of Interest in national newspapers, inviting any interested organisations to implement the pilot site activities. Only four organisations applied and only one met the minimum criteria. Through consultation with the CO and Regional Office it was agreed that the process had not been successful and that the project had to engage the only organisation with the technical and financial capacity to manage the size of the grants, resulting in the signing of an RPA with the WCS (March 2022). The WCS were to manage the overall grants (with overall responsibility for implementation), establishing partnerships with smaller organisations to implement sub-grants.

160. The activities of WCS were hampered and delayed by the election violence preventing provincial travel between May and August 2022. However, they have gotten started and have submitted their first annual report (2022) in which some activities are already on the go (e.g. socio-economic

<sup>44</sup> This online portal developed through the project will be discussed in later sections of this report. The website link is <https://png-geoportal.org/>.

baseline workshops, consultative workshops on conservation deeds, some gender workshops). This said, there are various issues that the project, WCS and/or the MTR picked up on that need to be dealt with, including

(a) The economic activities proposed for the pilot sites did not contain any financial analysis to justify that they would fulfil the financial gap facing the three prospective PAs. Furthermore, the project document was not clear how the financial resources generated would go back towards management. Financial calculations were conducted by the project team<sup>45</sup> which was used as the basis for the project conducting feasibility assessments before finalising the ESMP. The provincial coordinators conducted rapid economic assessments at each project site to assess potential. The project was unable to travel at this time due to COVID-19 travel restrictions, so a template was developed and training was provided by the CTA for coordinators to collect the data and produce short reports. Unfortunately, it seems the provided information was of limited use. The assessment provides some (possibly unrealistic) assumptions based on very limited data and reporting. Since 2019, tourism was non-existent and for Sepik, there were no sales of crocodile eggs from 2020-2022. Beyond the issue of limited economic diversification, none of the current baseline funding goes back into PA management activities. As it stands now, the implementation of the economic activities proposed in the project document (which were to be included in the ESMP) would not achieve financial sustainability of these three sites/prospective PAs. As a result, the project proposed that under the grant, full financial feasibilities should be completed before the economic activities are implemented.<sup>46</sup>

(b) It appeared during the MTR mission<sup>47</sup> that not the same stakeholders (community members) were being engaged as were in the PPG, and the Stakeholder Engagement Plan and ESMP. In addition, it appeared as if the WCS site coordinators<sup>48</sup> were not fully aware of the ESMP and Gender Action Plan (as were not aware the two relatively new provincial coordinators of the PMU - Sepik and Mt Wilhelm). While these were handed to them, the handover process done by the PM was not sufficient (who has now left the project). This project spent a lot of effort, money and time on stakeholder engagement and preparation with communities (and through this one would think the appropriate stakeholders have been sufficiently prepped). The project should be engaging the same stakeholders throughout. The responsible party should be studying and working off this foundational work.

(c) The communities interviewed are not clear what the project is about, and the role of WCS is also not clear. The communities are confused about what happened to the Provincial Coordinators; this is more specific to Mt Wilhelm where the Provincial Coordinator changed, as well as East Sepik although in East Sepik SWMI has taken more ownership at the community-level). They are also not sure who their point of contact is. The MTR got feedback like “we don’t really know what they will be achieving in this project”, “don’t know the objective we are contributing

<sup>45</sup> A rapid assessment of the viability of the main pilot site funding options proposed in the project document was done, specifically for crocodile eggs in Sepik, and tourism for Kimbe and Mt Wilhelm.

<sup>46</sup> This was noted in the Safeguards Impact Assessment. However, the SEIA was not approved by UNDP Bangkok when it was submitted at the end of 2020. UNDP required the economic activities to be included before approval. This seemed self-defeating as the SEMP would be reviewed and updated anyway once the financial feasibilities were completed. However, to ensure implementation could begin the project complied with the request from UNDP.

<sup>47</sup> E.g. only 30% of the stakeholders organised by the Provincial Coordinator for the MTR had been engaged previously in the project. The MTR evaluators were told that the previous PM did not provide the new Provincial Coordinator with a full briefing and all the information needed in order to continue the work of the previous PC. This was part of the PM’s handover requirements. However, the PM did provide Kambi with the list for Mt. Wilhelm on 7th September by email. The previous PC did not do a handover to the new PC. Unfortunately, the rest of the PMU did not know that the PM had provided an incorrect list of stakeholders. To mitigate this, the SEO promptly got in contact with the Provincial Coordinators to double check the stakeholders and ensure continuity.

<sup>48</sup> All these documents had been shared with WCS management in PNG during the development of the RPA. The project discovered in October that the WCS project leads had not received these and so sent them to all WCS staff involved in the project implementation (effectively bypassing WCS management).



to”, “we want to give part of our land to conservation, but how can we benefit/find alternative livelihoods?” during interviews with the communities. So far, a few workshops have been delivered by WCS, but the communities in e.g. Mt Wilhelm are worried that the work that had been started by the Previous Coordinator will be lost - specifically referring to the potential projects they had discussed and agreed upon during the economic feasibility assessment: ecotourism and tourism products (including ‘home beautification’), floriculture, honey and beekeeping, organic eggs, chick and duck, tree seedlings nurseries, organic vegetables.

(d) Communication has not been good as to why there have been such delays - many communities have felt like “UNDP comes and then leaves and doesn’t come back”<sup>49</sup>, and many could not give the red thread of the project given that the PPG was in 2017, then they came in 2020 for the SES work, and then there was very little (especially in Mt Wilhelm and Sepik) engagement until 2022 (and these delays were due to COVID-19 and elections, but the communities did not get good transparent communication on this). Feedback received was “UNDP is taking too long” and “educate us to stand on our own two feet to get this done” and “there is just tok tok, nothing has been done”. It is clear the communities are very engaged and want to get started on implementation. Communities particularly in Mt Wilhelm and East Sepik also impressed a sense of urgency in getting their land protected in the context of threats from the Yandera Mining in Mt Wilhelm, and the Frieda Mine in East Sepik. Implementation needs to start and needs to be clear, communities have been waiting a long time and the MTR hear sentiments like “in 2020 said the project would start, then in 2022 supposed to kick off and we have been waiting and waiting”. While there have been several understandable delays outside of the project control, better communication on this could have been done to keep communities in the loop. Understanding the limitations in travel both in terms of COVID-19 and in terms of general security issues (as outlined in (e) below), the Provincial Coordinators (or in the case of absence of these, the SEO), could have had phone calls with community/CBO representatives to explain delays and maintain realistic expectations.

(e) The site activities as laid out in the project document are a wishlist of things and do not seem to follow a strategy that aligns with the core objective of the project nor does the document give guidance on how to implement these. The RPA is heavy and complex with some unachievable objectives, and WCS themselves are insecure and confused about how to go about the work. These need to be cleaned up and focused or the projects risks doing too much and not getting anything done (i.e. touching on too many things and making impact in none, see paragraph 161).

(f) An added difficulty to all of this that needs to be noted in the MTR is the logistics of getting to places (remote, and the imminent threat of violence risking the safety of all working on the project), the danger to staff involved in moving around, and how this may affect or delay the implementation on the ground. Travel by the project team has to be permitted through UNDP senior management and UN security services, all UNDP staff (this includes the Provincial Coordinators) have to be transported by armed security guards in reinforced vehicles.

161. The ‘wishlist’ of activities (outlined in Table 5 in the project document) appears as though too many things were added without a clear strategy or alignment to e.g. the PA Policy. In other words, it risks setting the project (and the responsible party) up for failure regarding this output. The project document was not clear how things are related, there was no red thread, it appears like it was trying to cover everything. These activities were then further elaborated in the RPA, with confusion and insecurity by WCS (and other stakeholders experienced in this work) about the feasibility of completing all these. For instance, advancing the LLG laws through the hefty process that will regulate LMMA management in Kimbe (Activity 1.1. in the RPA) is an expensive and long process (e.g., in New Ireland Province, establishing two LLG laws to enforce two MPAs through the recommended community engagement process, took over 20 years and USD 2 million to

<sup>49</sup> An additional issue here is the communities seeing this as a “UNDP project” instead of directing ownership to CEPA.

achieve).<sup>50</sup> However, CEPA is currently conducting a process under which Kimbe will form a larger MPA - seascape, yet is unclear how the two are working together.<sup>51</sup> Then, there is an activity on conducting a climate change vulnerability assessments for all the three prospective PAs/sites individually but without any guidance on what exactly the project is looking for (an ecosystem-based assessment tied in with the biodiversity monitoring framework or local-level V&As - does it focus on ecosystem resilience or the resilience of communities?), for which only ~USD 5,000 per assessment have been budgeted (which is sufficient for local-level V&A assessments of perhaps 3-4 communities, but not all communities, and definitely not for the entire ecosystem/PA). There is also no guidance on the kind of baseline assessment and monitoring system for biodiversity and ecosystem - these will need to be simple that could be implemented across the whole prospective PAs that could be picked up and done by communities themselves. In Mt Wilhelm BRC is already in place to support, this is not the case for the other two. While this is a really important activity because the PA needs to have a good record of the status of biodiversity, more guidance needs to be given on how to go about this.

162. The objectives overall of the RPA are also in many cases unrealistic. For Kimbe, for example, the Objective 1 to increase area of habitat to 1.33 million hectares is not possible when WCS is going to do a process of conservation deeds with 10 communities/LMMAs - CEPA is apparently looking at a larger area and there is talk to form an alliance among the LMMAs, but still never in the history of PA gazettal has this been done before (in fact two MPAs in New Ireland Province took 2 mil and 20 years). The same could be said for East Sepik (for which there is the mistake of 1.5 million hectares and even 300,000 ha is too ambitious given the timeframe and the community on-boarding process). Objective 5 which expects generation and use of revenue streams to hit a target of USD 100,000 per year is overly ambitious (see the actual Indicator 12 on this and the changes made to this in the recommendations). For the ecosystem based assessment objectives, these also need to be changed in terms of the indicator species (e.g. in Kimbe, measuring an increase in biomass for 1600 spp of fish including the Sperm whale - which is not a fish (a) and it is also unlikely to even be present in the LMMA areas (b)).<sup>52</sup>
163. The SES picked up nine risks for the site implementation (of which the three high risks are all related to stakeholder engagement (remote locations and thus not enough engagement, gender bias in community and decision-making, social unrest if stakeholders expectations are not met; Moderate risk: insensitivity to local culture and heritage in livelihood generation activities, maladaptive activities of livelihood activities threaten ecosystem and biodiversity, unequal distribution of benefits, climate change vulnerability, exerting legal rights expose community to threats or violence from extractive industry)). For the SES, the main area of concern was this particular output (3.2.). It recommended to manage these with robust stakeholder engagement (linked to stakeholder section below), but so far this does not seem to have been done. WCS will need to be very clear to the stakeholders what the project will and will not do on the ground. Recommendations are given to this effect (Section 5).

<sup>50</sup> Refers to Activity 1.2. advance the LLG laws that will regulate LMMA management: facilitating discussions around Customary marine tenure, LMMAs, coastal waters declaration, and national level MPA declaration under Maritime Zones Act 2015. Meetings among LLG and Provincial and National level stakeholders (including National Fisheries Authority, CEPA, Department of Justice, Ministry of Mining, etc) - this will include a legal reform working committee under the National Oceans Committee and Marine Resources Access Guidelines.

<sup>51</sup> Interview with CEPA Marine PA Head, the role of which is to extend the LMMAs to a bigger area.

<sup>52</sup> The current aim of WCS for the baseline monitoring is to develop simple monitoring protocols that can be implemented simply across PNG. As such, 10 x 50m transects were taken in each LMMA (and 10 x 50m transects outside each LMMA) to record major benthic features on the reef (such as hard coral, soft coral, sand, etc). Similarly, 20 x 50m transects (10 within the LMMA; 10 outside the LMMA) were taken in sea grass beds to record & cover of sea grass. Using GoogleEarth, mangrove area will be recorded in each LMMA. Fisheries catch-per-unit effort (CPUE) studies were taken in each LMMA. CPUE assessments intercepting fishers to record fishing times, fish catch compositions, and fish biomass, the outcomes can be used to determine CPUE (fish biomass (kg) / number of fishers / fishing time (hrs)), which can indicate the health of local fisheries. In addition, the MTR is aware that the fish expert in PNG passed away earlier this year. The costs of bringing in a fish expert would be high, and the logistics of conducting scuba surveys across Kimbe would be complex. CPUE surveys allow indicator species to be identified, and also indicate fish catch compositions and fish biomass. Emphasis has also been placed on ensuring the surveys are simple, easily repeated, and provide temporal analysis.

164. Key things picked up through the SES and through the MTR in each area were:

(a) East Sepik: difficulty in bringing things to market, access to market, transport, women want financial and business literacy training (fish, mats, baskets, vanilla, cacao), logging<sup>53</sup> and the Frieda mine is threatening the entire river ecosystem and their livelihoods;

(b) Kimbe: immediate support for surveillance and monitoring of their coral reefs and marine resources - policing and enforcement, livelihood activities may create tension with neighbouring communities if they are omitted, benefits to be shared equally;

(c) Mt Wilhelm: village min-hydro energy needs, better coordinated management of the mountain and its hiking trails, reforestation;

(d) All: sustainability of livelihood activities, negative experiences with NGOs implementing a project and then did not sustain activities (have lost trust - have been disappointed - "we are neglected"), energy needs, women want to be included in activities and benefits and want to be empowered (this was a strong demand across all three sites), as population increases resources pressure, protection from extractive industry (mining, logging) pressure, safety is an issue moving around (also for WCS).

165. Adding to the biodiversity baseline and monitoring activity that is envisaged for each of the areas, the MTR highlights that this is very important to find out the current state of biodiversity and monitoring. As an example, in East Sepik monitoring of crocodiles has not been done effectively over the past four years, the annual helicopter survey was previously half/half funded by Mainland Holdings Ltd and CEPA but since 2018 Mainland Holdings pulled the funding and so no helicopter surveys took place between 2018 until now (four years). Night monitoring is still taking place but these need to be supplemented by the aerial surveys. Harvesting quotas were provided by Mainland Holdings and CEPA (previously) where usually 50-60% of nests were given to harvesting quotas,<sup>54</sup> these quotas are increased on a needs basis (e.g. when there are requests due to school fees or similar). The MTR recommends that the validity of the science on these quotas is checked when biodiversity monitoring takes place.

166. Another important thing the MTR needs to highlight with reference to this output is the site selection issues with regard to Madang/Wanang CA. This was brought up several times in Project Board meetings and there seems to be some debate about whether Madang should be included as a site. In fact, at the 6<sup>th</sup> Board Meeting, one of the actions was supposed to review the site selection process of the project design. The MTR reviewed the design material and found the following (a) in a letter dated 10 July 2017 the MD of CEPA said Wanang CA was to be one of the pilot sites, (b) the project design went through a rigorous process and the project document clearly outlines the three sites to be Mt Wilhelm, Kimbe Bay and East Sepik (notably the Upper Sepik River), (c) Wanang was used as an example of what can be done in Mt Wilhelm i.e. for research fees and logistics and training of community people as researchers and the project was to work with BRC to put necessary infrastructure in place in Mt Wilhelm (paragraph 62 of project document), (d) it is not clear how Mt Wilhelm was finally chosen but suffice to say that the project designers (this includes CEPA) had multiple opportunities to comment on the choice of Mt Wilhelm but the project document went through all these processes (including validation) and was signed by the government agreeing to the three sites.

167. The MoA between CEPA and Simbu (for GEF-6 and for the Lukautim Graun project) focuses on projects in the Bismarck Range Forest Corridor covering the Mt Wilhelm area. The SESA covered

<sup>53</sup> Almost all interviews in Sepik included the fact that logging is causing the build up of sand and resulting in less fish catches, fish not tasting the same, crocodile nesting sites are shifting, water is murky

<sup>54</sup> This is based on interviews with SWMI and CEPA colleagues in East Sepik and not verified by review of actual documentation.

Wanang in that “Wanang Conservation Area is not part of Mt Wilhelm but is part of the Bismark Range Forest Corridor, as is Mt Wilhelm”.

168. The MTR is not sure how the process of decision-making came to the three sites other than what is captured in the project document, but the following is clear (a) there is barely enough budget and time to conduct the activities in the three sites as is and these will need to be cut and focused either way, (b) there has been considerable investment and work already gone into the three sites with expectations of these communities raised and to add an additional site would further degrade the trust that is already on shaky ground, (c) of the four Provinces, Madang has had the most turnover and has still not signed the MoA, (d) the Wanang Conservation Area has been seeking CA status with CEPA for years and this process while delayed means that Wanang belongs in the category more of BCF support in the coming years (or CEPA co-financing). It is much more feasible at this juncture to do the following: (1) keep Madang Province involved and participating in as far as Mt Wilhelm cuts across the two provinces and the management of Mt Wilhelm therefore is influenced by both administrations (i.e. Madang to receive the same capacity support as Simbu, and should equally provide support to the PA work of the Mt Wilhelm site, including retaining its seat on the board for this specific purpose), (2) this means that communities from the Madang site should be involved in the implementation (e.g. Bundi and here the Kumara Foundation is already a strong partner for supporting activities), and (3) as far as Wanang CA is concerned, it should be afforded the opportunity like other areas similar to it to apply to the BCF when appropriate and would thus be subjected to the BCF Board approval of calls for proposals and application criteria, and finally (4) CEPA has received the capacity support through GEF-5 to continue the process of supporting management development and gazettal process without the necessity of GEF-6 financial intervention.
169. Another issue is that there seems to be confusion in terms of the which actual communities in each of the three sites the WCS should be implementing. The MTR discovered when visiting Mt Wilhelm that the communities that had been engaged in the ESMP were only 30% of those that had been organised by the Provincial Coordinator (and WCS) to be interviewed (as already outlined in paragraph 160(b)). This was noted in an email to the PMU during the MTR mission that this needed to be rectified for the other two sites so that the MTR could actually interview those who had been involved in the project previously in the SES baseline work. The ESMP, and more notably, the Stakeholder Engagement Plan, while it is not standard how the project refers to a “community”, outlined (a) for Sepik, eight communities that fall under the Ambunti LLG, (b) for Kimbe Bay, 14 LMMAs including 2 WMAs and a proposed community conservation area (Lake Auru), of which 10 LMMAs were seen to be active and engaged at the time of the MTR, and (c) for Mt Wilhelm, the Stakeholder Engagement Plan outlines SES consultations at four main locations but groups the communities into tribes (understanding that people were brought in from their areas), the document speaks of communicating with 17 wards in the Mitnande Rural LLG, Gembogl District (please see Annex 3 (Table 24) for a list of communities as drawn out by the MTR from the Stakeholder Engagement Plan). For Mt Wilhelm, the project and WCS will need to come to an agreement, budget-permitting, on defining the area within which they will work and being transparent on this (this should include the key and most engaged CBOs as representatives, be representative of high biodiversity value, and include on the Madang side the Bundi community, under the leadership of the Kumara Foundation, with which WCS is already working with).

**Output 3.3.** In a learning process, the diverse practices that are being implemented by various partner organisations across the country will be documented and the lessons learned from them will be disseminated

**Table 15.** High value contracts under Output 3.3 for the SFPNGPAN project

Contractor	Assignment	Amount (USD)	Start	End
Individual contract/national consultant	Communications support, including development and implementation of communications strategy	54,000.00	1 November 2021	4 November 2022

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170. A communications strategy was developed under the contract outlined in Table 15. While it covers most of the work and outlines a relatively strong plan for communication and dissemination, there are some messages that might unrealistically raise expectations, especially at community level; in addition some messages are anthropocentric/econocentric and do not get the bottom of the value systems enshrined in nature (including identity and land, foundations for thriving communities, etc). While cognizant of the fact that essentially most of the project is focused around making an economic argument for protecting nature, this is a nature conservation project first (in that any economic development should support conservation).
171. Two national PA Forums have taken place with the aim to have one every year (with an exit strategy of yearly Forums beyond project closure). This was a recommendation coming from the Terminal Evaluation of the GEF-5 project (TE-Recommendation 3) and these forums have been very successful ways to not only contribute significantly to the output, but also to the overall Outcome 3. These are discussed in more detail under Output 3.4.
172. In terms of captured lessons, the project conducted (a) 15 interviews during first PA forum after a number of PAs requested to have their lessons be documented which serves as a good foundation for lessons learned, and (b) interviews during the roadshows between March and April 2022 (previous engagement on this was not possible due to COVID-19 restrictions); it would be good for the project to capture the use of these lessons by PA stakeholders.
173. The best practice review of the CTFs was also a good contribution not only for Papua New Guinea (immensely useful in setting up the BCF) but also a useful resource for any country wanting to set up a similar fund in the future.
174. The project has conducted a myriad of planned and unplanned (as a result of demand or need for driving and sustaining project results) workshops and trainings.<sup>55</sup>
175. Best practice examples, captured interviews, along with other resources are on the [www.pngbiodiversity.org](http://www.pngbiodiversity.org) website which is an immense contribution to open-source knowledge for the improved financing, management and expansion of the PA network in Papua New Guinea.
176. The project has also increasingly aimed to promote ways to reduce the costs of mapping, managing, monitoring and reporting changes in biodiversity. Access to data remains a significant challenge to effective environmental decision-making in the country. As a result, the project, in partnership with the PNG Natural Resource Management Hub, established a Biodiversity and Climate Geoportal (<https://png-geoportal.org/>), an open-source, web-based platform for sharing and using geographic data. This portal allows academics, policymakers, civil society organisations and communities to access, share, collect and analyse the region's environmental data for better policy- and decision-making. The MTR considers this an excellent achievement.<sup>56</sup>

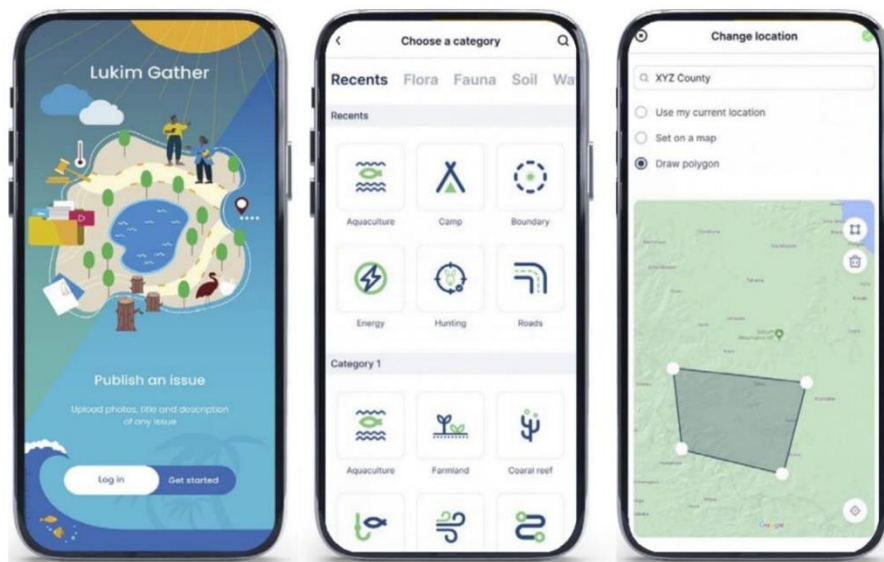
<sup>55</sup> Workshops/trainings/sharing platforms covering the following topics: Institutional and Regulatory Review, Costing of PA management needs, PA Finance options and prioritisation, Cost-benefit analysis for the environment, Valuing nature, Conservation Trust Funds, Social and Environmental Safeguards, METTs, Protected Area Forums, Environment and Climate Change Emergency Summit

<sup>56</sup> The project should consider measuring the use of the platform



**Figure 7.** Screenshot of the geoportal (<https://png-geoportal.org/>) of the GEF-6 SFPNGPAN project

177. Linked to this initiative, the “Lukim Gather” app (<https://lukimgather.org/>) has been fully developed (building on GEF-5) for collecting conservation and biodiversity data for better protected area management. The app enables local communities to report both threats and perceived benefits and values that occur within and around protected areas. It does this by empowering users to collect and share local data, enabling communities all over Papua New Guinea to record and report a wide range of information for better planning, advocacy, and investment prioritization. The project has been training CEPA and other PA stakeholders (particularly those on the ground) on the use of the app.



**Figure 8.** Lukim Gather app (GEF-6 SFPNGPAN project)

178. Both of these initiatives are embedded within the BCF and will form the basis to help inform the Fund’s granting strategies as well as monitor and report against grants.

179. In terms of communications materials developed: a video<sup>57</sup> was developed on the 2021 PA Forum, the video of the 2022 PA Forum is under development, a promotional video<sup>58</sup> of the BCF

<sup>57</sup> <https://www.youtube.com/watch?v=0eEzJZb0r3M>

<sup>58</sup> See here <https://pngbcf.org/>

was developed, a video<sup>59</sup> was developed for the Lukim Gather mobile app, the project developed a METT for PNG case study<sup>60</sup>, seven social media tiles have been developed (3 under development for the BCF), a project exposure story is under development, three best practice videos are under development (for PA management and financing), and eight high-quality infographics of project outputs and other knowledge products have been produced by the project.<sup>61</sup>

**Output 3.4.** Lessons learned by the project through participatory M&E are used for overall knowledge management, enhancing synergies, sharing experiences and learning

**Table 16.** High value contracts under Output 3.4 (connected to the PA Forums) of the SFPNGPAN project

Contractor	Assignment	Amount (USD)	Start	End
Protected Area Solutions	Revised METT, PA Forum and M&E for Papua New Guinea	136,000.00	5 November 2020	9 August 2021

180. Study tours were put on hold due to the COVID-19 travel restrictions, but the project adapted by having virtual participation in the Asia Parks Congress (May 2022) where PNG delivered presentations on the METT for PNG and the PNG BCF, and by the PD visiting the James Cook University in Cannes to work on the results of the Value for Nature study.

181. The project also delivered a global webinar on the Biodiversity and Climate Geo-portal and the Lukim Gather app (June 2022), as well as a presentation on sustainable financing initiatives in Papua New Guinea at the UNDP Nature, Climate and Energy Community of Practice event (June 2022).

182. As already mentioned, the project supported the establishment of a digital toolkit to support communities and organisations interested in establishing, managing and conserving PNG's protected areas (<https://pngbiodiversity.org/>). This toolkit provides information, guidelines and templates for PA managers and support organisations. It is designed to be user-friendly and provide a mechanism to share information and engage in conservation management. The website also functions as a project website to disseminate key outputs produced under GEF 4, 5 and 6 projects. The website provides specifically tailored templates and guidelines on: The history and legislation governing PAs in PNG, Establishing a PA, Planning a PA, Managing and monitoring a PA, Financing a PA, Protected Area Forum, and offers links to initiatives around the country and news/updates.

183. The project has conducted two forums so far (2021, 2022)<sup>62</sup> and plans to do one every year and embed forums in a way that they continue post-project. The first forum was over two days and focused around the project and sharing of practices by stakeholders in the PA community. The event specifically aimed to track progress in the policy, identifying common solutions to common challenges. The inaugural event was held in 2021, in-person and virtually, under strict COVID restrictions as determined by the national government.

184. The second forum (based on feedback and demand) was extended over five days and expanded to 120 participants, and the structure of the event was based around the five pillars of the Protected Area Policy (Governance and Management, Sustainable Livelihoods, Adaptive Management of Conservation, Managing the Protected Areas Network, Sustainable Financing). Each session was led by an NGO/CBO based on an Expression of Interest issued by the project. Additional days were added for capacity building programme linked to the forum, providing

<sup>59</sup> <https://www.youtube.com/watch?v=C1hgdI9NLM4>

<sup>60</sup> <https://png-nrmhub.org/case-study/reshaping-natural-resource-management-in-papua-new-guinea/>

<sup>61</sup> Proposed PA Bill, Institutional and Regulatory Review, PA Finance and Investment Plan, Process to Establish a Protected Area, METT for PNG, Contribution of nature to PNG's economy and livelihoods – Under Development, Natural Resource Management Hub, PNG Biodiversity and Climate Fund Banner, Value for Nature

<sup>62</sup> <https://pngbiodiversity.org/protected-areas-forum/>

training on: Management planning, Business planning, Financial management, Data for environmental decision-making, Technology for conservation.



Figure 9. Screenshot of the 2022 Forum Event documents

185. While these forums have been a great achievement by the project and been an immensely useful platform for sharing (all interviewed respondents who had participated in the forum claimed it was a very useful experience), they have also come at an enormous cost to the project (e.g. the first forum cost USD 250,000 (outside of the contract in Table 15) - this yearly cost could not be afforded by the project budget nor can it be sustained post-project. The project did attempt to get CEPA to take charge of the second forum but ultimately had to pull in to take a coordinating role on their behalf. It also did cost-sharing for the second forum (in which some CBOs and NGOs paid for the accommodation and flights for their additional staff).

186. The project has also gotten more feedback such as “need to have more communities” and “need to do more training days”, but the way the forum is currently set up is much too costly (with a unit cost of USD 3,500 per person). These high costs are a result of having to hire one venue and the only venues in Port Moresby (which is logistically the easiest central point) are high-end hotels that come with high costs. The project attempted to lower the costs by asking stakeholders to share rooms with their fellow colleagues, but this came with complaints.

187. The project might want to get feedback on the use and uptake/behaviour change as a result of the forum to gauge whether this large investment is worth it. In addition, the CEPA, stakeholders and the project (perhaps through the Project Board) should reflect on how to enhance sustainability and realistic practicalities in setting up a forum that should be focused on more humble, effective and safe sharing spaces.

188. The design of the 2023 PA Forum is currently under discussion. The intention is to further empower local organisations to take greater ownership of the forum (this would also enhance awareness of the cost and support realistic expectations of what the forum is about and is not about). It is currently being proposed that the Environmental Alliance (a collection of PNG environmental organisations) set-up and manage the forum in 2023. The project will manage the payments, as the Alliance does not have the financial capacity to manage a budget of this size at present. It will be important to start cost-sharing around the forum and the MTR makes recommendations to this effect (Section 5).

#### 4.2.2. Progress towards outcomes analysis

189. The progress towards outcomes, according to the project design performance metrics, as well as the MTR assessment of progress aligned to the TOC, is discussed below.

<b>Outcome 1:</b> Improved enabling conditions deliver a better managed and more financially sustainable PA system	
<b>Rating</b> towards achieving outcome	<b>Satisfactory</b>



Indicator	Baseline	Midterm status	End-of-Project target	MTR assessment
Date:	2019	2023	2026	
4. Status of institutional mapping and mandates with respect to PA management	Score = 2/6  Roles and responsibilities among different actors with respect to protected area management and financing is unclear and mandates remain unfulfilled	(Target: score 3/6, all institutional actors sign an agreement to the produced institutional map to demonstrate that they are aware of their roles, responsibilities and mandates with respect to PA management and financing)  PIR 2022 states that this has been 50% achieved, institutional mapping with clearly outlined roles has been completed where 10 key recommendations are already underway; while the project has supported and facilitated the 7 recommendations that “are underway” but more needs to be done to embed these recommendations. The MTR considers that it is possible in the time-frame of the project to complete this if the target for this indicator is aligned to the recommendations of the report (7/10 recommendations completed).  Recommendation to change target of indicator to be found in recommendations.	Score = 5/6 Actors are demonstrably fulfilling their roles, responsibilities and mandates with respect to protected area management and financing	On target
5. Financial Scorecard (derived from Obj 1 Section III Part III of the Sustainable Financing Tracking Tool) and projected number of years for which funding is secure	9%; 3 years	(Target: 53%; 5 years)  PIR 2022 states that the financial scorecard shows an increase from 9% to 29%. The MTR agrees with the project that the baseline is incorrect with regard to financial security up to 3 years, and that the EoP target is unrealistic (12 years secured financing). Some delays have been felt (due to COVID-19 and the consultant for the finance solutions not abiding to timelines. This said, if the finance solutions from Government laid out in the Finance Plan can be met, then the EoP 58% target can be met. This will depend on a few recommendations made by the MTR.	58%; >12 years	On target
6. Capacity of organisations as measured using the Capacity and Competency Scorecard	CEPA: 38% WNB: 44% ES: 23% S: 20%	(Target: CEPA - 70%; WNB - 54%; ES - 33%; S - 30%)  The capacity scorecards were conducted by the project in August and September 2022 and results are as follows: CEPA - 62.5%; WNB - 60%, ES - 45%, S - 49%. Mid-term target reached for all but CEPA. Given the effort in capacity building within the limitations of COVID-19 and other external circumstances, the progress for this indicators is on track, some recommendations are made to continue elevating CEPA capacity.	CEPA: 85% WNB: 64% ES: 43% S: 40%	On target

190. For **Outcome 1**, the strategic question for the MTR is “what evidence is there to suggest that the enabling conditions have been created by the project to better manage and finance the PA system in Papua New Guinea?”.

191. The MTR considers that in terms of the indicators, the project is mostly on track,<sup>63</sup> but the progress of the outcome needs to be taken into context of what the project was able to achieve within the limitations it faced and the remaining time available to move the outcome forward (and towards the intermediate state).

192. There are several assumptions that need to be met for the outputs to reach outcome, namely

- (a) Cross-cutting driver 1a (gender empowerment integrated into capacity development

<sup>63</sup> While Indicator 5 is rated as not on track because it has not made the MT target, the MTR considers it to be able to get on track if necessary adjustments are made to the targets.

initiatives): while the gender action plan has been put in place and the project has put forward a lot of effort to ensure women participation, the majority of events have had <30% women participation. The project will need to ensure (in as much as it can influence) that for future capacity building events, women participation is a priority.

(b) Cross-cutting driver 2 (accountability, due diligence, transparency enshrined in all): the project has done well to increase transparency and participation in all activities under Outcome 1, including through an external independent review of the Institutional and Regulatory Framework.

(c) Assumption 1 (that capacity building and mapping leads to committed action): there is certainly evidence to show commitment to strengthening PAs (particularly from Provincial Government, e.g. in the case of West New Britain where staff have moved to senior positions and are proactively taking steps to support conservation), but more time is needed to identify changes within and between the institutions supportive of PA management as a result of the capacity development initiatives.

(d) Assumption 2 (CEPA fulfils its role as a facilitator and support of partner organisations and communities involved in PA management): the project has contributed significantly in creating an effective bridge between CEPA and the NGO/CBO community (and other stakeholders) involved in PA management (including through supporting CEPA to conduct METT training). The terminal evaluation should look into how much the network sees CEPA as a facilitation and coordinating partner.

(e) Assumption 3 (Government provides sufficient human and financial resources): Public debt worsened by the economic hits taken by the COVID-19 pandemic has put a limitation on the plan for more Government investment and financial and human resource commitment; however, there has been some movement on some of the financial solutions (including a commitment through the Custom Tariff)<sup>64</sup> and the Value for Nature report is a solid foundation to support the investment-argument. Further work on this will be vital if the project is to complete this causal pathway,<sup>65</sup> and CEPA should formalise the report through government reporting mechanisms to raise the profile of the value of nature at the level of the National Executive Council (e.g. via a policy brief developed by CEPA). This is further elaborated under the recommendations.

193. For the project to gain traction and move towards outcome, the implementation of the PA Finance and Investment Plan is going to be vital. There has been progress on this, but it has been slow - COVID-19 restrictions and also having an influence on increasing the public debt, as well as slow progress from INA. The Value for Nature report is a really good contribution from the project - the project has made a strong effort toward laying the foundation toward natural capital accounting and reinvestment in nature. The key to moving these forward are to angle discussions and negotiations within this framework, be smart about communications around this, conducting high level discussions (INA and the CTA). The customs tariff was already a good step forward, but the project will need to push further on the plan if it aims to sustain results by the project closure.

Outcome 2: Biodiversity Fund for Papua New Guinea established and operationalised				
Rating towards achieving outcome				Satisfactory
Indicator	Baseline	Midterm status		MTR assessment
Date:	2019	2023	End-of-Project target	
			2026	

<sup>64</sup> See paragraph 120.

<sup>65</sup> See paragraph 88.

7. BCF structure and governance in place as indicated by (a) governing and operational structures - including a Steering Committee and Technical Secretariat in place with associated governing, strategic, and operational documents developed and approved, (b) BCF is delivering funds to PAs - as per Output 3.1 - and the use of these funds is being monitored and reported	BCF does not exist	(Target: BCF fully established with functional sustainable recurring revenue sources) (a) High-quality governing and operational structures have been put in place. A strong BCF Board is in place and operational, the first two meetings have taken place. Strategic, governing and operational documents are all in place and approved. There have been challenges in recruiting the Secretariat and at MTR only one staff member was in place. (b) Although delayed somewhat, the BCF first call was launched and at MTR 10 proposals were awarded.	Biodiversity Fund fully functional	On target
8. BCF operationalisation through a sinking fund consisting of (a) USD 5m initial capital from GoPNG, (b) ≥ USD 1.5m annual revenue from recurrent income sources enabled by innovative GoPNG fiscal instruments, (c) GEF grant funds (USD 2.7m) disbursed as grants via proposals approved by BCF Secretariat in support of PA management, sustainable livelihood and revenue generating, etc activities, (d) ≥ USD 1m additional capitalisation through fundraising/mobilisation strategy	BCF does not exist	(Target: (a) completed, (b) completed, (c) funds released, (d) ≥ USD 250k)  (a) Not completed at MTR but might be compensated through (b) (b) Not completed at MTR, although during MTR Government committed to a 20% increase in custom tariff on log export to go to the BCF (projected at ~USD 8 mil for 2023), this would cover this and (a) targets, at least in monetary terms by end 2023 (c) GEF grant funds first round has started, funds (first USD 1 mil) to be disbursed beginning 2023 (d) Resource mobilisation strategy completed. Various funding sources have been committed >USD 250k, all through donor-related funds, and through grants going out, so not capitalisation	(b) - (d) completed	On target

194. For **Outcome 2**, the MTR strategic question was “Has the Biodiversity Fund for Papua New Guinea been established and what has been the progress on its initial implementation?”.

195. The driver 1 (funding commitments reached) is discussed below, as is assumption 4 (resource mobilisation successful); these will likely hold. The cross-cutting driver 1b has been dealt with through a gender-integrated policy within the operational framework of the BCF, and cross-cutting driver 2 has held due to the high-quality governance and operational framework put in place in the establishment of the fund.

196. This outcome is arguably the most important outcome to sustaining project results (as stated by several respondents in the MTR) and achieving the project objective (and causal pathways to impact). It is largely on track, with a few issues/unexpected results, including (a) a fully functional Secretariat is not in place yet, leaving one over-worked Programme Manager and the CTA to cover all the work of the already launched BCF, (b) there has not been any capitalization of the fund (a MT requirement as per the results framework) mostly because the Government continues to operate with increased budget deficits and has significantly increased its public debt since COVID-19. In terms of the agreed finance solutions (from the Finance and Investment Plan) towards the recurrent revenue (apart from the custom tariff commitment), the project is still in consultation on the implementation of these, particularly focusing on the environmental levy for extractive projects, biodiversity offsets, and project-based REDD+.

197. The BCF Secretariat is operating without a Finance Director, and most importantly, and Executive Director (arguably, the CTA is fulfilling this role currently, as well as all other support that the Programme Manager needs). While much effort has been put into recruitment (these and the challenges therein are detailed in paragraphs 159 onwards above), the lack of available staff is a high risk to maintaining the good results already achieved by the project in getting the BCF up and running.

198. The capitalization of the BCF, an important target for sustaining operational funds (a central operating coffer), has not been achieved. Of course, strictly speaking, a large proportion of the

envisaged ~USD 8 mil could support the capitalization and go towards endowment for longer-term operations, but this had not yet been decided upon at MTR.

199. It is important to note that despite the project document's (over)ambitious plan for the establishment and capitalisation of the fund, many project stakeholders did not believe it was possible to get the BCF up and running at all.<sup>66</sup> It is remarkable what the project has been able to achieve so far, despite the difficulties and limitations it has faced. These achievements include

(a) A very high-level, strong BCF Board with good representation (although gender is 2 F/7M) and influence. Nine members represent the Board, with strong high-level private sector representation - Steam Ships CEO, Pension Superfund CEO, Former Head of Chamber and Commerce, a national environmental lawyer (who is also currently Deputy Chief of Party for USAID)<sup>67</sup>, WCS Director<sup>68</sup>, British High Commission, UNDP RR (Chair), MDs for CEPA and CCDA. It is important to note, however, that the board is representative of position/role of the individual and not of the organisation. Board members spoken to have trust in the BCF and are enthusiastic to represent, advise and support the fund in their roles, they have clear understanding of their roles, and are clear on any conflict of interests (where appropriate), understand the strategic vision;

(b) The quality of the setting up of the fund, based on best practice for conservation trust funds, exemplary due diligence, and in setting up the fund so that becomes fully independent by latest 2026;

(c) While board members declared the importance of having the BCF be nested until it can be independent (for technical and procedural oversight), the project had to put in a lot of effort to go around some of the "red-tape" limitations and procedures that UNDP has put on the BCF as a result of its nesting, including through their recruitment and contracting procedures, as well as the testing through the small-grants issue. It is impressive how the project managed to get around these/retrofit things and thus still allow for the BCF to operate as independently as possible;

(d) Given the amount of effort it took to negotiate and secure the funding that it did, within the limitations of Government being in raised public debt and COVID-19 (which also decreased opportunity for engagement), the lack of trust by donors in funding activities in PNG, and others, the project was still able to secure grant funding through the BCF more than ten-fold what was envisaged at mid-term (albeit these funds not showing up in the actual BCF account, but having been committed).

200. The status of the BCF at mid-term can be considered the project's greatest achievement, and the MTR opines that it is on track, especially if recommendations made by the MTR are taken on regarding the Secretariat and capitalization of the fund.

Outcome 3: Mechanisms for improving management and financial sustainability of selected PAs tested and piloted to improve knowledge and learning				
Rating towards achieving outcome			Moderately Satisfactory	
Indicator	Baseline	Midterm status	End-of-Project target	MTR assessment
Date:	2019	2023	2026	

<sup>66</sup> As evidenced in the Inception Meeting reporting, as well as in multiple interviews with key stakeholders during the MTR, believed the risks were too high, that there would not be enough buy-in or faith by donors to support, that Government might not have the will, Mama Graun Trust Fund experiences were still in the forefront.

<sup>67</sup> They are not representing a seat as a development partner though, they are representing on an individual capacity; as, arguably, all are.

<sup>68</sup> The MTR was notified during the drafting of this report that the WCS Director had left their position and is pending confirmation on this seat on the board given this news.

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

9. Number of PAs accessing funding from BCF	0	(Target: funds being delivered to ≥ 5 PAs across the country)  Grants were awarded in December 2022 (USD 1 mil of the USD 2.7 mil), target reached as 10 PAs were awarded.	Funds being delivered to ≥ 12 PAs across the country	On track
10. PA management effectiveness	METT scores of selected PAs: KB: 32.4 SW: 36 MW-W: 43	(Target: 10% increase from baseline)  PIR 2022 states that the target has been achieved, although the MTR is not convinced that strict comparisons can be made given that the sites for which the METTs at baseline were not all the same as the ones done at mid-term. There was also a process to adjust and update the METT for PNG.	20% increase from baseline	On track
11. The generation and use of revenue streams for PA management in the 3 selected PAs	KB: K20,000/y SW: K153,603/y MW-W: K0/y	(Target: ≥ USD 50,000/y per PA)  The MTR will make a recommendation to adjust the targets on this indicator as the baselines were arbitrary and feasibility needs to be done properly to understand the potential of the sites. In addition, no implementation has taken place to increase revenue streams as of yet. Based on the financial scorecards of the sites (from September 2022) for site-based revenue, Kimbe Bay revenue was USD 10,802, Mt Wilhelm no figure was given, Sepik was USD 25,714 (only for crocodile festival)	≥ USD 100,00/y per PA	Not on track
12. Gender responsive linkages between sustainable financing of PAs and environmental protection, and wellbeing of communities as measured by (a) increased annual income (disaggregated by gender and age) from the number of environmentally and socially sustainable opportunities that have been established (e.g. income from employment; business and entrepreneurial opportunities; increased production of food; sale of services; sale of products; etc.), (b) number of communities with NRM agreements, that include water and fuelwood (specifically safe, protected and nearby sources of water and fuelwood) - developed and implemented, (c) number of communities with agreed measures to address/halt GBV and age-discrimination	No linkages of individual or community livelihood improvements to sustainable financing and protection of biodiversity and environment; no active role of women and young people  The baseline for these parameters will be established in each of the targeted protected areas on signing a funding agreement with either the project or the Biodiversity Fund (Outputs 3.1 and 3.2)	(Target: Active role of women and young people as individuals and groups in starting up income generation linked to environmental protection and its financing; measurable and meaningful improvements from baseline: (a) Average annual income of individuals (disaggregated by gender and age) increased by 20% from baseline, (b) 7 communities with NRM agreements (n = 3 in SW, n = 1 in MW-W and n = 3 in KB), (c) 7 communities with agreed measures to address/halt GBV and age-discrimination (n = 3 in SW, n = 1 in MW-W and n = 3 in KB))  This target was not achieved because implementation at site level was severely delayed by having to do an in-depth SES process, COVID-19 and election violence limiting travel and engagement, and the slow recruitment of an appropriate implementation partner. The MTR considers, if recommendations are taken up, that the indicator is feasible and the project can get back on track. Targets are feasible with the exception of (c), which will need revision.	Successful income generating activities that equally benefit women, men and young people as individuals, families and/or community, simultaneously contributing to financial and physical sustainability of protected area: (a) average annual income of individuals (disaggregated by gender and age) increased by 40% from baseline, (b) 11 communities with NRM agreements (n = 5 in SW, n = 1 in MW-W and n = 5 in KB), (c) 11 communities with agreed measures to address/halt GBV and age-discrimination (n = 5 in SW, n = 1 in MW-W and n = 5 in KB)	On track (if recs are taken up)
13. Number of lessons (identified and disseminated by the project) used in development and implementation of other PAs	0	(Target: 2)  Many high quality products and lessons have been developed and disseminated by the project, MTR advises project to put effort into measuring the use of the lessons and knowledge generated.	5	On track

201. Indicator 14<sup>69</sup>, although not part of the official indicator framework, was requested at the Inception Meeting. Given that the MTR will be recommending formal changes to the results framework, this indicator would be worth including (and CEPA will need to take some ownership of this). At mid-term, the target was that annual forum events had been conducted, the website exists with easy access to information, and that round tables have been established at national and regional level. The MTR considers this indicator on track but more progress needs to be made in running the round tables (i.e. the PA Bill needs to be passed).
202. For indicator 10, the METTs have not been harmonized for comparisons. While there has been 10% improvement in those that are comparable, the project and CEPA will need to come to an agreement that clear METT assessments that are comparable are done at the end of the project.
203. For indicator 11, the baseline figures were arbitrary and not based on evidence. Feasibility will be an important step and is being done by WCS. Once this is done, then targets can be set on what is feasible and discussions can be made with Provincial Government and CEPA on what supplemental funding can be allocated from government budgets to support these three sites that were earmarked by CEPA to have specific interventions.
204. For indicator 12, while the targets have not been achieved, the indicator can be considered on track if the recommendations of this MTR and the ESMP and Gender Action Plan are followed. The indicator target (c) on gender-based violence is unrealistic<sup>70</sup> and a recommendation to change this is made in the recommendations section of this report.
205. For **Outcome 3**, the MTR strategic questions were “to what extent has the project put in place mechanisms to improving management and sustainability of selected PAs and piloting? Of what has been planned, what is realistic and achievable? How can gender and the priorities set forth in the SES and gender action plan be integrated effectively?”.
206. For the outcome to be attained, several assumptions and drivers need to hold. These include
- (a) Driver 2 (revenue generating activities are financially sustainable, practical, feasible, inclusive and not maladaptive) at this point cannot be tested yet as implementation has not yet fully started. The feasibility of economic activities is an important step, which WCS is responsible for.<sup>71</sup>
  - (b) Cross-cutting driver CD2 (accountability, transparency, due diligence) will depend on effective communication/capacity-development by WCS and the project. So far, while the ESMP was very clear on transparency in communication, and the fact that there are Provincial Coordinators (as part of the PMU) in place at the three sites, many community members/beneficiaries were not clear about the project (who is doing what, how they will exactly benefit).<sup>72</sup>
  - (c) Cross-cutting driver CD1b (gender empowerment integrated into the interventions at site level) is likely to hold if the WCS implements the Gender Action Plan, takes into account the SES work, and uses on-ground facilitators to support the process.
207. The work around Outcome 3, particularly around the site activities has been heavily delayed and a lot of the risks captured in the SES assessment are critical. Effective and continued (with same stakeholders) engagement that is transparent and clear, with clear contact points is very important - the project (through the WCS and the Provincial Coordinators) need to be very clear

<sup>69</sup> “Regular and coordinated dissemination of standardized information from CEPA to the Provincial, District and Local Level Governments, Partners and Stakeholders on the project, protected areas and other related matters”.

<sup>70</sup> This was based on multiple interviews with gender CBOs and experts during the course of the MTR.

<sup>71</sup> During interviews, this driver was criticized for being difficult because it is predicted that none of the income generating activities will likely be sustainable (unless the infrastructural support, enabling environment and capacity is put in place, which is a longer-term process which necessitates much more Government investment).

<sup>72</sup> And in some cases work was done with previous provincial coordinators where expectations have been raised and this work has not been maintained by WCS - not an effective transfer of information from PCs and the Project Manager to the WCS (more will be discussed here under project implementation and management).

what the project will and will not do. While the project had put in place an enormous effort (and through experts) in planning and developing strong social safeguards and gender inclusion, the start of implementation has not shown the effective implementation of these. The nine risks in the SES assessment need to be strongly mitigated throughout the on-site implementation.

208. Based on MTR discussions with the PMU, the SEO has organised a call between themselves, the provincial coordinators, WCS and the SES consultant that supported the development of the ESMP. The consultant was to go through the process, stakeholder engagement, as well as implementation and monitoring requirements of WCS and the PMU under the SEMP. The SEO also organized a similar call with the gender consultant from James Cook University who supported the development of the gender analysis and action plan.
209. Finally, the PMU agreed to block three weeks at the end of January 2023 (when government departments such as CEPA and provincial governments are still on leave until end January) with WCS in the field to monitor the implementation, address any queries and turn the AWP into monthly work plans to support implementation progress. The CTA will also provide some training for the WCS staff on the business planning process. The MTR considers this a good plan and hopes that this will also be used to re-visit the RPA based on the MTR recommendations. The MTR understands that this work is underway.
210. As already stated, the RPA has too many activities given the budget, time and capacity, and these, as said before, seem to be more of wishlist than an active strategy towards the actual outcome, which is tested revenue and improved management. Movement and logistics in these areas are very difficult and will exacerbate an already difficult task that WCS has in implementing. Recommendations (Section 5) will attempt to focus these and will include the following key elements: understanding the baseline biodiversity situation on the ground (and setting up monitoring), getting these areas under protection and management, revenue generation for livelihoods (that contributes to management), gender and SES are fully integrated (through partnering with on-ground capacity), and climate resilience
211. There was a weakness in the design of this project in that this project was first off aiming to increase financing and is predominantly working at the national level to do this. Understanding the high-level stakes and nature of this, the point of Outcome 3 was to do testing, not have essentially an entirely separate project focus on a large amount of on-ground implementation and PA integration into the broader development of the Provinces (which the MTR understands was added based on the understandable pressure to support communities who are at the forefront of conservation - but the BCF should have been put forth as the sustainable support structure in this sense).
212. The MTR attempts to refocus this. If the recommendations (Section 5) to focus and simplify the work on the ground are taken up and the project (re)sees this in the light of testing - while taking into account the very important SES work (as livelihoods are at stake) - then the project might set itself up for some success in terms of how the PA community and the BCF can support communities - CBOs and NGOs in the future. Learning is the key term here. In hindsight, the project document should have focused this part and scaled this part much more into learning, but because of the bottom up work of PNG this project was almost made into two projects - it thus need to refocus (what is this for exactly - financing, so then do financing as the key to improved management).
213. The MTR needs to also state that the high risk of Frieda mine at Sepik needs to be dealt with by CEPA (and tied in with the issue with the gold mine on the side of Mt Wilhelm which many communities don't want and want the gazettal to go through urgently to protect their land). The large investment from GEF and others in terms of time and financial resources towards PA financing and management in the Upper Sepik will be in vain if the Frieda mine is to go through. CEPA (and specifically the Operational Focal Point of the GEF, who is the Managing Director) requested and is implementing the project in which the Sepik upper river basin is to be protected.

On the other hand, it has given clearance to the Environmental Impact Assessment for the Frieda mine, which undermines any protection of biodiversity and risks the entire ecosystem (including its people dependent on the river). If CEPA is serious about environmental protection of the river system, and its people, and the implementation of this project, then it would not permit an activity of this nature. A recommendation to this effect is given under recommendations. In general, CEPA should be taking a stronger leadership role in the protected areas when it comes to defending PA communities in the protection of their land against activities that destroy ecosystem integrity.

#### 4.2.3. Progress and barriers towards achieving project objective

214. The below section covers progress toward achieving the project objective, starting with an assessment of the indicators at mid-term, and thereafter discussing the progress of the projects effort in the context of the causal pathways towards objective and long-term impact (if it is on track at mid-term).

<b>Objective:</b> To reduce the funding gap for Papua New Guinea's Protected Areas in order to improve their management effectiveness and the livelihoods of their communal landowners				
<b>Rating</b> for progress towards achieving the project objective:			<b>Satisfactory</b>	
<b>Indicator</b>	<b>Baseline</b>	<b>Midterm status</b>	<b>End-of-Project target</b>	<b>MTR assessment</b>
<b>Date:</b>	<b>2019</b>	<b>2023</b>	<b>2026</b>	
1. Area of land and marine habitat recognized by CEPA as being within PAs (ha)	2.125 million ha	(Target 3.5 million ha)  Project contribution by mid-term is thus 705,000 ha increase. The PIR 2022 includes the CEPA work of gazettement PAs (Toricelli, Strickland Headwaters, Kaijende CAs = total 589,683 ha), and lists other PAs in the process of gazettement (including the incorrect size of Sepik). While this could be considered project-related due to associated capacity support, support to the PA bill, etc, these are not direct contributions by GEF-6 investment into PA gazettement. MTR makes recommendations to more clearly outline the amount of PA land additionality the project is contributing within the project lifespan. The MTR considers the target on track if recommendations are taken up.	4.5 million ha	<b>On track (if recs are taken up)</b>
2. Improvement in the management effectiveness of protected areas score for sites receiving support from the BCF	All 57 gazetted PAs assessed using METT: 64% has little or no progress, 24% with some progress and high concerns, 5% with good progress and some concern, and 7% in very good state	(Target: ≥ 5 PAs identified to receive support from the BCF once it is operational)  This target has been achieved because 10 PAs are receiving support with funds being disbursed in early 2023.	METT score for 5-12 PAs receiving direct financial support from the BCF improve by at least 10% over baseline per 2 years of support	<b>On track</b>
3. Number of direct project beneficiaries, of which 65% are women and youth	0	(Target: 500 people or more - ≥ 65% women and youth)  This target has been achieved in terms of capacity building and arguably, the first round of the BCF, but is also on track to achieve its end of project target if Output 3.2 is implemented effectively. The percentage of women and youth at 65% and above needs to be revisited and recommendations are made to this effect.	1,200 people - ≥ 65% women and youth	<b>On track (but not gender)</b>

215. The objective-level indicators do not fully cover the objective (would expect to see an indicator illustrating the reduction in the funding gap), and two of these have not (strictly-speaking) been



achieved yet by mid-term, although the MTR is given them the “on-track” rating if recommendations are to be taken up on changing these.

216. Indicator 1, in terms of area of land protected: the MTR finds that the contributions laid out in the PIR are not arguably direct project contributions - what is the GEF additionality here in terms of GEF-6 exactly? The MTR believes the gazettal of these areas would be done without the GEF-6 investment. The BCF strategy it speaks of actually prioritising biodiversity hotspots and if this leads to expansion of the areas as a result of the project, then great - targets can also be reached this way. However, the project document also makes a commitment (not in its indicator framework though) to put the three sites under PA gazettal and management and gives targets here, and these are now embedded in the RPA with WCS. These targets are unrealistic in terms of what is achievable given that thousands of small parcels of landowners need to give their consent. This all needs to be revisited properly. For Sepik, realistically (and probably still overambitious) is 300,000 ha, for Kimbe, the figure for LMMAs is not available and unless CEPA makes a large parallel effort to expand the LMMA areas into a greater MPA, then 1.3 million ha as outlined in the RPA is also very unrealistic, for Mt Wilhelm the MTR understands that ~5,000 ha is achievable (in comparison to the other two, an insignificant amount). These three sites need to be added together (and additionally with CEPA) and then the project needs to gauge what is achievable from BCF work and then it can make the commitments. The EoP target is 1.385 million ha.
217. Indicator 3, the 65% gender inclusion has proven very difficult (so far, the project is at 30%). The implementation of the gender plan is of importance and it might be reached through this in terms of empowerment, but the project needs to be wary of not causing unintended consequences and maintain the “do no harm” advice coming from the SES work (here change too fast could have backlash from the patriarchy). See paragraph 303 for more information.
218. The project needs an indicator that essentially measures the objective, i.e. the funding gap. The project document states in its narrative a target that the funding gap should be decreased from 2.12 million per year to 0.6 million per year but this was not added in the results framework. The MTR makes a recommendation that is aligned to the Finance and Investment Plan.
219. The assumptions and drivers from outcomes through intermediate states (of which IS1 is the project objective) need to be met. These are on track, although particular attention needs to be placed on driver 10 (legal support i.e. gazettal through project and other activities are not undercut by conflicting corporate/political interests).
220. With this in mind, the project needs to be mindful of the extractive industry threats that could undermine any investment made in these three sites. The BCF has good strategies in this regard, but for Outcome 3 this is a high risk. See paragraph 213 above.
221. Much will rest on three key things (a) the success of the BCF in getting it up and independent with a strong secretariat and oversight mechanism, tied in with (b) the successful implementation of the finance plan, and (c) effective sharing, capacity and learning on the ground in terms of funds and revenue stream use for effective management. At the moment, the project appears on track, but there are high risks (or barriers) and much needs to be done in the next half of the project to make sure that these are not only successful, but sustained post-project, including CEPA taking more ownership in the finance solutions and committing to compliance, access to government budgets and improving its partnership with the CCDA.

Rating for progress towards achieving project objective and outcomes is **Satisfactory**

### 4.3. Project implementation and adaptive management

#### 4.3.1. Management arrangements

222. The project is being implemented under a fully supported national implementation modality (NIM), with UNDP as implementing agency, *and* doing the execution on behalf of CEPA as the lead implementing partner.

223. **Project steering committee (referred to in project as Project Board):** The Project Board has convened seven times since its first meeting (which took place the day after the inception meeting) on 4 December 2019. A short synopsis of the meetings and the composition of the board is given in Table below.

**Table 17.** Summary of Project Board Meetings and Composition of the GEF-6 SFPNGPAN project

<b>Composition Project Document:</b> Project Director (CEPA) Chair Ministry of Planning Treasury Bi-lateral community high level Technical representatives state or nonstate Beneficiary representatives (civil society/academia/NGOs/private sector e.g tourism industry) PMU as Secretarial		<b>Composition Project Implementation:</b> Project Director (CEPA) Co-chair UNDP Deputy Resident Representative (UNDP) Co-chair 4 Provincial Administration Representatives Planning Treasury Civil society (Environmental Alliance) PMU as Secretarial
<b>Board Meeting Date and Place</b>	<b>Absent</b>	<b>Synopsis/Key points</b>
4 December 2019 Wewak Co-chairs: NPD and UNDP DRR	East Sepik Provincial Administration	Plan to convene >2 times per year, the draft TOR from project document (Annex D of prodoc) were formally accepted Discussed stakeholder consultation plans for wider participation Presented AWP 2020 Provincial Administration highlighted as important role Agreed to consider PMU staffing profile over time (possibly to have Provincial Coordinators in place) GEF-4 lessons to be shared
10 September 2020 Port Moresby Co-chairs: NPD and CTA	UNDP DRR Simbu Prov Admin Planning	This meeting was delayed from July due to COVID-19 Resignation of Safeguards Officer discussed (consultant stepped up in meantime) Appointment of 3 Provincial Coordinators (assisting in SES and gender work) PMU fully operational MoAs for four Prov Admin drafted Consultancies underway (1.1, 1.2, 2.1+2.2, 3.1 SES+Gender) WCS and global team to review fund in PA Bill Need for support from Dep of Treasury and Finance Budget revision 2020 approved Board member recommendations for remaining seats Request for information sheet on site work Madang Prov Admin declaration of proposed Wanang CA prepared in consultation with CEPA and BRC WNB Prov Admin in discussion with Forest Authority through their provincial forest office for option of forest levies to conservation through BCF, office space to Prov Coordinator East Sepik Prov Admin also providing office space to Prov Coord
26 November 2020 Kimbe Co-Chairs: NPD and CTA	UNDP DRR	One seat to be filled by Department of Treasury and Finance (send letter to nominate) CTA discussion with MDs CEPA and CCDA to combine and add Climate to Biodiversity Fund Minister accepted BCF to be independent, planned launch mid 2021 Presented AWP 2021 (some activities from 2020 roll over) Recruitment of 2 additional PMU staff - SEO and Driver/Admin
28 April 2021 Virtual Co-Chairs: NPD and CTA	UNDP DRR All Prov Admin (although Simbu had replacement)	National lockdown COVID-19 Was an urgent need for meeting, virtual but despite no quorum the meeting went ahead (feedback to minutes to get quorum) New provincial coordinators Discussed consultancies progress Regulatory and Institution Review final report approved 10 recs - CEPA to provide management response CTA presented Finance and Investment Plan, and talked about Value for Nature report Roll out of METT training Rapid assessments of economic opportunities - ESIA work - Gender Action Plan approved - Provincial workshops Budget Revision to 2021 AWP Project Board Membership - there are three vacancies, 1 to treasury, 1 to private sector, 1 to civil society

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

		Project Board TOR questions? (note from MTR: this had already been approved in PB1) Approval of PA Forum
24 November 2021 Port Moresby Co-Chairs: NPD and UNDP DRR	East Sepik Prov Adm	PA Bill to go before Parliament 2022 USAID offered to do communications - UNDP DRR said that UNDP would continue to support instead as to keep continuity UNDP via the project to support the PA Bill communications and include relevant EMTV advertisements that were previously generated and funded by GEF-4 in 2017 Discussion of SES work WCS approved by Board for implementation of pilot sites 2022 2022 AWP approved WNB MoU ready for signing Simbu to sign off in December Madang high turnover, still not signed
29 June 2022 Port Moresby Co-Chairs: NPD and UNDP DRR	Planning	PA Bill - NEC resolved in Feb 2022 meeting to endorse the drafting instructions of the PA Bill and instructed first legislative council to draft Bill accordingly, FLC to issue certificate of compliance that will facilitate the new Min of Environment to table the Bill in Parliament before end of 2022 - it is intended that two readings will suffice to enact the Bill; risk was discussed re the writs issues around care-taker government during elections MoUs for Prov Admin - WNB signed, Simbu signed 7 Recs under implementation directly or indirectly (Institutional and Regulatory Review) Value for Nature - next step is for CEPA to be confident in presenting the results and develop a series of policy recommendations - JCU expressed interest for a small delegation to further develop the findings and policy recs UNDP invited to give induction to new Parliament - to use opportunity - need a briefing note on statistics Value for Nature (August 2022) Study tour progress - recent experience Asia Parks Congress virtual participation Project grants to catalyse sustainable financing - not grant dependence (BCF) Madang - additional site? No, part of Mt Wilhelm, but if additional site identified require decision from MTR - if more sites, then funds would have to be cut four-ways instead of three - USAID Lukautim Graun Project currently support the Madang Lagoon as one of their sites - there have been MoA preparations PGK 2.7 co-financing commitment - expectations - signing of Madang MoA deferred until issue of Madang site is resolved A Fact sheet on pilot sites selection to be prepared and appended to the minutes of the next board meeting to discuss and resolve WNB had verbally made some undertakings to complete e.g. establishment of Kimbe Bay LLMA Alliance entity PA Bill needs to be passed to support work at Provincial level Local stakeholders need to know progress, more roadshows or through other means Newsletter to stakeholders on the ground - WCS RP at site level Comms and pilot site transparency Chair requested that the PMU and WCS consider empowering the CBOs at respective pilot sites East Sepik Prov Admin will be providing additional support to SWMI in terms of sustainable financing Chair also stressed Provincial board members to consult with national board members from Treasury and Planning for financial planning and other linkages
29 November 2022 Port Moresby Co-charis: NPD and UNDP PSU (standing in for DRR)	UNDP DRR (represented by UNDP PSU Head) Treasury Planning	Update on the PA Bill - CEPA is to make a NEC submission for approval of the drafted Bill for the Minister to table it before Parliament in first quarter of 2023 Clarification was given on the first round, and the training of managing funds for BCF applicants Presentation and approval of AWP 2023 (including discussion on building capacity of CBOs through RP work - using safeguards and think about which communities) Discussion about the Frieda Mine, project supporting review of Environmental Impact Statement - and CEPA SEP making a presentation to the Environment Council for Conservation ( the PMU had offered that board members speak to the MTR consultant while still in country - this did not happen)

		<p>The MTR prelim findings are briefly discussed, and the issue of Madang was raised and the Provincial Coordinator was encourage to contact the MTR about this</p> <p>The Preliminary Findings presentation of the MTR was to be shared with all board members</p>
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224. All Project Board meeting minutes have been accepted and signed
225. The delay in the second Project Board meeting was a result of the COVID-19 restrictions. It was eventually conducted when it became clear that COVID-19 was still ongoing and the meeting could not be delayed any further.
226. The low attendance at the fourth Project Board meeting was due to it having to be conducted virtually due to ongoing COVID-19 restrictions. The PMU had already tried to organize on before and did not meet a quorum.<sup>73</sup> It was agreed that if a quorum was not achieved at the second attempt, then it should proceed even without a quorum. Provincial coordinators were organized to physically sit with Provincial Project Board members, but they still did not attend.
227. It was proposed at the first board meeting to include representatives of each of the four participating provinces to join the board. This proved to complicate matters (in terms of directing discussions to project results) as more than 90% of the project (in terms of budget) is at the national level. This seems to have focused discussions more on the site-level work. On a positive note, there has been more ownership of the project at the Provincial level in terms of the site work.<sup>74</sup>
228. The project has gradually increased the board to include key national departments such as Treasury and National Planning. This should have been done even before the first board meeting as it was laid out in the project document that these representing positions are important for the national level ownership of the BCF and the finance plan. Interviews with respondents during the MTR highlighted that the planning and treasury members are not “high-level” enough for the board and more high-level representation might support better engagement and ownership from these two departments.
229. An NGO representative was only appointed to the project board after several attempts. The reason is that an ‘Environmental Alliance’ (coalition of environmental organisations) was being formed in 2020 and the project was awaiting this to be formalized for a representative to be appointed, which only took place at the end of 2021.
230. The Co-chair/UNDP Project Assurance has missed four of the seven Project Board meetings, of which one was represented by an appropriate stand-in (due to having to attend other urgent UNDP matters as the DRR). When the Co-chair was present, they were active and facilitated decision-making well. In those where the Co-chair was absent, the NPD requested the CTA to Co-Chair the meeting. While the CTA has taken on informally the role of Head of Environment at UNDP CO at some points in the project timeline, the CTA is first and foremost part of the PMU and therefore should not have an oversight role to play at the Project Board.
231. The Project Board has proven to be an effective platform in steering and guiding the project, and the Co-chairs have done an effective job at pulling consensus and making decisions that are in the best interest of the project. At the second last meeting, the NPD referred to the project document as stating that the NDP should solely chair the Project Board. While the project document does not refer to the UNDP Quality Assurance person to Co-chair, it is quite customary that such Project Boards are co-chaired by the Implementing Agency (i.e. the UNDP Quality Assurance). At the last board meeting, the PMU provided this clarification to the PB along with the applicable rules shared by the UNDP Regional Technical Advisor.

<sup>73</sup> A note on this is that the NPD should be calling the meetings and using the PMU as a support.

<sup>74</sup> This has resulted in provincial board members generally focusing only on their respective activities, resulting in little engagement in national level activities - however this platform should be used to allow Provincial Admin a link to the national departments for PA results.

232. **UNDP as IA (oversight):** The UNDP IA has supported the project at the strategic level and understands the importance of the project both to its portfolio and more importantly to the sustainability of PAs in Papua New Guinea and as a broader trajectory towards economic transformation that understands natural capital and the value of ecosystems.
233. The IA role as oversight of the project is well outlined in the project document and it is really important that an effective firewall is kept between the oversight and the execution of the project. This is always tricky when UNDP plays both execution and oversight roles under a CO support NIM implementation arrangement like in the context of Papua New Guinea.
234. The Regional Office through the Regional Technical Advisor (RTA) gives advice when needed, has been instrumental in the design of the project and provides oversight support and links to the GEF Secretariat on a needs basis (and has been more actively engaged in GEF-6 after a recommendation came from the MTR of GEF-5 to have more oversight).
235. The UNDP CO suffers from a high turnover and it seems experiences staff burn-outs (especially in the strategic, technical positions). The previous Head of Environment, assigned oversight of the project (as is laid out in the project document), is now the Deputy Resident Representative with a much larger portfolio of functions. They have kept the position of oversight of GEF projects and are co-chairing the Project Board with the NPD. The oversight and project assurance of the project is also supported by the UNDP Programme Support Unit (a staff of two). UNDP CO is understaffed in key positions, specifically the Head of Environment has been vacant since the DRR position was taken up, and in fact the entire unit is currently vacant (which usually includes two staff members). The Regional Office apparently promised to second a P3 position for GEF oversight and support but this has not happened. The PSU is supposed to give oversight and has been doing some external M&E (and facilitated this MTR), but their role was not entirely clear in this MTR.<sup>75</sup>
236. The CTA of the project supports the UNDP CO with political strategy and wherever else needed outside of the project and has taken on various functions of the Head of Environment. While the MTR understands that the CTA has a high technical and strategic capacity in a country office with severely limited human technical resources, the CTA is hired full-time under the project. The project is a high-stakes project with high risks and with a seven-year CTA position for a reason. The amount of work necessitated by the project under the CTA TOR effectively does not allow for much additional time for the CTA to take on such a large role outside of the project, not only will it risk project results (and the health of an overworked CTA), it also blurs the firewall between oversight and execution. In fact, in multiple discussions with various project stakeholders, the MTR found that (a) it is unbelievable what the CTA has managed to achieve for the project despite (b) having spent a majority of their work-time on UNDP CO matters outside of the project and (c) this has resulted in concern from project partners with regard to project implementation of high level work and for the fact that the immense workload of the CTA is unsustainable. If the UNDP CO is supported to fill the vacant positions this would lessen the pressure on the office and allow for effective and appropriate oversight (understandably a complicated task or it would have been done already).
237. The UNDP has given strong oversight and support to the strategy (specifically in terms of using its profile and access for the high-level discussions for the BCF and the Finance and Investment Plan recommended instruments) of the project. It has had a strong representation (when present)

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<sup>75</sup> While the PSU is the unit that manages the MTRs and Evaluations which has been the practice of the CO, including all GEF evaluations and UNDP Country Programme evaluations, for this Project (GEF 6) MTR, apparently the PSU's role was overlooked. For instance, for the MTR, the PSU came on board after contracting and half-way through the organisation process of the MTR where much had already been discussed with the CTA/PMU, during the mission the MTR had to go through the PSU but the PMU was facilitating all the work on the ground as well as the interviews, the PSU did not organise the final preliminary meeting, this was organised by the PMU (in fact when the reviewers asked the PSU what time and where the meeting was, they only got an answer from the PMU the following day, an hour before the meeting was to take place).

- at the Project Board, and presence of UNDP IA is of utmost importance at the Project Board meetings.
238. The UNDP has also been good at interim-hosting the fund which, while having its restrictions, has been seen by stakeholders to be an effective way of getting the fund up and running. Another issue is that while the PMU sits at the CEPA, the PMU is predominantly seen as 'UNDP staff' - this issue has also been picked up by CEPA who rightfully wants to take more ownership of the team.
239. **PMU:** Under the CO support to NIM, the PMU is recruited and managed through UNDP although they are hosted and supposed to be seen as an extension of CEPA. However, as stated in the previous paragraph, the PMU is seen as UNDP and the project is seen primarily by stakeholders as a UNDP project, particularly in the sites where Provincial Coordinators are seen as UNDP staff (which they are, but as support to CEPA).
240. The PMU was planned in design to have a staff of four (CTA, PM, SEO, Admin and Finance) and then through Project Board decisions were extended to a team of eight (CTA, PM, SEO, PA, Driver, three Provincial Coordinators). Table 17 below outlines the PMU and their roles.
241. Although the CTA arrived in Papua New Guinea in December 2019 and immediately attended the Inception Meeting and first Board meeting, their work started with the CTA contract starting in January 2020 and is ongoing. The CTA supervises and does performance reviews of all staff, and other duties are included in Table 18 below. The main responsibilities are around the Finance and Investment Plan and other finance instruments related to Outcomes 2 and 3. The CTA is considered critical (by project partners) to the project success and many project achievements are a result of their effort. However, it was also noted during the MTR from stakeholders that a lot of CTA time is spent on UNDP matters which risks the project results achievement.
242. The Project Manager started on 18 November 2019 and resigned on 6 October 2022. The CTA was their supervising officer (which is not always formally-speaking the case in GEF/UNDP projects). While the project manager was a suitable candidate in terms of technical capacity, their inexperience in GEF/UNDP project management was evident in (a) not meeting the standards in terms of reporting and having to be overseen by the CTA, (b) not taking on all the roles as outlined in the TOR (e.g. full secretarial duties of the Project Board), and (c) financial oversight of the project did not comply with regulations (this included an incident of mismanagement of funds which was resolved by the CO)<sup>76</sup>. A new Project Manager had been brought on board during the finalisation of this report (who was a PM for a recently closed GEF/UNDP project on renewable energy).
243. The Project Associate (PA) started on 2 August 2019 and in December 2022 has moved over to manage the GCFR-funded Blue Incubation Facility project (which is linked to the Kimbe site work of GEF-6; this is considered as an achievement by the project in terms of capacity development of a national who has now graduated to project management). There are two existing UNDP PAs that could move over to support the project, one of which has worked on UNDP environment-related projects.

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<sup>76</sup> A full timeline and associated documentation was shared with the MTR about the incident of mismanagement of funds by the previous Safeguards Officer who used funds earmarked for a site visit in a private capacity: the PMU was supposed to go on a site visit and was supposed to take cash for the mission, due to late organisation these funds were sent into a private account by the PA to be drawn out immediately for use on the mission by the SES officer, this mission was postponed last minute and the funds were not returned to the PMU. The timeline is between 19th July 2020 when the SES mission was postponed (due to COVID-19) and 13th August when the SES officer submitted their resignation. The amount is the approximate equivalent of USD 4,300. This matter was dealt with in an untransparent manner by the PM, who decided to address the issue internally without consulting the CTA or CO until the SES officer's resignation. The SES officer resigned and 'disappeared' and the CO had to track them (the SES officer) down. Once the CO was aware of this, senior management addressed this directly with the staff members involved. As mentioned, all funds were refunded (except \$171), which was then paid out of pocket by the PA, who had signed for the Cash Advance.

244. The former Safeguards Specialist started on 13 January 2020 and resigned in January 2021. The MTR understands from interviews with the UNDP CO and the PMU that it is possible that the interview to recruit the individual (which was held online without video) may not have been the same person who had applied and accepted the job (i.e. the person sounded differently and had a different work ethic to the person who had interviewed for the position). This should not have been the case and if interviews absolutely had to be done remotely they should have been conducted using video. There were several issues with the specialist, namely (a) they were not experienced with GEF/UNDP projects nor did they actually have any capacity on social safeguards (this was discovered in practice), (b) there were incidents of unprofessionalism (including for footnote 76), and (c) the project attempted several times without success to address the non-performance of the specialist, who then finally resigned.
245. The project during the time the specialist was working had to hire an SES expert consultant to carry the work over.
246. The position was converted to a Stakeholder Engagement Specialist, whose position was taken by the previous GEF-5 Project Manager who started in January 2021 and is ongoing in this position. The recruitment of this individual has been an immense relief to the project management and the strengths of the individual appear to match the requirements of the TOR outlined for the SEO in Table 14.
247. The project hired a driver and office admin in January 2021 (by decision of the project board). One of the cars from GEF-5 was moved over from CEPA to be used for the project.
248. Another decision by the Project Board was to hire three Provincial Coordinators. These started out as IC contracts under UNDP, but this modality was changed when UNDP changed its global employment model and made all monthly-earners be set up under the NPSA modality. So all consultancy contracts under this arrangement had to expire and Provincial Coordinators had to reapply for their jobs. This caused delays in working (e.g. the Kimbe Provincial Coordinator was successful in the reapplication but was not working under contract between the beginning of December 2021 until June 2022, the Mt Wilhelm Coordinator was not successful in their reapplication and was replaced by someone else, with a “dead-time” of no one being in that position between January 2022 until September 2022 which caused lack of communication by project to stakeholders on the ground, the East Sepik Coordinator resigned to move to another Province and this Province was not affected by the modality, but also had lag time where the new Coordinator also only started again in October 2022).
249. The Kimbe Provincial Coordinator started on an IC contract from April 2020 until 10 December 2021. The NPSA contract then came out and they were required to reapply through open competition in which they were successful. The delay between the two contract modalities was due to the slow progress of the NPSA recruitment experience by UNDP globally.
250. The Mt Wilhelm Coordinator started under an IC contract from May 2020 to January 2022. They were not successful in their re-application and another Coordinator replaced them in September 2022. This has resulted in some loss of trust by the Provincial Administration and the communities who had built trust with the previous coordinator and who were without any project communication for almost half a year. The new Coordinator is from Mt Wilhelm and will need to build this trust up again.
251. The East Sepik Provincial Coordinator started under an IC contract from May 2020 and resigned in December 2020. The new Provincial Coordinator as only just started on 31 October 2022, which meant the communities were without communication for almost two years.

**Table 18.** The outline and summaries of the TORs of the PMU (Actual versus project document)

Actual TOR summary	Project document (draft) TOR
Chief Technical Advisory (CTA)	Chief Technical Officer (Full-time)

Actual TOR summary	Project document (draft) TOR
<p><b>Technical leadership</b></p> <ul style="list-style-type: none"> <li>- guide establishment of BCF, monitor its progress</li> <li>- lead (i) development and implementation of Business Plan, (ii) resource mobilisation strategy of the BCF, (iii) capacity development of partners on financial management</li> <li>- provide technical and strategic guidance to project</li> <li>- input to project reporting</li> <li>- advise on bd and ecosystem management</li> <li>- work with partners on identifying opportunities to support CSOs on sustainable livelihoods, community resilience, land mediation</li> <li>- support identification and development of new opps for CSOs to apply to BCF</li> <li>- Develop and run media information campaigns</li> </ul> <p><b>Program Support</b></p> <ul style="list-style-type: none"> <li>- support to PM, CEPA staff and other project partners on PA management</li> <li>- support to integrate the project into UNDP broader Environment Portfolio of projects</li> <li>- support development of TORs of consultants, aid in selection, assure quality of deliverables</li> <li>- assist PM in AWP and progress reporting (PIRs, status for NPD)</li> <li>- assist in MTR stakeholder mobilisation</li> <li>- support PM in liaising with stakeholders and ensuring effective coordination</li> </ul> <p><b>Resource mobilisation</b></p> <ul style="list-style-type: none"> <li>- lead on relationship building with key government counterparts, and donors</li> <li>- lead analysis for assessing opps for resource mobilisation</li> <li>- conceptualise, draft and periodically review Business Plan</li> </ul> <p><b>Communication and knowledge management</b></p> <ul style="list-style-type: none"> <li>- document lessons and make recs to PB on more effective implementation</li> <li>- ensure quality of institutional assessment</li> <li>- work to build capacity of stakeholders on PA management</li> </ul>	<p>Lead and facilitate development and (initial) implementation of Business Plan (Finance and Investment Plan)</p> <p>Specific responsibility to develop the Business Plan (Output 1.2)</p> <p>Involved in resource mobilisation for the Biodiversity Fund, guiding process of developing the fund's resources, and involved in process to catalyse revenues in the selected pilot sites (Output 3.2)</p> <p>TOR: will not substitute Project Manager in terms of project management, but has specific technical and strategic responsibilities.</p> <ul style="list-style-type: none"> <li>- Develop Business Plan (Output 1.2) - inclusive and participatory, facilitate all meetings and workshops required, draft Business Plan, coordinate implementation of Business Plan; after five years of implementation, conduct a review (in participatory process) and develop second edition before end of project</li> <li>- Provide support to PM, CEPA staff and other government counterparts in the areas of project management and planning, management of site activities, monitoring and impact assessment</li> <li>- Provide oversight to the Institutional Analysis (Output 1.1) - CEPA should provide a supportive and facilitation role with specific support to counter all illegal encroachment into the areas</li> <li>- Work with all actors in PA to support capacity development</li> <li>- Work with other members of PMU and develop TORs for consultants, assist in selection</li> <li>- Technical oversight of consultant deliverables</li> <li>- Assist PM their liaison work and in preparation and revision of AWP, as well as periodic status report as requested from NDP, development of PIRs and other progress reports for project</li> <li>- Assist in mobilising staff and consultants in MTR + undertaking revisions based on results</li> <li>- Document lessons + make recs to PB</li> <li>- perform other tasks as requested by NPD, PM, PB</li> </ul>
<p><b>Project Manager (PM)</b></p> <ul style="list-style-type: none"> <li>- Manage the project achieve results within timeframe, including supervision of project staff, coordinate with Gov and CTA, conduct all reporting and planning, ensure risk management, regular meeting with Government, stakeholders, TORs for personnel, appropriate management of project assets, attendance records etc</li> <li>- Effective programmatic implementation and quality assurance, including assessing project impact, ensure governance processes, monitoring systems, gender considerations, quality assurance of financial, procurement and administrative processes (in line with UNDP regulations and project timelines), implement audit recs</li> <li>- Facilitate and coordinate high-quality technical advice to all staff and consultants of PMU, facilitate dialogue between staff and Government officials, NGOs and other stakeholders, resource mobilisation opps</li> <li>- Knowledge management and experience sharing, including systematic capacity building, promotes access to knowledge and application, promote skills development of project staff, create electronic platform for info sharing, project representation in international knowledge</li> <li>- provide support and other services to the Environmental Portfolio and UNDP CO</li> </ul>	<p><b>Project Manager (full-time)</b></p> <ul style="list-style-type: none"> <li>- Manage the PMU</li> <li>- Technical role for Outcome 1 (backstopping institutional analysis and capacity building)</li> <li>- Supervise and coordinate all project outputs, ensuring technical quality</li> <li>- All project inputs in accordance with UNDP procedure and nationally executed projects</li> <li>- Supervise work of all contractors</li> <li>- Recruitment of personnel</li> <li>- Ensure gender mainstreaming</li> <li>- Prepare and revise project work and financial plans</li> <li>- Facilitate administrative and technical backstopping</li> <li>- Ensure timely submission</li> <li>- Comms and knowledge sharing</li> <li>- Carry regular (announced and unannounced inspections of all sites)</li> </ul>
<p><b>Stakeholder Engagement Officer (SEO)</b></p> <ul style="list-style-type: none"> <li>- Delivery and coordination of stakeholder engagement, including advice to CTA on government processes, problem-solving options, liaison with stakeholders, addressing grievances, leading public information</li> <li>- Ensuring implementation of safeguards, compliance and monitoring, including Gender Action Plan, risk framework, ESMP</li> <li>- Capacity building including public awareness, gender-related and safeguards work, leading and assessing capacity needs, technical assistance to training programmes</li> </ul>	<p><b>Social and Environmental Safeguards Officer (full-time, but could be a shared resource with other projects)</b></p> <p>Implementation of risk plan, Gender Action Plan and Stakeholder Engagement Plan, primarily technical role</p> <ul style="list-style-type: none"> <li>- develop project comms strategy, incorporate into AWP</li> <li>- knowledge management outputs</li> <li>- design and maintenance of website</li> <li>- oversee and coordinate public awareness activities</li> <li>- coordinate all gender-related work</li> <li>- Monitoring SES and gender</li> <li>- Ensure SES grievances are managed</li> <li>- Review and revise SES and Gender Action Plan</li> </ul>



Actual TOR summary	Project document (draft) TOR
Knowledge sharing but developing knowledge management products, facilitating learning and sharing of knowledge, contributing to project website, developing and leading comms strategy, leading training for project staff	- Ensure full disclosure with stakeholders
Project Associate (PA)	Administrative, Procurement and Finance Officer (full-time, but could be a shared resource with other projects)
<ul style="list-style-type: none"> <li>- Administration of operational strategies of project, including full compliance to UNDP regs for GEF projects, contract management, procurement, reporting to Project Management, working with Atlas, etc</li> <li>- Provision of administrative support services, including assisting PM in day to day management, prep of docs for work plans, progress reports, etc, assist monitoring, ensure all documentation properly maintained, proper assets management</li> <li>- Contributes to knowledge building, including disseminating project reports, knowledge network strengthening, compile success stories</li> <li>- Report to the CTA</li> </ul>	<p>All administrative tasks of the problem, financial reporting, recruitment, Assist PM in day-to-day management, assuring full compliance</p> <p>Also to have a technical role in terms of capacity development (Output 1.3), and a role in working with the contracted organisation that has the responsibility to develop the Business Plan</p>
Project Administration and Driver	
No TOR or contract available to MTR	None
Provincial Coordinator (under new NPSA)	
<ul style="list-style-type: none"> <li>- Coordinate and monitor project implementation at pilot site</li> <li>- Provide support and assistance and actively work with the implementing partner in project site</li> <li>- Actively work with Provincial Administration and stakeholders to support the establishment of provincial-level coordination mechanism and structure that will lead and support better resource decisions in the province</li> <li>- Weekly reporting to PM</li> <li>- Ensure coordination of provincial workplan and dialogue with partner NGOs and communities to ensure grievances are communicated and resolved</li> <li>- Capacity support to communities and NGO partners, facilitate information sharing, provide technical support to communities through sources such as GEF SGP, etc</li> <li>- Serve UNDP in the province</li> <li>- Communicate and share with the other Provincial Coordinators</li> <li>- Assist CTA and PM to ensure relevant agreements with Provincial Administration and CEPA/UNDP implemented, monitored and reported</li> <li>- Report to PM</li> </ul>	None

252. Provincial Coordinators and their role now is changing as the WCS implementation is about to begin which brings up their relevance. The coordinators will need to take on an active position within the Provincial Administration and support project work and facilitate the work of the WCS.
253. The project has spent over USD 1 mil on consultancies for this project, this is a lot of investment. The Finance plan (USD 93,000) which should have been done by CTA but was outsourced because the CTA was being tied up with UNDP CO activities outside of the project.
254. The PMU (the CTA) has an office space in the UNDP CO building which the project rents. However, this office it seems is predominantly used by the CTA for UNDP activities outside of the project.
255. **CEPA as implementing partner:** Under the NIM, CEPA has outsourced the project execution function to UNDP, all PMU staff members, as already stated, have UNDP contracts and the shared service functions, including procurement, M&E and financial administration are housed in the UNDP country office. The PMU sits in the CEPA office (along with other UNDP-supported projects, including the Blue Incubation Facility Project), which CEPA has provided as part of its co-financing.
256. The head of the SEP Division of CEPA is the National Project Director. According to the project document, the NPD is expected to dedicate 15% of their time to the project and be in close communication with the PM (who is accountable to CEPA and UNDP for the achievement of project results). Time spent by the NDP on project business is to be financed by national

government funds (as part of co-financing). The NDP serves as Chair of the project board, supervises the compliance with the project document, is supposed to facilitate coordination with other organisations and institutions that will conduct related conservation activities for the PA system, participate in project evaluations, coordinate national government representatives on legal and financial aspects of project activities, coordinate and supervise government staff inputs to project implementation, coordinate and oversee and report on cofinancing inputs to project implementation.

257. A few other CEPA staff, most notably Managers of the PAs (terrestrial and marine) are directly involved in the project. They have attended board meetings as observers from time to time (and they should - apparently the Marine PA manager has not and for this reason is not aware of project implementation - attending board meetings as observers is a good practice and should be implemented). It would be good to clearly define the roles of these managers in the project so that they can more formally support project results (especially in the three project sites). The offices are on the same floor, but interaction between these staff members and the PMU is not as regular as the MTR would expect.
258. The NPD is certainly one of the biggest champions of the project, but CEPA in general need to provide an overall stronger role in moving some elements in their control forward, including (a) aligning their gazettal work in support of the project PAs and Indicator 1, (b) supporting the finance solutions through the Value for Nature and the implementation of the Finance and Investment Plan, and (c) supporting on strategic elements and championships (e.g. in the context of Frieda mine).
259. **Responsible Party - WCS (Output 3.2):** WCS Papua New Guinea has come on board to implement Output 3.2. They started in May 2022, but were delayed by election violence. It is clear from the MTR that the WCS do not have a clear understanding of the work at hand even though it seems they are the only ones capacitated in the country to do it. They will need to have support, clear guidance from the PMU, and need to think carefully how they manage and maintain the safety of their staff in the field. They also are envisaged to be supported by CBOs under sub-contracts. They have implemented activities already and have submitted their first annual report 2022 and the AWP for 2023. The RPA needs to be revised based on the recommendations of the MTR (Section 5). There are some other issues that need to be ironed out, including the way their transport is organised (they will spend more money on renting vehicles and hiring boats than if they were to invest in their own, for instance). In addition to this, the MTR was made aware during the drafting of this report that the Country Director of WCS has resigned and they are now in a situation where they lack this position of leadership.
260. **Adaptive management due to COVID-19, election violence and other external circumstances**
261. COVID-19 had a significant impact on the project but the project managed to find adaptive measures to achieve project results. The country suffered a major impact which the MTR was told was significantly underreported; the country is less than 4% vaccinated. The UNDP stance on movement was more limited than that of Government, which caused friction during lock-down conditions in terms of project implementation.<sup>77</sup>
262. Many restrictions due to COVID-19 have already been peppered into previous findings sections of this report, but these also included some of the following: delay of second Project Board meetings July to Sep 2020, delay in 3 provincial coordinators being on-boarded and thus received induction via zoom (flight restrictions), some assessments were delayed, output 1.2 international consultants could not come to country, contracted a local consultant to progress work in country,

<sup>77</sup> The CEPA had offered in lieu of continuing project implementation, using project funds, to conduct some of the work that the PMU was not able to due to UNDP restrictions. This would have been inappropriate for two reasons (a) funds cannot be spent directly on CEPA work, and more importantly (b) this would have risked infecting vulnerable communities in isolated areas which do not have quality access to medical services.

consultancies struggling with COVID-19 restrictions included 1.1., 1.2, 1.3, 2.1, 2.2., 3.1, 2.3, the METT; CB roadshows were delayed for the entire 2022, the BCF launch was delayed due to COVID-19 restrictions, study tour year 1 could not happen and so had to have virtual attendance, vaccination was/is low making it difficult for people to attend any international events.

263. Despite the COVID-19, the project identified innovative ways to implement its activities by installing the internet at the Project Management Unit (PMU) in CEPA. The Project has also provided fortnightly progress updates to CEPA via zoom and this motivated other GEF projects to participate and get engaged in the process. A total of 9 weekly update meetings for the Environment and Energy Portfolio which was instigated by GEF-5 and 6 projects during the C-19 pandemic were undertaken in 2020. The 2020 delivery on quarterly basis was low due to COVID-19. The project identified various options to address this and increase the delivery and one of those was to commit activity funds under POs such as the workshops, meetings and travel costs. It also had to revisit the project's AWP and the procurement plan to identify activities with higher costs and spend on those immediately.
264. The country's national elections also came with election violence (as has happened before during elections) and as a result all work involving travel was passed over until this passed. This included WCS which had to work from home, and some of the PMU preparatory work (e.g. tracking tools) for the MTR had to be postponed by the PMU.
265. Other challenges included the high turnover in leadership in the Ministry of Environment (four times during the project) which meant that the project had to re-engage on these high-level negotiations.

#### 4.3.2. Work planning

266. The GEF Secretariat approved the project for implementation on 11 June 2019 and the Government of PNG signed the project document on 30 July 2019.
267. The project document contains a consolidated, 5-year work plan and budget for the project.
268. Annual Work Plans are developed every year and approved by the Project Board. Signed reports for 2019-2022 are available every year. In 2022, the AWP template changed and therefore the project amended the AWP accordingly. The proposed budget for 2023 is USD2.3 mi and was to be submitted to the 9<sup>th</sup> board meeting at end November.
269. Some delays in the AWP (which meant moving some activities into the next year) were a result of COVID-19.
270. WCS has also prepared a detailed and budgeted annual work plan for 2023.
271. The project results framework is reported on in the annual project implementation review (PIR) reports and there have been two so far (2021 and 2022).

#### 4.3.3. Finance and co-finance

272. Financial expenditure: The cut-off date for project mid-term is 31 January 2023. According to the expenditure reports made available to the MTR by the PMU (which is the expenditure up to the end of Q2 of 2022) is USD 5,338,522.72, 47% of the available GEF grant (as shown in Table 19 below).

**Table 19.** Project expenditures through mid-term (USD) of the SFPNGPAN project

Component	Actual Expenditures (USD)					GEF Grant ProDoc Budget	% spent of ProDoc budget
	2019	2020	2021	2022 Q1+Q2	Total		
Component 1	not available	867,040.61	not available	573,204.82	not available	1,772,332	not available
Component 2	not available	339,640.64	not available	107,175.96	not available	3,448,537	not available

Component 3	not available	736,276.21	not available	418,985.22	not available	5,552,383	not available
Project Management	not available	164,990.69	not available	49,145.39	not available	538,663	not available
<b>Total</b>	<b>150,411.13</b>	<b>2,231,314.42</b> <b>(2,107,948.20)</b>	<b>1,956,761.28</b>	<b>1,150,447.02</b> <b>(1,148,511.39)</b>	<b>5,338,522.72</b>	<b>11,311,915</b>	<b>47%</b>

Source: combined delivery reports (CDRs) provided by PMU

**Balance:****5,973,392.28**

273. Information in Table 19 is lacking due to (a) the MTR requested the expenses per component but did not receive it (the MTR was told this was not available as the CDRs can obviously not be manipulated by the PMU - but this begs the question why some CDRs generate this information, and others not), (b) for 2019 these are not available in the CDR, (c) in the 2020 report they are available but the totals don't match up (blue font are the totals if summed up as per table, there are also other costs here that are included in the CDR that are not in the three budget lines) then (d) for 2021, the first three quarters do not have expenditure per component, only the last quarter has so MTR could not do an add up, and finally, (e) for 2022, only the first two quarters were made available.
274. Because of COVID-19, the project had to do some adaptive management especially around travel, training and workshop budget lines.
275. There is a Finance Office in the CO that supports the processing of payments submitted by the Project Associate. The PA puts all the documentation together with the PM and submits for signing through the PM, CTA and Operations Manager. Depending on the size of the payment the DRR will also sign. This is done through Docusign to ensure everything is automatically date stamped with Routing Slips. This is then submitted to the Finance Office in the CO, who check the documentation and process and upload for submission to GSSU in Malaysia, who then re-check and verify the documentation and finally process the payment.
276. The MTR would recommend doing an audit and look at expenses coming off from UNDP (both CO and RO), there are many expenses that the MTR was not sure of that are small amounts that add up to significant amounts per year (~100,000 USD).
277. Additional moneys spent that were not budgeted for e.g. USD 92,000 for the Business Plan contract (although arguably some of this was taken from the 190 000 USD from the participatory workshop budget (note 10) of project document budget (Section X Total budget and workplan, pg 89).
278. **Co-financing** figures so far are shared in the Table below. So far, only 1/5 of the co-financing has materialized (this is mostly due to the COVID-19 pandemic). All letters in 2022 stated continued support to the project as per what was promised in design.

**Table 20.** Co-financing information at MTR for the SFPNGPAN project

Source of Cofinancing	Name of Cofinancier	Type	CEO ER	June 2022	Actual % of Expected Amount
Recipient government	Government of PNG	Grant	5,000,000	0	0
Recipient government	Government of PNG	In-kind	15,000,000	~407,000	~3%
Private Sector	Walindi Plantation Resort	Grants	350,000	90,000	26%
Private Sector	Barrick (New Guinea) Ltd	In-kind	600,000	255,000	42%
Private Sector	New Britain Palm Oil Ltd	Grants	1,235,500	~7,400	0.6%
CSO	NG Binatang Research Centre	Grants	1,730,000	80,000	5%
CSO	Mahonia na Dari	Grants	120,000	14,161	12%
CSO	FORCERT	In-kind	1,000,000	752,373	75%
CSO	Wildlife Conservation Society	Grants	1,000,000	270,091	27%
CSO	Woodland Park Zoo	In-kind	2,020,000	16,000	0.8%
CSO	Woodland Park Zoo	Grants	1,740,000	28,000	2%
Other	FCPF	Grants	5,000,000	156,160	3%

Donor Agency	DFAT	Grants	15,337,423	~8,531,600	~56%
GEF agency	UNDP (TRAC funds)	Grant		unknown	
GEF agency	UNDP CO	Grant	228,326	80,025	35%
<b>Total:</b>			<b>50,361,249</b>	<b>10,687,810</b>	<b>21%</b>

#### 4.3.4. Project-level monitoring and evaluation systems

279. The project design covers an M&E plan (Section VII of project document) where it outlines the M&E oversight and monitoring responsibilities well, including: inception report, PIRs, lessons learnt and knowledge generation, tracking tools (measurements for the indicators), MTR and TE outlining what these will be looking at exactly, and a final project report. This plan is budgeted for all the above activities (USD 412,000 of GEF budget, USD 115,000 of co-financing).

280. A validation workshop was held prior to finalising the project document.

281. The inception meeting took place in December 2019 where some revisions to the indicator framework (mainly around assumptions) were done including one additional indicator but these were not formally accepted (i.e. not submitted to GEF for approval). The MTR could not get a definitive answer why this was the case other than the fact that the revisions were mainly around risks and assumptions which did not significantly change the actual indicators or targets, and the additional indicator was informally accepted in the detailed Indicator Review which acted as a guide for the project monitoring.

282. The MTR considers the results framework overall quite weak in some aspects and needs to be reworked, recommendations to this effect are given in Section 5. The tracking tools seem sufficient although financial scorecards have been tricky and do not have all information due to economic feasibility. In addition, the METT have changed (both in terms of the METT for PNG as well as different METT assessments were done at mid-term in relation to baseline).

283. There has been regular monitoring through progress reporting. Lessons learning and general monitoring is also built into the Component 3 of project - and is a large part of implementation and project budget.

284. The project has done well at also including independent reviews of various products, including the regulatory framework, market analysis for WCS, and the setting up of the BCF. In addition, the UNDP PSU has played an additional and external monitoring role.

#### 4.3.5. Stakeholder engagement and partnerships

285. The project document had a stakeholder engagement plan, this was further strengthened at implementation with an expert consultant.

286. Throughout the implementation of the project, close contact was maintained with stakeholders at the national levels. Stakeholder engagement at the local level was weaker particularly for Mt Wilhelm and East Sepik when communication was hampered by Provincial Coordinator positions not being present for the majority of 2021 (although METT trial assessments were done during this year).

287. Various consultations occurred with all the relevant stakeholders to discuss different aspects of project (including e.g. a series of four regional consultative workshops took place with nearly 100 representatives of PA local communities in the project target areas, quarterly progress meetings with CEPA, the PA Forums, various training programmes, through thirteen field missions to site).

288. Stakeholder expectations have been raised in some instances through the awareness and SES work.<sup>78</sup> The project needs to be clear with project stakeholders on-site what the project is setting

<sup>78</sup> More roadshows may support this objective if budget allows, but they would need to be very careful not to further raise expectations. An example of this based on interviews with project partners: one of the awareness raising workshops took place in Madang. A high

out to achieve and how exactly they will be involved. This has already been further elaborated on in previous parts of Section 4.

289. In terms of partnerships, good partnerships have been fostered with the provincial government although delays have occurred in signing MOAs with most of them; these MOAs serve as strong foundational connections with CEPA (to learn and build on for future projects) and the project in terms of a cooperative partnership and working directly with the Provincial Coordinators (including through providing office space). This has also included setting up Environmental Departments in the provinces where these do not yet exist.

290. There are various other projects (bi-lateral partners) on the go which overlap with the project and where synergies are important:

(a) USAID LGP project: While there seem to be a lot of synergies (including through a combined MoU with Simbu Provincial Administration, overlap on some activities at the site at Mt Wilhelm, and the restructuring of work with CEPA under USAID) and on paper the two entities are working together in terms of being invited to events, there does not seem to be much of a cooperative relationship between the two projects. In the design of GEF-6, USAID was going to be a strong partner and also push a grant mechanism through the BCF. UNDP supported the design of the USAID biodiversity project but when it came to implementation (which was outsourced to Cardno), the implementing partner decided to manage the grant themselves instead of going through BCF. There have been dialogues around partnerships in the Bismarck Range (i.e. Mt Wilhelm in the case of GEF-6 which is part of the Bismarck Range), and WCS is also an implementing partner in the LGP project so there are synergies here. The MTR was informed during the finalisation of this report that the project and USAID were in conversation to enhance synergies.

(b) Other projects which were part of the project document as partners, e.g. JICA, have since closed although they did inform the design and supported the inception of the project.

(c) The STREIT project (led by FAO, which is co-implemented with the UNDP CO, among a myriad UN agencies and partners) has partnered with GEF-6 as appropriate in terms of the activities in the Upper Sepik River, the projects have been in regular dialogue, the WCS has also had two meetings with them in Wewak with the plan to co-implement a few activities that overlap, including looking at vanilla and cacao value chains.

(d) The GFCR funded Blue Incubation Facility is working in strong partnership with the project with various activities complementary to the project, including through USD 700,000 grants from the Blue Incubation using the BCF for disbursement and within the BCF strategy, as well as setting up Kimbe bay for sustainable blue enterprise (and thus revenue generation within the Kimbe Bay proposed PA).

291. The project, and most notably WCS, will need to work together with several CBOs on ground. In all three there are already many engaged networks of CBOs. For East Sepik, inclusive of SWMI, the Sepik project will need to be pulled into a symbiotic partnership to create a good alliance (they are already working on a 'model village' that could be of support to the project implementation, as well as their work on the Frieda mine), the Cacao Board who are already working with eight communities targeted by project, and Help Resources who are already fully integrated and have immense experience and a strong reputation on gender transformational work.

#### **4.3.6. Social and environmental safeguards (and gender)**

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number of people attended who were not invited and asked that now that the project has come to the province the project had to fund them. Simply by being present or holding a meeting in a province raises expectations of future funding.

292. The project document had SES framework and a gender plan; this was built on substantially in the first two years of the project (with some delays as reported previously in this report). It was also recommended at the Inception Meeting that that the SES needed a lot more work, and that mitigation measures for risk were poorly defined.
293. The project appointed a Social and Environment Safeguard (SES) officer to oversee the development and implementation of the SES, gender analysis and action plan as well as the Indigenous People's Plan. However, it became clear that this was beyond the capacity of the project staff member. After several months of working with the project staff member to improve their performance, the staff member resigned (as has already been elaborated under project management above).
294. As an adaptive measure, the project appointed an international safeguards consultant who had considerable experience of safeguards with UNDP to provide advice and guidance to the team. Further, James Cook University were appointed to conduct an independent gender analysis and action plan for the project.
295. Additionally, an independent monitoring and evaluation baseline assessment (of the results framework) was conducted for the project. This was due to the weak baseline information provided in the project document. Upon review of the project document and background documents, a number of flaws in data collection (in instances no primary data was collected) were identified and therefore the project required a more thorough investigation of the baseline situation. The resulting report provided an updated baseline, additional information on collection methods and risks.
296. UNDP activated a work-from-home policy in March 2020, following the outbreak of COVID-19. Papua New Guinea restricted any international or provincial travel for large proportions of 2020 and up to the third quarter of 2021. This meant that the project was restricted from conducting in-person and site-level consultation with stakeholders on the SES and gender action plan until later in 2021. The project was dependent on the Provincial Coordinators to support the consultation process.
297. The ESMP and Gender Action Plan were submitted and approved by UNDP at the end of 2021.
298. The Social and Environmental Safeguards Specialist hired to implement SES for this Project has implemented capacity building in two ways. First, the SES Specialist implemented a workshop for members of CEPA and the PMU. The workshop sensitized colleagues to the fundamental aspects of SES and UNDP's tools for implementing safeguards (e.g. SESP, ESIA, and the ESMP). Second, the SES Specialist individually coached the National SES Officer and the Provincial Coordinators regarding how to implement the Stakeholder Engagement meetings. This involved practicing the presentations that were to be delivered during the Stakeholder Engagement meetings, developing a template for recording the key takeaways from each meeting, and remotely joining the Stakeholder Engagement meetings via phone and offering advice regarding how to improve the meetings. This has continued in terms of supporting the WCS in understanding this foundational work.
299. This has resulted in a really strong SES framework with nine risks, and the project is considered a high risk project (with regard to Output 2.3 in this case). Stakeholder expectations need to be managed really well and implementers need to be really clear about project. The SES also provided a really good review of the legal framework around PAs
300. Some issues on the implementation of the SES and how things were communicated by Provincial Coordinators - one respondent who was part of the SES work in the field relayed that they introduced the topic as "lifestyles will change because areas will become protected" which implies that there is no choice by the communities. Some communities also noted that communication of certain ideas needed to change, e.g. instead of sustainable financing rather say

“alternative livelihoods means” “live well in conservation” “sustainable livelihoods in a protected area” .

301. The gender action plan is (albeit a bit heavy on the academic side) an extremely useful document that has of yet not been properly implemented, only started. The MTR asked for the Community of Practice (COP) representatives but those women spoken to did not know about the set up of the Gender Action Plan, yet were involved. The Provincial Administration have gender specialists who were involved and can support sustained results if pulled in for implementation, for Kimbe and Mt Wilhelm this includes the Department of Community Development, and for East Sepik the Provincial Health Authority. For East Sepik there is a really strong gender-based NGO, Help Resources, who have been doing cutting-edge work on gender and who have a strong reputation and trust with communities.

302. The Theory of Change impact statement of the gender plan is really good - “if (i) a network of empowered, diverse and informed women and youth leaders is strengthened and capacitated in PAs, (ii) PA frameworks address the social and structural factors preventing gender balance in community activities and decision-making, and (iii) women and marginalised groups feel confident, skilled, safe, and supported in their communities, then (iv) they will have greater social agency to become more involved in planning and management, and the sustainability of PAs and livelihoods will be strengthened”. Important elements from the gender plan include demand from women for safe access to market and transport, targeting youth as change agents, more support from LLG needed, skill mentorships elders and youth opportunities.

303. Despite the gender indicator giving an EOP target of 65% women participation, the project has (understandably, given the context in which it works) managed an average of 30% women participation. Some of the gender indicators need to be rethought within the limitations of what the project is able to control. To fully understand the difficulty the project faces in actually achieving gender transformation, and getting to an EOP target of 65%, a bit of context needs to be given. The country is ranked 160 out of 161 countries on the Gender Inequality Index.<sup>79</sup> A third of women have *reported* that they have been subject to physical and/or sexual violence. Representation of women in government roles (leadership or otherwise) is less than 5%.<sup>80</sup> This figure is representative of community level decision-making too, as per the Gender Action Plan. If this is the norm, then how is a conservation-focused project supposed to increase this number from less than 5% to 65% - even gender-focused projects are not achieving this. This would require radical change that might risk violence; we are talking here about “edge work” (Mindell’s Theory<sup>81</sup>) which is a social change that needs careful facilitation because if not done carefully, it can lead to violence. As stated in the Gender Action Plan the project should first “do no harm” and gave a warning that challenging social norms that “privilege male power” can risk retaliation. Really strong, strategic depth-facilitation in this regard is key, and working with strong partners like Help Resources can support this. The project should work to integrate the Gender Action Plan which would have more transformational effect - giving only a quota as a target does not actually speak to real behaviour change (one can have e.g. 65% women representing a meeting and if none of them have a voice, then it means very little to have this indicator). It is equally important too, that men are targeted in the Gender Action Plan. For this reason, the MTR is advising that the project reduce the indicator to 50% equal participation with the implementation of the Gender Action Plan and focus on access to benefits such as capacity building (especially the financial literacy), gender action plan implementation, livelihood activities, Forum representation, etc.

#### 4.3.7. Reporting

<sup>79</sup> UN Women, <https://asiapacific.unwomen.org/en/countries/png> (last accessed 23 January 2023)

<sup>80</sup> Ibid.

<sup>81</sup> [https://en.wikipedia.org/wiki/Process-oriented\\_psychology](https://en.wikipedia.org/wiki/Process-oriented_psychology)



304. There have been two PIRs (2021 and 2022). The PIR in July 2021 received a 'Satisfactory' rating from the CO and RTA and was given a 'Highly Satisfactory' rating from the GEF Independent Evaluation Consultant; the July 2022 PIR was also given 'Satisfactory' rating when reviewed by RTA who did not provide further comments of reviews. The MTR considers these as high quality although does not fully agree on the progress of the indicators (as already discussed in this report).
305. The quarterly reports not all there, only two of them are there. When the PM left apparently some corruption of folder and these were thus not available anymore, PMU does not have them although the PA should be responsible for having a complete list (as per TOR) of project documentation, and this should also be backed up with the PSU (who the quarterly progress reports go to). This is not a critical issue given that the PIRs are there, but there should be better systems of recording, especially for something like quarterly reporting that is a tool to inform implementation and adaptive management.
306. Project risk logs have been filled in for 2021 and 2022.
307. Generally good and very organised information for the MTR was made available; in September a project narrative and updates on all outputs were submitted to the MTR evaluators by CTA, as well as MTR indicator monitoring summaries, which were very helpful for MTR to verify and cross-check and update for the MTR report.
308. WCS has submitted its technical report for 2022 (latest one at time of MTR was May to October 2022), detailed with pictures and some challenges were picked up.

#### **4.3.8. Communications and knowledge management**

309. At inception meeting, it was requested that the project document needed to be simplified into a digestible format/copy, this was also requested multiple times at PB meetings. In addition, this was also requested at community level *vis* Output 3.2 which was supposed to include fact sheets on what they will be doing exactly at site. A brief was developed and shared on the project website. Site information sheets were developed, but were limited by the UNDP template and were essentially copy-and-paste pieces of information from the project document. The MTR makes a recommendation (captured under recommendations) to provide simplified briefs on what exactly will be done with whom at the sites (this to be done by the RP), to keep transparency and simple communication and realistic expectations by community and provincial, district and local government.
310. A communications strategy has been developed by the project and this has already been covered under Output 3.3 above, as have the myriad of communication materials and websites been noted.
311. In addition to this, UNDP has recently nominated this project to GEF as a good practice example and the project has in response to this request put forth an application. This is to identify good practice examples and emerging results on recent GEF projects in line with GEF strategic priorities, GEF-8 programming directions, and programming strategy for LDCF and SCCF across the GEF portfolio even before GEF-8. To strengthen knowledge sharing and communicate results from the GEF projects/programs portfolio, the GEF Secretariat, collaborating with the GEF Agencies, put together the GEF's Good Practice Briefs since 2019. They have published fifteen GEF Good Practice Briefs to date.<sup>82</sup> To this end, they are trying to identify up to five projects to produce Good Practice Briefs for next round.
312. The UNDP CO is now hosting the PNG Natural Resources Hub (which is a programme of innovation among UNDP where COs are chosen that are innovating in certain areas) as a result of the project (this was based on the METT for PNG tool, mapping geo-port, etc). There are five COs selected to have hubs of which the PNG CO is one. There are possibilities for upscaling this and funds to the tune of USD 200,000 will become available to document innovations in this area for

<sup>82</sup> <https://www.thegef.org/what-we-do/topics/knowledge-learning>

the hub. As part of the awareness raising process of this hub, a series of five videos<sup>83</sup> were produced with national PA stakeholders by the project following more than 60 interviews conducted during the four regional awareness raising roadshows.

313. The project's approach to Knowledge Management so far has been to provide capacity building training on sustainable financing to stakeholders, document the process and results of each output, share lessons and best practices from other countries with PNG stakeholders, and make the information widely and permanently available to all interested PNG stakeholders.
314. The project has implemented 10 training and capacity building workshops over the last reporting period with 602 participants involved (these have already been elaborated on in the above sections of this report).
315. The project has developed ways to ensure documentation of the results of outputs and events (this has been particularly important in the times of COVID-19). These include, e.g. various tools for the METT for PNG (like a facilitators guide, an interactive case study, an online dashboard), all outputs/knowledge products have been adapted into an infographic, various platforms for tools exist (geoportal, Lukim Gather).
316. Finally, a capacity building website has been established as a digital toolkit and resource guide for better stewardship and protection of Papua New Guinea's natural resources for future generations. PNGbiodiversity.org provides information, guidelines and templates on how to establish, manage, monitor and finance a protected in PNG. It provides access to the legislation governing Protected Areas, outlining the history and progress towards global targets and links Protected Areas and conservation projects together under the PA Forum. All the outputs are a culmination of relevant outputs under GEF-4, 5 and 6.
317. The BCF's consultation platform developed three lessons learned videos from other national Conservation Trust Funds to help inform the design of the PNG Biodiversity Fund.<sup>84</sup> The project also completed videos of the 2021 and 2022 PA Forums.

Rating for project implementation and adaptive management is **Satisfactory**.

## 4.4. Sustainability

### 4.4.1. Financial sustainability

318. The financial sustainability of the project depends on (a) success of the finance and investment plan, (b) success of the BCF, (c) Government commitment through CEPA and Provincial Government - all three of these are interlinked. There are risks to financial sustainability that are outlined in bold below.
319. **Government does not provide sufficient human and financial resources.** The Government is dealing with a high public debt and cutting on spending as a result, and this has influenced the commitment to capitalise the fund and on the negotiations around fiscal instruments supporting recurrent financing of the fund. A really good first step was the very recent commitment by Government to earmark 20% of log tax under the custom tariff to the BCF. In the next phase of the project, it will be really important for the CTA to monitor and provide direct support to INA to move forward on the financial instruments set forth in the plan.

<sup>83</sup> 315. <https://www.youtube.com/watch?v=5rBDEzi4DIQ>; Enhancing natural resource management for improved lives and livelihoods - <https://www.youtube.com/watch?v=SMXFQNsPX9s>; Safeguarding biodiversity through enhanced access to data - <https://www.youtube.com/watch?v=02adAZe3SwU>; Combining digital tools and traditional knowledge in Papua New Guinea - <https://www.youtube.com/watch?v=02adAZe3SwU>; Making better decisions with the Natural Resource Management Hub - <https://www.youtube.com/watch?v=02adAZe3SwU>

<sup>84</sup> <https://sites.google.com/skillfulmeans.org/pngbiodiversityfund2/about-ctfs?authuser=0>

320. The Debt Swap, biodiversity offsets and REDD+ should all be placed under high priority during the course of the project.
321. The project has done really well to engage donor partners and get commitment towards funding for grant disbursement from several agencies and any risks to resource mobilisation are specific to **the financial solutions outlined in the finance plan** (as outlined under Component 2 under Findings above).
322. There is a continued risk to the **BCF that it might not eventually become independent of political interests**, but the project has mitigated this very well (as outlined under Progress of Outcomes), and with the recommendation to get a strong Secretariat in place, as well as the continuation of a strong Board, the BCF will enhance its sustainability and independence.
323. **Revenue generation activities at site level are not financially sustainable.** Financial sustainability at site level is not there yet, feasibility needs to be done, lessons from e.g. YUS could provide useful, and it also depends a lot on Government providing the infrastructural support and enabling environment e.g. through tourism (roads, access), incentivising organic agriculture and other products that are in line with PA values (e.g. transport incentives etc).
324. Lots of effort has been put into financial sustainability as the key part of the project is financing the PA system, so far it is on relatively good track considering the limitations by e.g. COVID-19 and others.
325. Financial sustainability is rated as moderately likely.

#### 4.4.2. Socio-economic sustainability

326. Really good SES and gender plans need to be followed strictly to mitigate the socio-economic risks (of which all nine of them are socio-economic). All this risks still hold and need to be considered through the careful implementation of the ESMP and Gender Action Plan (these are also detailed under paragraph 163 and thus are not repeated here). Additional risks are outlined in bold below.
327. It will be important to be very clear on the benefits (this is not clear to the communities as discovered through the majority of interviews during the MTR and poses a risk). There is a **high risk to non-sustainability at community level** (as has happened before in various sites, including interventions in Kimbe with TNC and interventions in Sepik with WWF). The project needs to be quite simple in the case of Output 3.2, here the implementation recommendations may help integrate and embed more sustainable systems. Study tours should be focused on communities and sharing at PA forums.
328. Government needs to provide more support towards the enabling environment for social benefits of communities. The **limited capacities and inappropriate allocations of funding and/or lack of funding to local and provincial governmental agencies** diminishes the sustainability prospects, this has been improved in the project through MoUs and focusing and strategizing (including getting Environmental Departments up and running).
329. There are also capacity limitations among the community based organizations in the conservation landscapes. It will take time and external support to further enhance the capacities of these CBOs. The project has been supporting the capacity development here particularly in terms of management, business planning, and financial literacy.
330. Although the intention at the site-level is to promote sustainable livelihoods, **there are external constraints** that local communities are faced with, including difficult access to market and other infrastructure shortcomings. And, there remain development pressures across PNG from the mineral, oil and gas and forestry sectors, and the sites are targeted in this instance (Frieda mine and logging upstream in Sepik, Yandera mine in Mt Wilhelm).

331. As for gender based violence, despite the **complexities associated with gender mainstreaming** (see paragraph 303) within the Melanesian context the project has a strong gender plan in place that could set forth gender transformation if done delicately and with excellent facilitation (and pulling in existing expertise at the community level).

332. What the project has at the site-level is really engaged communities that want to protect their land for PA management, are looking for support and guidance on how to manage these for biodiversity goals while at the same time make a living. There has been a lot of waiting on the project on their side and implementation should get started soon. Sustainability will depend on how much communities take charge and own their activities and the RP merely assists and provides support and capacity strengthening.

333. Socio-economic sustainability is rated as moderately likely.

#### **4.4.3. Institutional (and governance) sustainability**

334. In terms of the BCF, if the Secretariat can be appointed in full (with excellent capacity) and the fund can be capitalised (and maintains independence in lieu of changing positions in important government ministries and authorities), then it stands a good chance of being successful, and this would lower the **risk of institutional sustainability of the fund**.

335. Another risk includes **CEPA not fulfilling its role as a facilitator and leader** in supporting PA management (see assumptions under causal pathways between Outputs 1 to Outcome 1 in the Theory of Change section above). CEPA would need to engage more in Outcomes 1 and 2, there is a good champion in the NPD, but terrestrial and marine managers need to engage more at the landscape level to support the gazettal of PAs (if Indicator 1 EOP target is to be achieved). It also needs to be taking a more active role in protecting the important biodiversity areas and liaising more with the permitting department on the matter of EIAs. Most importantly, it needs to champion the PA Bill to be passed. If these are moved forward, the project will have a clearer operating environment in which to work.

336. There is trend towards decentralizing governmental functions in the country as reflected in the PA policy, i.e. devolving PA management authority to the provinces. The project is investing quite some time and effort into getting at least three Provinces ready for this (at varying levels).

337. At midterm, a rating of moderately likely is given.

#### **4.4.3. Environmental sustainability**

338. The project has put in an immense effort towards sustainability of PA systems through closing the financing gap. Through the BCF strategy especially the project is trying to focus on science-based arguments for protection - i.e. get the biodiversity rich areas under protection by conducting proper ecosystem assessments (something that was previously not done for PA protection priority) (this to counter the risk that **areas under protection do not represent high value biodiversity areas**). The BCF strategy (resource mobilisation) is a good strategy for improving environmental sustainability in the country.

339. Given the tiny amount of land under protection, the project is trying to embed environmental sustainability by increasing the PA system and protecting the globally significant biodiversity and forest tracts of Papua New Guinea. In addition, the majority of communities that took part in the MTR do not want **extractive industry on their land**, they understand the higher value of protecting biodiversity, but need support in the form of partnerships for protection. They requested a sense of urgency in getting land gazetted under protection - this would further ensure environmental sustainability.

340. Staying on the risk of extractive industry (which remains the largest risk to biodiversity conservation in Papua New Guinea, is the Frieda mine in East Sepik which remains a huge risk, which cannot be ignored because the mine would likely render any investment towards

conservation in the Sepik River useless. The same argument can be made for excessive logging upstream. The project, through CEPA taking a stronger stance, will need to deal with these two items or small-scale interventions downstream will not make a greater impact in the face of large destruction of the ecosystems they are working with.

341. The rating for environmental sustainability is moderately likely.

Rating for Sustainability is **Moderately Likely**.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1. Conclusions

342. This project was timely in that it came as a request from Government, and formed part of a longer-term, programmatic approach building on two previous projects focusing on PA management in Papua New Guinea. It aligned well with country priorities, global environmental benefits and the priorities of the GEF and UNDP.
343. In fact, this is a “high-stakes” project in that while it has major risks in terms of the GEF investment in financial and time resources, if successful, will set the country and its globally significant biodiversity up for long-term protection and conservation, catalyse a transformative process towards a more sustainable and resilient economy built on valuing nature, and potentially be a best practice example of setting up financing structures for globally important biodiversity elsewhere in the world.
344. The project design overall, despite having strong stakeholder engagement processes, was convoluted and ambitious in that it set out to do multiple things and focus on all levels, especially with an Output (3.2) that could essentially be its own entire GEF project.
345. The project so far has set up a strong enabling environment towards foundational steps at improving the financing of PAs in the country by developing recommendations for improved coordination of the PA network, a strong Finance and Investment Plan that proposes a basket of finance solutions to meeting the PA financing gap and a surprising amount of capacity development initiatives despite the limitations posed by COVID-19.
346. The greatest achievement of the project by far is the establishment and operationalisation of the BCF, which seemed like an impossible feat given the hurdles presented. Really impressive foundational work has been laid, with high quality governance and operational frameworks, and a strong high-level Board in place, and an effective strategy laid out for transitioning the fund towards independence by end of project. With the political realm in flux (with the high turn-over of Ministerial staff and insecure high-level positions at CEPA and CCDA), the project will have to embed finance solutions and government support to the (independent) fund into institutional and regulatory frameworks outside of individual decision-making. Two main things remain that need to be further focused on, and that is the setting up of the Secretariat, and the capitalisation of the fund.
347. The project has made strong efforts in engaging stakeholders at all levels, and the ESMP and gender plan for Component 3 are of high quality and lay a strong foundation about the risks and guidance of implementation of site activities. However, there have been gaps in the implementation of these and communication in general of the project objectives at community level. In addition to this, the RPA (as a result of what is laid out in the project document) is a large ‘wishlist’ of activities that seem to be overambitious and unfocused. To align the activities toward the PA Policy would have been a better option in this regard, guided by the ESMP, focusing the activities around the key themes (a) getting the areas gazetted - preferably as larger landscapes, (b) testing sustainable livelihood options that support biodiversity outcomes (and enhance climate resilience), and (c) support gender equity.
348. The project has made an effort in forging partnerships, both for the BCF, and for the project results in general (although with some minor exceptions as outlined in the Stakeholder Engagement section above).
349. The project has developed an impressive array of tools and knowledge products that are of excellent quality, including through hosting them on several open-source platforms. The project should gauge the use of these (already for the fund, these are encouraged in terms of use by applicants).

350. The communications platforms put forth (PA Forums, roadshows, etc) always have been a good way of creating sharing and learning platforms and capacity development initiatives have also supported the development of tools for future use.
351. The sustainability of the project depends on the success of the implementation of the Finance and Investment Plan, the use of the Value for Nature report to support nature-value arguments to get finance solutions committed to, the successful operation (also dependent on what capacity is appointed into the Secretariat) of the BCF (and its transition to independence), and successful testing of revenue streams of livelihood options and PA management improvement. For this, an active strong PMU (including key personnel and their expertise, the CTA, the SEO and administratively strong PM and PA) and strong ownership and championship by CEPA is key.
352. The MTR considers the project on track, with high risks that can be mitigated based on the take up of key recommendations. The project at mid-term is rated as Satisfactory.

## 5.2.Recommendations

353. The following recommendations are intended to enhance project delivery toward achieving the intended results and objective of the project, and support its move toward impact within the Theory of Change.

**Table 21.** Recommendations as a result of MTR Findings for the GEF-6 SFPNGPAN project

Recommendation	Detail	Responsible entity and timeline
<b>(1) Revise the Results Framework</b>		
(a) For Indicator 1:	Together with the RP (WCS), calculate the target sites based on what is realistic using the 'conservation deed' methodology (i.e. ~300,000 ha for East Sepik, unknown at time of MTR for Kimbe Bay, and ~5,000 ha for Mt Wilhelm), and then, together with CEPA, discuss how the additional (approximately 1 million ha) will be gazetted by end of project (this could be through, for instance, through the greater Marine Protected Area approach for Kimbe Bay taken by CEPA to get 1.3 million ha under protection). Commitment needs to be made through a defined number of ha that meet the 1.385 million EOP target for this project. Together with CEPA, clarify exactly what number of ha the project can realistically contribute to reach the EOP target for the project. Any lacking number of ha, discuss how CEPA could help support fast-track processes of gazettal support through the BCF. If calculations turn up a lower number than the EOP target, the project will have to revise the target accordingly as this is an objective-level target. Any significant reduction in targets for objective-level targets are considered a major amendment as per GEF. The UNDP will also have to clarify that the EOP target under the results framework is indeed the right number (i.e. 1.385 million ha) and not the Corporate Result to GEB under the CEO Endorsement Request (i.e. 2.8 million ha).	PMU, WCS and CEPA (UNDP to clarify EOP Target) Immediate
(b) For Indicator 3:	Revise EoP target to 1,200 people, 50% women, at least 50% youth (under 35 years of age) (through implementation of the Gender Action Plan)	PMU Immediate
(c) For Indicator 4:	Change EoP Target to 8/10 recommendations of the Institutional and Regulatory Framework.	PMU and CEPA Immediate
(d) For Indicator 5:	Keep 58% financial scorecard, revise to 3 year sustainability	PMU and CEPA Immediate
(e) For Indicator 10:	Ensure that METTs completed at EOP are comparative to those at MT and Baseline.	PMU and CEPA Immediate
(f) For Indicator 11:	Conduct feasibility of financial options, possible recommendation based on results: Increase revenue streams - livelihood options deemed feasible and profitable put 10% of revenue into conservation	PMU and RP Immediate
(g) For Indicator 12:	Change EoP (c) to "All community beneficiaries (male or female) directly involved in livelihood activities received GBV sensitivity training as part of the Gender Action Plan and	PMU and RP Immediate

Recommendation	Detail	Responsible entity and timeline
	demonstrate full understanding of GBV sensitivity” (measured by gender-appropriate questionnaires)	
(h) Additional Outcome 3 Indicator: Add indicator proposed in the Inception Meeting and outlined in the Indicator Review		PMU and CEPA Immediate
(j) Additional objective-level indicator: This indicator refers to the actual objective (“close funding gap of PAs”) and speaks to the implementation of the Finance and Investment Plan Close minimum funding gap of 9 million USD per year, with commitment by Government (in written form) toward increasing up to 100% of Aichi Target through at least 4/7 finance solutions committed to by EoP (this can be evidenced by submissions by CEPA to the NEC for 4/7 finance solutions)  (EoP Target >=9 million USD per year, at least 4/7 finance solutions from Finance and Investment Plan committed to through CEPA submissions to NEC)		PMU and CEPA Immediate
<b>(2) Strengthen Outcome 1 impacts</b>		
(a) Strengthen implementation of the Finance and Investment plan using the Value for Nature Report: Actively mobilise the Finance Solutions of the Finance and Investment Plan by (a) CTA and INA conducting high-level meetings together, (b) using and creating strong dissemination of the information enshrined in the Value for Nature, and (c) developing policy recommendations based on the Value for Nature (CEPA with CTA to lead, possibly with JCU if support is needed), (d) further finalising the draft Offsets Policy and getting it through, pursuing the Debt for Nature Swap, the REDD+ and the environmental levies		PMU and CEPA Starting immediately until EOP
(b) Measure capacity development impact: Put in place a monitoring framework to measure the impact of capacity development initiatives (possibly through questionnaires on the use of the capacity built in Component 1 in the last year of the project)		PMU Q1 2023
(c) Study tour alternatives - Focus more on intercommunity exchanges on revenue and PA management (e.g. to YUS Conservation Area) than international visits - study tour for 12 selected representatives (USD 97,672 was available under this budget line)		PMU Second half of project
<b>(3) Strengthen Outcome 2 impacts</b>		
(a) Strengthen the BCF (and its sustainability) by recruiting highly skilled staff into the BCF Secretariat: i. ED: Request the UNDP Regional Office for an exceptional situation to use the IC modality to set up a more sustainable and strategic position for the Executive Director, with a more competitive salary (as earmarked in the project document - see below*); by 2025 set up cost-sharing opportunities (with the BCF) for this contract where the ED position can receive commission based on funding opportunities sourced to make the salary package more attractive; if IC not possible monthly, set up a deliverable-based contract for the remainder of the project or until the BCF is independent. Alternative solution: break up the ED position into ED and Fundraiser positions. ii. Financial Officer: Simplify this position to bookkeeping/office admin with accounting skills at the office, and outsource the financial management to a financial firm (like KPMG).  *Use the project document budget allocated to the Secretariat BCF Secretariat USD 1,550,000 Fundraising support USD 445,000 Office+workshops+comms material ~USD 300,000		UNDP (IA) and PMU Immediate
(b) Capitalising the fund: At least 6 mil from the custom tariff to go into endowment of fund for sustaining operational costs and getting returns - next few years set with grants.		PMU/BCF Sec 2023
<b>(4) Strengthen Outcome 3 impacts</b>		
(a) Simply and (re)focus work of Output 2.3 and RPA: Realign and focus scope on the three main indicators (PA gazettal, revenue generated for livelihoods contributing to PA management, women and youth equitably participate).  Cut and focus activities to follow the Protected Area Policy and readiness for the Bill, including i. Conduct a biodiversity assessment (including climate vulnerability) and monitoring plan that is simple to sustain by communities		PMU and RP (CEPA and Provincial Administration to support) Immediate (and for rest of RPA)



Recommendation	Detail	Responsible entity and timeline
	<p>ii. Conduct consultations and come to an agreement on a management model where multiple smaller sites become part of a larger protected area, use this as testing to potentially deliver on PAs at scale while individual communities retain authority over their sites. (this might include conservation deeds and LMMAs, but warrants discussion with CEPA on expansion) (tie this in with the Indicator 1 EOP target discussion)</p> <p>iii. Establish a management committee for the PA landscape.</p> <p>iv. Develop management plans (using the tools already provided by the project).</p> <p>v. Develop business plans using the tools already provided by the project with livelihood options identified subject to feasibility studies and already agreed upon in e.g. Mt Wilhelm</p> <p>vi. Implementation of livelihood activities that align with biodiversity values in the management plan and are considered climate resilient - this could be done through an open process where CBOs/communities can submit proposals, possibly using a loan scheme that can be carried over to the management committee of the PA landscape (as a test)</p> <p>vii. Implement ESMP and Gender Action Plan, including GBV training for livelihood recipients (Integrate SES management plan and the Gender Action Plan into the work of WCS - Provincial Coordinators and PMU to provide guidance (also through SES expert and gender expert - through short-term contracts if necessary). For Mt Wilhelm and Kimbe, use gender specialists from Community Development Department, for East Sepik use Help Resources</p> <p>Take the following into account:</p> <ul style="list-style-type: none"> <li>- WCS to manage overall grants and establish partnerships with smaller organisations to implement sub-grants as per agreement (i.e. local NGOs/CBOs to support implementation, e.g. SWMI in Sepik and Help Resources for gender)</li> <li>- Build on foundations already laid - e.g. in Mt Wilhelm already discussed and agreed on several projects including tourism and tourism products, honey, organic egg, tree seedlings (see paragraph 160(c))</li> <li>- Establish contact designee in each community to enable continued communications with stakeholders, , agree on actual communities that the RP will be working with (see paragraph 169)</li> <li>- Be clear what the project will and will not do - Present all project activities to stakeholders prior to implementation - Newsletter to stakeholders on the ground monthly news (the MTR is informed that plans are already in place to this effect, including through community whats app groups - which is a good idea).</li> <li>- Discussions on the revision of the RPA should also come with a revised budget (the MTR opines that the budget would likely not decrease but be reshuffled to ensure BD assessment, PA protection, development and implementation of management and business plans, good testing and sustainability of revenue generation (possibly through small loans/grants to communities), and implementation of ESMP and the Gender Action Plan).</li> </ul>	
	(b) Provincial Coordinators to take on working with Provincial Administration around government developmental plans to support the enabling environment of the above (e.g. tourism) as well as supporting conservation integration into government programmes, and readying the administrations for the passing of the PA Bill	PMU (Provincial Coordinators) Immediate until end of proejct
<b>(5) Strengthen Project Management, Implementation and Oversight</b>		
	(a) UNDP to strengthen its IA oversight (i) DRR taking part in all Project Board Meetings, (ii) RTA to advise on how UNDP CO and improve oversight while lacking the positions to do so	UNDP (IA) Immediate
	(b) Strengthen the efficacy of the Project Board by revisiting seats and make sure that Treasury and Planning are pitched at the right level	UNDP (IA) and NPD 2023
	(c) CEPA, under the leadership of the NPD, to (i) Write a formal response how the Institutional and Regulatory Review and its recommendations have been taken up (aligned to the M&E Plan developed for the project which includes the implementation of these recommendations).	NPD of CEPA 2023

Recommendation	Detail	Responsible entity and timeline
	<p>(ii) Formalise the Value for Nature report outcomes through the government reporting mechanisms to raise the profile of the value of nature (as a justification for the work towards the finance solutions, under the new Objective level indicator)</p> <p>(iii) To ensure the PA Bill gets passed in 2023 (this being an extension of the GEF-4 project's Terminal Recommendation number 1 - and in this MTR implying the urgency because the timeframe of the TE recommendation was that it would be passed by December 2022)</p> <p>(iv) And importantly, to take leadership on the issue of Frieda Mine and the Managing Director, who is also the GEF Operational Focal Point, reaffirming, through a formal statement, their selection of the Upper Sepik as a protected area for conservation and that it is not compatible with a gold mine (to highlight that the MTR opines that if the mine was to be approved and go through, this would mean that any investment made by the project into Sepik would be lost).</p>	
	<p>(d) For the second half of the project, the CTA time needs to be focused on the project, particularly on three main things (a) finance and investment plan, (b) getting the Secretariat going and BCF resource mobilisation support, (c) expertise support to revenue potentials at site-level.</p>	<p>PMU/CTA Second half of project</p>
	<p>(e) For the second half of the project, the SEO is to focus on Component 3 activities and supporting the RP and overseeing the Provincial Coordinators, with regular visits (at least every quarter) to the project sites.</p>	<p>PMU/SEO Second half of project</p>
<p><b>(6) Strengthen Communications and Knowledge Management</b></p>		
	<p>(a) Measure behaviour change in the M&amp;E as a result of the communications strategy</p>	<p>PMU Second half of project</p>
	<p>(b) For enhancing the sustainability of the PA Forum, do cost-sharing of PA Forum with CEPA /PA stakeholders (start percentage cost-sharing)</p> <p>2023 75% project funding 2024 40% project funding 2025 no project funding</p>	<p>PMU and project stakeholders Second half of project</p>
	<p>(c) Adding to the lessons and stories as part of Component 3, make sure to document the business models/livelihood options - lessons learnt from site experiences - really need to be well documented and shared + collect stories from community members who (a) decided to go with the quick benefits resulting from extractive industries and (b) those who went the route of putting their land under protection (of biodiversity) instead - create opportunities for sharing among these</p>	<p>PMU Second half of project</p>
	<p><b>(7) To enhance sustainability of project results, by 2024, develop Project Exit Strategy, review and revise in 2025</b></p>	<p>PMU 2024, revised 2025</p>
	<p><i>(Additional UNDP-related recommendation: Roster of PNG specialists Create a roster of PNG specialists and experts - as well as internationals who have done well in PNG as per MTR-R9 of GEF-5)</i></p>	<p>UNDP</p>

## ANNEX I. MTR EVALUATIVE MATRIX

Evaluative Questions	Indicators	Sources	Means of verification
<b>Project Strategy</b>			
<i>Project Design</i>			
Does the project document outline a clear baseline situation and give a problem analysis	Qualitative	Project Document	Project Design Documentation review
Does the project document identify any external events or circumstances that may impede project performance or sustainability (e.g. environmental disaster, conflict, changes in government)? If yes, did the project appropriately capture these risks?	Level of risk/mitigation measures in place	Project Document (Risk Table)	Project Design Documentation review
How well does the project document outline its contributions to GEBs, and align to the focal areas GEF, and UNDP strategies?	Level of alignment	Project Document	Project Design, , GEF Focal Areas +UNDP Strategic Plan Documentation review
How well does the project align with the country priorities - are these still relevant?	Level of alignment	Project Document PIRs	Project Design Documentation review, as well as review of StaRs, PNG Constitution, Development Plans, PA Policy
How well were the lessons from previous projects taken into the project design (most notably, the GEF 3954 and GEF 5510)?	Level of lessons learnt taken up	Project Document	Project Design Documentation review
Does the project document include a clear and adequate stakeholder analysis, including by gender and indigenous peoples (to what extent was there effective disaggregation and considering roles and voice)? How well is the stakeholder consultation process done during PPG described in the Project Document?	Quality of stakeholder analysis Level of engagement Level of disaggregation by gender	Project Document and ES Screening, PPG Documentation	Project Design Documentation review
To what extent does the Environmental and Social Screening Procedure capture risks and mitigation?	Level of risk capture	ESS Annex	Project Design Documentation review
The project document highlights the importance of taking a bottom up approach as top down has previously not worked. What evidence is there to suggest that the project is taking the approach of working from the “ground up” - in what ways can the project achieve this through Component 3?	Level of design - action intent (level of bottom up approaches in results framework)	Project Document, Inception Report	Project Design Documentation review
How well is the Theory of Change described in the document: (a) are the causal pathways from outputs (goods and services) through outcomes (change in behaviour) towards impacts (long lasting change of state) clearly and convincingly described? (b) Are impact drivers and assumptions clearly described?	Quality of TOC	Project Document Theory of Change Narrative	Project Design Documentation review
<i>Results Framework</i>			
Does the logical framework capture key elements of the Theory of Change?	Level of TOC integration into logical framework	Project Document	Project Design Documentation review
Have appropriate and ‘SMART’ indicators been developed at outcome level? (and output	Level of SMART indicators	Project Document	Project Design Documentation

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

Evaluative Questions	Indicators	Sources	Means of verification
level?)			review
Are 'development indicators included, and are they gender-disaggregated?	Level of development benefit of indicator, level of gender disaggregation	Project Document	Project Design Documentation review
<i>Project Design</i>			
Are risks appropriately identified, and are mitigation strategies adequate?	Level of risk/mitigation measures in place	Project Document (Risk Table)	Project Design Documentation review
How well did the project design develop an effective exit strategy and address sustainability of project results?	Qualitative - quality of sustainability section and exit strategy	Project Document	Project Design Documentation review
How well were the recommendations by the GEF Sec taken up in the finalisation of the project document and were there any critical issues not flagged by the reviewers?	Qualitative	Project Document/Review Comments/GEF CEO Endorsement	Project Design Documentation review
<i>Adaptive strategy</i>			
Three years into implementation, are the ambitions of the project (still) realistic (in terms of the country's development objectives)?	Qualitative	Project Document - PIRs	Review of Project Documentation, interviews with project team
<b>Progress Towards Results</b>			
<i>Progress towards indicators and outputs availability</i>			
To what extent is the project on track in terms of its Mid-Term Targets in its Results Framework - what are the barriers to achievement for those that are not on track? (Complete Progress Towards Results Matrix + MTR Ratings and Achievement Table)	Level of progress Results Framework	PIRs, Interviews, Deliverables, evidence in reporting	Report reviews, interviews with project stakeholders
What is the availability of outputs so far?	Level of outputs attainment as per workplan	PIRs, outputs	Review reports, output reviews, interviews with project team
<i>Progress towards Outcomes Analysis</i>			
What evidence is there to suggest that enabling conditions have been created by the project to better manage and finance the PA system in PNG?	Logframe indicators, mapping, financial scorecards, capacity d scorecards	PIRs: Logframe indicators, mapping, financial scorecards, capacity d scorecards	PIRs: Logframe indicators, mapping, financial scorecards, capacity d scorecards
Has the Biodiversity Fund for Papua New Guinea been established and what has been the progress on its initial operationalisation?	Logframe indicators, Fund established, evidence of operationalisation	PIRs, evidence in project reporting - sinking fund documentation, verification through interviews	PIRs, evidence in project reporting, verification through interviews
To what extent has the project put in place mechanisms for improving management and sustainability of selected protection areas testing and piloting? Of what has been planned, what is realistic and achievable? How can gender and the priorities set forth in the Gender Action Plan, the SEIA/M and the IPP be integrated effectively?	PAs accessing BD CC Fund No and efficacy of revenue streams/instruments for financial sustainability	Interviews, proposals, instruments, plans	Interviews, proposals, instruments, plans
<i>Move towards impact/ Remaining barriers to achieve project objective</i>			

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

Evaluative Questions	Indicators	Sources	Means of verification
Is the project on track to achieve its objective? What are the key barriers (if any)?	Qualitative	Project implementation documentation Interviews	Project implementation documentation Interviews
What are effective ways to overcome the barriers to project results achievement by end of project?	Qualitative	Interviews, discussions, project documentation review	Interviews, discussions, project documentation review
<b>Project Implementation and Adaptive Management</b>			
<i>Management Arrangements</i>			
To what extent was the Inception Report used to review (and revise, if needed), the results framework to enhance ownership and results achievement? (adaptive management) (why were the indicators updating but then those updates not formally submitted to GEF?)	Level of use/changes incurred if necessary, level of update	Inception Workshop report, follow up documentation, interviews	Inception Workshop report, follow up documentation, interviews
To what extent has UNDP as Implementing Agency <i>and</i> Executing Agency put up an adequate firewall between oversight and implementation of this project?	Level of firewall/conflict of interest issues dealt with  Staff for oversight and staff for implementation separate  Level of RTA oversight	Interviews, reporting and guidance, due diligence reporting	Interviews, reporting and guidance, due diligence reporting
Is leadership and (adaptive) direction towards achieving planned outcomes sufficient (does the Project Board support the project in this sense)?	Level of decisions and adaptiveness	Board minutes	Board minutes
How well is the PMU capacitated and positioned to produce effective results?	Quality of products and implementation/Level of uptake and engagement by stakeholders	Project deliverables, interviews	Review of project deliverables, interviews
What is the gender balance in the project board and the PMU?			
How strong is the ownership of the project by CEPA, what is the level of involvement of implementation?	Level of involvement, leadership, ownership	Reporting, interviews	Reporting, interviews
In what ways has the project been able to be efficient (has the project been able to create synergies and build on ongoing collaborations and projects in an effective way, cost/time)?	Level of synergies Level of appropriate cost and time savings	Reporting, interviews	Reporting, interviews
<i>Work Planning</i>			
Have there been any delays in implementation, and if so, what are their causes?	Qualitative	Reporting, interviews	
Is work-planning results-based?	Level of results-based integration		
<i>Finance and co-finance</i>			
Have there been any issues regarding financial management so far?	Qualitative	Financial reporting, interviews	Financial reporting, interviews
What evidence is there to suggest that the project is being cost-effective in its interventions?	Qualitative	Financial reporting, interviews	Financial reporting, interviews
Have there been any budget revisions? If so, why?	Qualitative	Financial reporting,	Financial reporting, interviews

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

Evaluative Questions	Indicators	Sources	Means of verification
		interviews	
Does the project have the appropriate financial controls, including reporting and planning, that allow the PMU to make informed decisions about the budget and timely flow of funds?	Alignment to policies and procedures	Financial reporting	Financial reporting, interviews with project team
How has co-financing been leveraged so far? How is this being discussed in the Board, and is the project meeting with co-financing partners regularly to align financing priorities and work plans? (How is co-financing being reported against expenditure?)	Level of co-financing committed	Reporting, Interviews	Reporting, Interviews
<i>Monitoring and Evaluation</i>			
Is the PMU using the monitoring and evaluation framework to be adaptive and strategic in its implementation? Are lessons being captured in this regard?	Level of use of monitoring and evaluation framework	M&E Reporting, interviews	M&E Reporting, interviews
Is the M&E framework “working”? Is it providing the necessary tools in providing information that supports adaptive management? Is gender fully integrated and monitored?	Usefulness of ME Level of integration of gender	M&E, interviews	M&E, interviews
Are financial resources being allocated effectively to M&E?	Level of allocation according to plan	Reporting, Interviews	Reporting, Interviews
<i>Stakeholder engagement</i>			
What has been the level of effective partnership in implementation - have differing capacities been used to their advantage, and have champions been identified in the process?	Level of partnership	Reporting, interviews	Reporting, interviews
How have the capacities of partners been strengthened to enhance and ensure project results sustainability?	Demonstration of capacities within project activities	Reporting, interviews	Reporting, interviews
Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?	Level of support from government	Interviews	Interviews
How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? What are the (legal, cultural, or religious) constraints on women’s participation in the project. What can the project do to enhance its gender benefits?	Level of disaggregated, sensitive engagement	Gender Action Plan, Interviews	Gender Action Plan, Interviews
<i>Social and environmental safeguards</i>			
What is the validity of the risks outlined in the SESP? Do they need to be revised based on the recent work of the project on this?	Qualitative	SES related documentation, interviews	What is the validity of the risks outlined in the SESP? Do they need to be revised based on the recent work of the project on this?
What has been the level of implementation of the SEIAMP, the IPP?	Level of implementation/Progress	Reporting, Interviews	Reporting, Interviews
How has the gender plan been implemented? What have been the challenges	Level of implementation	Progress indicators of	Progress indicators of gender

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

<b>Evaluative Questions</b>	<b>Indicators</b>	<b>Sources</b>	<b>Means of verification</b>
(connected to question in stakeholder engagement)?		gender plan, interviews	plan, interviews
<i>Reporting</i>			
To what extent has the PMU been effectively reporting - reporting requirements, but also communications with CEPA, the board, and the IA.	Level of reporting Level and efficacy of communication within governance	Communications	Communications evidence
<i>Communications and Knowledge Management</i>			
What channels of internal communication are being used with stakeholders? Does this communication contribute to stakeholder awareness, engagement and ownership?	Level of appropriateness of communication	Evidence of communication, reporting, interviews	Evidence of communication, reporting, interviews
Are the means of communications (external) creating sufficient awareness? What is missing? Is the knowledge management approach taken sufficient to enhance sustainability of project results?	Level of behaviour change or understanding among key stakeholders on project	Interviews, review of comms strategy and implementation	Interviews, review of comms strategy and implementation
<b>Sustainability</b>			
<i>Financial</i>			
In what ways has the project worked on its strategy for effective and smooth transition of the BD and CC fund modality to an independent modality by project end?	Strategy agreed and in place	Evidence of strategy	Interviews, review of strategy or documentation
What opportunities are already arising based on the resource mobilisation strategy for fund growth and replenishment? What are the risks to sustainability of financial mechanisms and instruments that replenish the fund?	Level of funding commitments and/or potential	Evidence of commitments/reporting on potential, interviews	Evidence of commitments/reporting on potential, interviews
What are the opportunities for financial instruments and financial sustainability within the three pilot areas? What has been the interest for the grants re the first grant disbursement managed through WCS?	Level of concrete ideas agreed and feasible Level of interest to submit	Interviews, reporting and communications, evidence of financial revenue stream potentials	Interviews, reporting and communications, evidence of financial revenue stream potentials
<i>Socio-economic</i>			
Are there any social or political risks that may jeopardize sustaining of project results?	Qualitative	Interviews	Interviews
What is the level of stakeholder ownership and championship among beneficiaries?	Qualitative	Interviews, reporting	Interviews, reporting
<i>Institutional</i>			
Has the project been effective so far in strengthening the understanding and “ownership” of roles and responsibilities of the institutions involved in PA management?	Framework in place outlining roles and responsibilities, proof of commitment	Review of project output documentation, interviews	Review of project output documentation, interviews
How strategic and effective has the capacity building been so far in enhancing institutional ownership (e.g. CEPA, and other partners)?	Application of capacity	Interviews, project reporting, output reporting	Interviews, project reporting
Is there already some take-up/transfer potential from the project in terms of sustainability and replication?	Qualitative	Interviews, project reporting	Interviews, project reporting
How have champions been lifted and empowered through the project so far?	Qualitative	Interviews, project reporting	Interviews, project reporting

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

Evaluative Questions	Indicators	Sources	Means of verification
Has a project exit strategy been properly formulated and agreed (committed to?) upon by institutional partners?	Evidence of exit strategy and commitment	Exit strategy documentation, interviews, documentation proof (e.g. contracts signed, etc)	Exit strategy documentation, interviews, documentation proof (e.g. contracts signed, etc)
Has resilience been built into this exit strategy?	Level of resilience	Exit strategy documentation, interviews, documentation proof (e.g. contracts signed, etc)	
How has knowledge management and communications enhanced engagement and ownership in terms of awareness and understanding of the projects goals?	Level of uptake of comms, feedback on comms	Interviews, evidence of use in project documentation	Interviews, evidence of use in project documentation
How are innovations from this project taken up into contextual replication to other similar projects - are there strategies already in place to this effect? (for scaling and GEB)?	Level of uptake/interest/engagement in the country activities	Interview LTA, interviews CO, evidence of uptake in project reporting	Interview LTA, interviews CO, evidence of uptake in project reporting



## ANNEX II. MTR MISSION SCHEDULE + LIST OF PERSONS INTERVIEWED

**Table 22.** Stakeholders engaged for the for the MTR of the GEF-6 SFPNGPAN Project

#	Stakeholder	Position	Organization	Gender
1	Dirk Wagener	Resident Representative/ PNG Biodiversity Climate Fund - Chairperson	United Nations Development Program (UNDP) , Port Moresby, NCD	Male
2	Edward Vrkic	Deputy Resident Representative	UNDP , Port Moresby, NCD	Male
3	Andrew Rylance	GEF 6 Technical Advisor (Secretariat)	UNDP, Port Moresby, NCD	Male
4	Tamalis Akus	National Coordinator – SGP	UNDP, Port Moresby. NCD	Female
5	Kay Kumaras Kalim	Director – Sustainable Environment Program, GEF Operational Focal Point (GEF 6 Project Board Co-Chair)	Conservation Environment Protection Authority (CEPA) , Port Moresby, NCD	Male
6	Patricia Kila	GEF 6 Stakeholder Engagement Manager (secretariat)	UND,-PMU, Port Moresby, NCD	Female
7	Bernard Suruman	Manager, Marine Protected Areas	CEPA, Port Moresby, NCD	Male
8	Ted Mamu	Former Project Manager GEF 6	UNDP, Port Moresby, NCD	Male
9	Brian Kunai	Snr General Policy Officer	Department of National Planning & Monitoring , Port Moresby, NCD	Male
10	Frank Awape	Economic Policy Officer	Department of National Planning & Monitoring, Port Moresby, NCD	Male
11	Peter Bosip	Executive Director	CELCOR, Port Moresby, NCD	Male
12	Zola Sangga	Manager PNG Biodiversity Climate Fund (BCF)	UNDP, Port Moresby, NCD	Female
13	Elsie Simeon	GEF 6 Project Assistant	UNDP, Port Moresby, NCD	Female
14	Theresa Dearden	Project Manager, Coral Reefs and the Blue Economy	UNDP, Port Moresby, NCD	Female
15	John Kuange	Deputy Country Director	WCS – Goroka, Eastern Highlands	Male
16	Adrian Tejedor	PNG Country Director	WCS – Goroka , Eastern Highlands	Male
17	Sangion Tiu	Executive Director	Research Conservation Foundation , Goroka, Eastern Highlands	Male
18	Kale Simai	Deputy Provincial Administrator	Simbu Provincial Administration, SP	Male
19	Chris Mondo	Deputy Administrator - Field Services	Simbu Provincial Administration ,SP	Male
20	Clement Bundo	Project Coordinator	Gembogl Conservation Network ,SP	Male
21	Catherine Aiwa	Principal Advisor Community Development	Simbu Provincial Administration, SP	Female
22	Peter Koima	Founder	Nakana Sustainable Development Association, SP	Male

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#	Stakeholder	Position	Organization	Gender
23	Steven Yandime	Chairman	KGWan, Gembogl, SP	Male
24	Peter Poka	Chairman	Mt Wilhelm Organic Farmers Corporative Society	Male
25	Ben Gende	Project Coordinator	Kulkane Rangers –Mt Wilhelm, SP	Male
26	Philip Kagl	Chairman	Koro Headwaters CBO , Kerowagi District, SP	Male
27	Arnold Umba (Ranbo)	Manager (owner)	Keksugo Guest House, SP	Male
28	Talita Agum	Manager	A-Frame Guest House, SP	Female
29	Agatha Roy	Track Owner	Landowner, Mt Wilhelm , SP	Female
30	Vincent Kumara	Founder	Kumara Foundation, Usino Bundi, Madang Province	Male
31	Raphael Kee	Advisor Commerce & Tourism	Simbu Provincial Administration, SP	Male
32	Ascenia Imbuka	Track Owner	Mt Wilhelm Landowners Association, SP	Female
33	John Kore	Guest House Owner	Mt Wilhelm Guest House, SP	Male
34	Apa Tony	Land Owner Youth Leader	Mt Wilhelm, Gembogl District , SP	Male
35	Tony Ginua	Former GEF 6 Provincial Coordinator	UNDP – Kundiawa, SP	Male
36	Joe Ona Black	Guest House Owner	Mt Wilhelm, SP	Male
37	Anton Bare	Community Leader	Mt Wilhelm, SP	Male
38	Arnold Narakai	Landowner /Ward Member	Mt Wilhelm, SP	Male
39	Kianuga Mine	Track Owner	Mt Wilhelm, SP	Male
40	Vincent Wapia	Community Leader	Mt Wilhelm, SP	Male
41	Kambi Peso	Provincial Coordinator GEF 6	UNDP, Goroka , Eastern Highlands Province	Male
42	Stephanie Tangole	Provincial Coordinator GEF 6	UNDP, Kimbe, WNBPA	Female
43	Desmond Vaghelo	Director Environment and Climate Change Unit	West New Britain Provincial Administration (WNBPA)	Male
44	Harrold Rewai	Executive Manager , Culture & Tourism	WNBPA, Kimbe , WNBPA	Male
45	Sylvia Noble	Program Manager	WCS, Kimbe, WNBPA	Female
46	Emma Midau	Snr Welfare Officer	WNBPA – Community Development Division , WNBPA,	Female
47	Ellison Toirima	LMMA Chairman	Ewase LMMA, WNBPA	Male
48	Charles Bete	Secretary	Bubu LMMA – WNBPA	Male
49	Johnathan Booth	Marine Specialist	WCS – Kavieng , New Ireland Province	Male
50	Joe Pakilu	Chairmen	Tarobi LMMA , WNBPA	Male
51	Sebastian Kautu	Fisheries Coordinator.	Biala LLG. Nakanai District , WNBPA	Male

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#	Stakeholder	Position	Organization	Gender
52	Pricilla Kauwe	Fisheries Officer	Talasea LLG, WNBP	Female
53	Gabriel Bakani	Secretary	Kulunga LMMA, WNBP	Male
54	Junior Bakani	Community Leader	Kulunga LMMA, WNBP	Male
55	Natasha Raka	Community Leader	Kulunga LMMA, WNBP	Female
56	Wilfred Tangole	Head of Department – Small Holder Affairs	New Britain Palm Oil , WNBP	Male
57	Patrick Loku	Community Representative	Papabulabaka LMMA WNBP	Male
58	Mathias Kapei	Chairman	Makasili LMMA , WNBP	Male
59	Ben Ngawa	Community Leader and Member Talasea District Development Authority	Patanga LMMA, WNBP	Male
60	Philip Taupili	Community Representative	Lalobau LMMA, WNBP	Male
61	Jeffrey Yawi	Provincial Planner	East Sepik Provincial Administration, ESP	Male
62	Alois Mateos	Managing Director	Gala Enterprises Ltd, Wewak, ESP	Male
63	Jill Bosro	Manager	Help Resources , Wewak , ESP	Female
64	Chris Maingu	Employee	Help Resources , Wewak, ESP	Male
65	Emmanuel Peni	Director	Project Sepik, Wewak, ESP	Male
66	Eric Manase	Provincial Coordinator, GEF 6	UNDP, Wewak, ESP	Male
67	Jacob Kimagl	Project Manager – Sepik River	WCS, Wewak, ESP	Male
68	Daryl Worimo	Director	Cocoa Board - Wewak , ESP	Male
69	Jerry Wane	Director	Sepik Wetlands Management Initiative (SWAMI) Ambunti , ESP	Male
70	Steven Bobki	Ward Member	Igai/ Wagu ward , Ambunti, ESP	Male
71	Stanley Wabua	Crocodile Farmer	Wagu , Ambunti , ESP	Male
72	Hernick Auskar	President	Council of Women, ESP	Female
73	Gladys Bandi	Secretary	Ambunti Council of Women , ESP	Female
74	Roselyn Siplawin	Women’s Representative	Yaumbuk Ward Development Committee , Ambunti District , ESP	Female
75	Francis Benedict	Community Leader	Ward 4 , Yembun Community , Ambunti District, ESP	Male
76	Francis Glastuk	Yessan Community	Ward 22, Yessan Community , Ambunti District , ESP	Male
77	Jerry Cletus	Community Representative	Ward 22, Yessan Community, Ambunti District, ESP	Male
78	Kingsley Glastuk	Community Representative	Ward 22, Yessan Community, Ambunti district , ESP	Male
79	Joseph Nilitakos	Ward Member	Ward 18, Ambunti , ESP	Male
80	Jack Gowep	Secretary	SWAMI , Ambunti , ESP	Male

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#	Stakeholder	Position	Organization	Gender
81	Norah Onien	Youth leader	Ambunti ,ESP	Female
82	Derek Warakai	Climate Change & disaster Coordinator (GEF6 Board member)	East Sepik Provincial Administration , Wewak, ESP	Male
83	Sarah Stocks	Deputy Chief of Party – LGP, USAID /BCF Board Member	Biodiversity Conservation Fund , Port Moresby, NCD	Female
84	James Sabi	Manager Terrestrial Ecosystems /GEF 6 Board Member	CEPA, Port Moresby , NCD	Male
85	Stacy O’Nea	BCF Board Member	Biodiversity Conservation Fund, Port Moresby, NCD.	Female
86	Tashi Torji	UNDP Regional Technical Advisor	UNDP Regional Office	Male

**Table 23.** Mission schedule for the MTR of the GEF-6 SFPNGPAN Project 14 - 30 November 2022

Date	Time	Meeting Activity	Location	Project Actor(s)	Project Role	Stakeholder Group
<b>Port Moresby (14-15 November)</b>						
[Note: Justine arrived 13 <sup>th</sup> November, Modi arrived 14 <sup>th</sup> November 2022]						
<b>Monday 14 November</b>	09:00-10:00	Meeting with PSU And then CTA				
	10:00-11:00	Joint meeting UNDP DRR Meeting UNDP RR (BCF Chairperson)	UNDP Office, Level 14 Kina House	UNDP RR Dirk Wagener UNDP DRR Edward Vrkic	Project Design/Multilateral Organisation	Implementing Agency /Executing Agency
	09:30-16:30	Project Debriefing with PMU Proposal to have lunch together	UNDP Office, Level 14 Kina House	PMU CTA - Andrew Rylance SEO - Patricia Kila PA - Elsie Simeon	Project implementation and Management	Implementing Agency /Executing Agency
	16:30-17:30	Meeting with SGP National Coordinator	UNDP Office, Level 14 Kina House	Tamalis Akus	UNDP/Multilateral Organisation	Implementing Agency /Executing Agency Development Partner
<b>Tuesday 15 November</b>	07:00-08:00	MTR internal meeting	Holiday Inn	MTR Evaluators	MTR Evaluators	-
	09:00-10:00	Meeting with CEPA Colleagues	CEPA 5 <sup>th</sup> Floor Board room	09:00-09:45 Bernard Suruman – Marine Managed Areas.	CEPA staff / National Government	Government
	10:00 – 12:00	Meeting with CEPA	CEPA Board room	Ms Kay Kalim – Director Sustainability GEF 6 Board Chairperson	National Government	Government
	12.45 - 13.30	Meeting with Ted Mamu	Grand Papua	Former Project Manager	Project Implementation & Management	Implementing Agency /Executing Agency
	14:30-15:30	Meeting with Department of	National Planning Office,	Brian Kunai Snr General Policy	National Government	Government

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Date	Time	Meeting Activity	Location	Project Actor(s)	Project Role	Stakeholder Group
		National Planning	Vulupindi Haus, Waigani.	Officer Frank Awape – Economic Policy Officer Department of National Planning. & Monitoring		
	19:30- 20:30	Centre for Environment Law and Community Rights	Holiday Inn over dinner	Peter Bosip –Executive Director	Nominee from the Environmental Alliance Representative/ Expert	NGO
<b>Wednesday November</b>	07:00–08:00	MTR Internal Meeting	Holiday Inn	MTR Evaluators		
	09:00–10:00	Biodiversity & Climate Change Fund Secretariat	CEPA Office - Waigani	Zola Sangga Manager BCF	Project Implementation and Management	Implementing Agency /Executing Agency
	10:30–11:00	Meeting with UNDP DRR	Lamana Hotel	Edward Vrkic	Project Design/ Multilateral Organisation	Implementing Agency /Executing Agency
	14:30–16:30	Meeting with PMU	CEPA board room	Patricia Kila, Elsie Simeon, Andrew Rylance	Project Implementation and Management	Implementing Agency /Executing Agency
	19:30–20:30	Meeting with UNDP Coral Reefs and the Blue Economy	Holiday Inn over dinner	Meeting Theresa Dearden	Multilateral Organisation	Implementing Agency /Executing Agency Development Partner
<b>Simbu Province (17<sup>th</sup> – 20<sup>th</sup> November)</b>						
<b>Thursday November</b>	17 <sup>th</sup>	Travel – Port Moresby – Goroka – Simbu				
	10.30–11.30	Meeting with Wildlife Conservation Society (WCS)	WCS Office , Goroka	John Kuange Deputy County Director	Major Implementing Partner for Mt Wilhelm, Kimbe Bay & Sepik River /Expert NGO	INGO
	12.00–13.00	Meeting with WCS	WCS Office, Goroka	Adrian Tejedor PNG Country Director	Implementing Partner for Mt Wilhelm, Kimbe Bay & Sepik River /Expert NGO	INGO
	13.30–14.30	Meeting with Research Conservation Foundation (RCF)	RCF Office , Goroka	Sangion Tiu Executive Director	Implementation Partner/ Expert NGO	NGO
<b>Friday November</b>	18 <sup>th</sup>	MTR Internal Meeting	Mt Wilhelm Hotel	MTR Evaluators		
	09:00–10:30	Meeting with Simbu Provincial Government staff	Mt Wilhelm Hotel	Kale Simai Deputy Provincial Administrator	GEF 6 Board Member/Implementing Partner	Government
	11.30–12.30	Meeting with Simbu Provincial Government staff	Mt Wilhelm Hotel	Chris Mondo – Deputy Administrator Field Services	Implementing Partner	Government
	13.15 - 13.45	Meeting with CBO groups from Mt Wilhelm.	Mt Wilhelm Hotel	Clement Bundo	Beneficiaries	Landowner/CBO
	14.15–15:15	Meeting with Simbu Provincial Government staff	Mt Wilhelm Hotel	Catherine Aiwa Principal Advisor Community Development	Implementing Partner	Government
	15.15-15:20	Meeting with CBO Nakana	Mt Wilhelm Hotel	Peter Koima – Founder of CBO	Beneficiaries	Landowners/CBO

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

Date	Time	Meeting Activity	Location	Project Actor(s)	Project Role	Stakeholder Group
		Sustainable development Association Representatives.				
	15:20 :16:20	Meeting with CBO KGWan Representatives.	Mt Wilhelm Hotel	Steven Yandime Chairman	Beneficiaries	Landowner/CBO
	16.20–16:50	Meeting with CBO Mt Wilhelm Organic Farmers Corporative Society	Mt Wilhelm Hotel	Peter Poka	Beneficiaries	Landowner/CBO
	16. 50 -17:30	Meeting with CBO Kulkane Rangers	Mt Wilhelm Hotel	Ben Gende – project Coordinator	Beneficiaries	Landowner/CBO
	17:30–18:00	Meeting with CBO Koro-Headwaters	Mt Wilhelm Hotel	Philip Kagl Chairman	Beneficiaries	Landowner/CBO
<b>Saturday 19<sup>th</sup> November</b>	07:00–08:00	MTR Internal Meeting	Mt Wilhelm Hotel	MTR Evaluators		
	08:30–09:10	Group Meeting with service provider Keksugo Guest House	Mt Wilhelm Hotel	Arnold Umba (Ranbo) Manager owner	Beneficiaries	Landowner/Service provider
	09.10 -09:50	Meeting with service provider A-Frame Guest house	Mt. Wilhelm Hotel	Talita Agum Guest house manager	Beneficiaries	Landowner/Service provider
	09:50-10:40	Meeting with service provider	Mt Wilhelm Hotel	Agatha Roy	Beneficiaries	Landowner/service provider
	10:40 – 12 noon	Meeting with local NGO Kumara Foundation	Mt Wilhelm Hotel	Vincent Kumara Founder	Beneficiaries	Landowner/CBO
	12:00–12:20	Meeting with Simbu Provincial Govt	Mt Wilhelm Hotel	Raphael Kee Advisor Commerce and Tourism	Implementing partner	Government
	12:20 -12:40	Meeting with Mt Wilhelm Landowners Association	Mt Wilhelm Hotel	Ascenta Imbuka Track Owner	Beneficiaries	Landowner /Service provider
	12:40-13:00	Meeting with Guest House Owner	Mt Wilhelm Hotel	John Kore Guest House owner	Beneficiaries	Landowner/Service provider
	13:00–13:30	Meeting with Landowner , Youth Representative.	Mt Wilhelm Hotel	Apa Tony	Beneficiaries	Landowner
	13:00–13:30	Meeting with former UNDP - GEF6	Mt Wilhelm Hotel	Tony Ginua former UNDP Provincial Coordinator	Project Implementation & Management	Implementing Agency /Executing Agency
	13:36-14:00	Meeting with Guest House owner	Mt Wilhelm Hotel	Joe Ona Black	Beneficiaries	Landowner/ Service Provider
	15.30 -16:30	Meeting with Community Representative.	Mt Wilhelm Hotel	Anton Bare	Beneficiaries	Local Government
	16:30-17:00	Meeting with Land Owner	Mt Wilhelm Hotel	Arnold Narakai	Beneficiaries	Landowner
	17:00-17:30	Meeting with track owner	Mt Wilhelm Hotel	Kianuga Mine	Beneficiaries	Landowner /Service Provider
	17:30 -18:00	Meeting with Community Representatives	Mt Wilhelm hotel	Vincent Wapia	Beneficiaries	Local Governance
<b>Sunday 20<sup>th</sup> November 2022</b>						

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

Date	Time	Meeting Activity	Location	Project Actor(s)	Project Role	Stakeholder Group
	07:00 -08:00	Meeting with UNDP/GEF 6	Mt Wilhelm Hotel	Kambi Peso	Project staff – Implementation & Management	Implementing Agency /Executing Agency
	09:00	Travel to Goroka by Road then to Port Moresby via Air Niugini				
<b>West New Britain Province (21<sup>st</sup> – 23<sup>rd</sup> November)</b>						
<b>Monday November</b>	<b>21<sup>st</sup></b>	Travel Port Moresby – Kimbe				
	11:00 – 12 noon	MTR Internal Meeting	Liamo Resort	MTR Evaluators		
	12:45–14:30	Meeting with UNDP /GEF6	Liamo Resort	Stephanie Tangole	Project staff - Implementing & Management	Implementing Agency /Executing Agency
	14:30–15:30	Meeting with WNBPA Environment & Climate change unit and WNBPG Culture & Tourism	Liamo Resort	Desmond Vaghelo - Director Harold Rewai – Executive Manager	GEF 6 Board member	Government
	15:30–16:00	WNBPA Community Development Division	Liamo Resort	Emma Midau – Snr Welfare Officer Executive Manager	Implementing Partners/Expert	Government
	16:00-17:00	Meeting with Wildlife Conservation Society	Liamo Resort	Sylvia Noble- Program Manager	Implementing Partner /Expert NGO	INGO/Development Partner
	17:00–18:00	Meeting with UNDP /GEF 6	Liamo Resort	Meeting with Stephanie Tangole	Project staff/ Implementing Agency /Executing Agency	Implementing Agency /Executing Agency
<b>Tuesday November</b>	<b>22</b>	07.00–08.00 MTR Internal Meeting				
	08:00–08:30	Meeting with Ewase LMMA Leaders	Liamo Resort	Ellison Toirima - Chairman	Beneficiaries	Landowner
	08:40–09:10	Meeting with Bubu LMMA Representatives.	Liamo Resort	Charles Bate – Secretary	Beneficiaries	Landowner
	09:10–10:10	Phone interview with Wildlife Conservation Society	Liamo Resort	Johnathan Booth – Marine Specialist WCS Kavieng.	Implementing Partner /Expert NGO	INGO/Development Partner
	10:24–11:00	Interview with Tarobi LMMA Representatives.	Liamo Resort	Joe Pakilu chairman – Tarobi LMMA	Beneficiaries	Landowner
	11:00–12:00 noon	Fisheries Group Interview	Liamo Resort	Sebastian Kautu- Fisheries Coordinator – Biala Nakanai District. Pricilla Kauwe – Snr Fisheries Officer – Talasea LLG, Talasea District.	Implementing partners/ Expert in marine resource management	Government
	12:00–12:30	Group interview with Kulungi LMMA Representatives.	Liamo Resort	Gabriel Bakani – Secretary, Junior Bakani and Natasha Raka Community Representatives	Beneficiaries	Landowner
	12:30–13:30	Meeting with NBPOL Smallholder Affairs (over lunch)	Liamo Resort	Wilfred Tangole Head of Department of Smallholder Affairs	Development Partner /Expert	Major Oil Palm Development company/Industry

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

Date	Time	Meeting Activity	Location	Project Actor(s)	Project Role	Stakeholder Group
	13:40 -14:00	Meeting with Papabulabaka LMMA Representatives.	Liamo Resort	Patrick Loku Community Leader	Beneficiaries	Landowner
	14:00 -14:50	Meeting with Makasili LMMA Representatives	Liamo Resort	Mathias Kapei, Chairman of Makasili LMMA	Beneficiaries	Landowner
	14:50 -15:17	Meeting with Patanga LMMA Representatives		Ben Ngawa Community Leader and Rep in Talasi DDA	Beneficiaries	Landowner
	15:20–16:00	Meeting with Lolobau LMMA Representatives	Liamo Resort	Philip Taupili Community Leader	Beneficiaries	Landowner
<b>Wednesday November</b>	<b>23<sup>rd</sup></b>	Travel Hoskins, West New Britain – Port Moresby				
<b>East Sepik Province</b>						
<b>Thursday November</b>	<b>24<sup>th</sup></b>	Travel Port Moresby to Wewak , East Sepik				
	12:00–13:00	MTR Internal Meeting	Village Inn	MTR Evaluators		
	13:00–14:30	Meeting with Sepik Provincial Government staff.	Village Inn	Jeffrey Yawi Provincial Planner	Implementing Partner/Expert	Government
	14:30–15:00	Meeting with Gala Enterprises	Village Inn	Alois Mateos Managing Director	Implementing Partner/Expert	Major Tourism Company in Sepik /Industry
	15:30–16:30	Meeting with HELP Resources Inc	Village Inn	Jill Bosro - Manager Chris Maingu	Implementing Partners Specialist in Gender	NGO
<b>Friday November</b>	<b>25<sup>th</sup></b>	MTR Internal Meeting	Village Inn	MTR Evaluators		
	08:40–09:30	Meeting with Sepik Project	Village Inn	Emmanuel Peni Director	Implementing partner/Expert NGO	NGO
	09:45 –10:15	Meeting with Eric Manasi	Village Inn	GEF6 UNDP Provincial Coordinator	Implementing Agency /Executing Agency	Development Partner/Multilateral Organisation
	10:15–10:50	Meeting with WCS Sepik Project Manager	Village Inn	Jacob Kimagl – Project Manager - Sepik	Implementing Partner/Expert NGO	INGO/Development Partner
	10:50–11:10	Meeting with Cocoa Board , Wewak	Village Inn	Daryll Worimo , Director Cocoa Board	Implantation Partner /Expert	Industry
	11:00–17:00	Travelled Wewak – Ambunti by vehicle to Pagui then banana boat to Ambunti station.				
<b>Saturday November 2022</b>	<b>26<sup>th</sup></b>	MTR Internal Meeting	Ambunti Pacific Island Ministries (PIM)	MTR Evaluators		
	09:00–09:45	Meeting with Sepik Wetlands Management Initiative	Ambunti PIM	Jerry Wane Director SWMI	Implementing Partner/Expert	CBO
	09:45–10:15	Group interview with Community/ward member , Wagu Community	Ambunti PIM	Steven Bobki ward member Igai & Wagu and Stanley Wabua Crocodile Farmer	Beneficiaries	Landowner



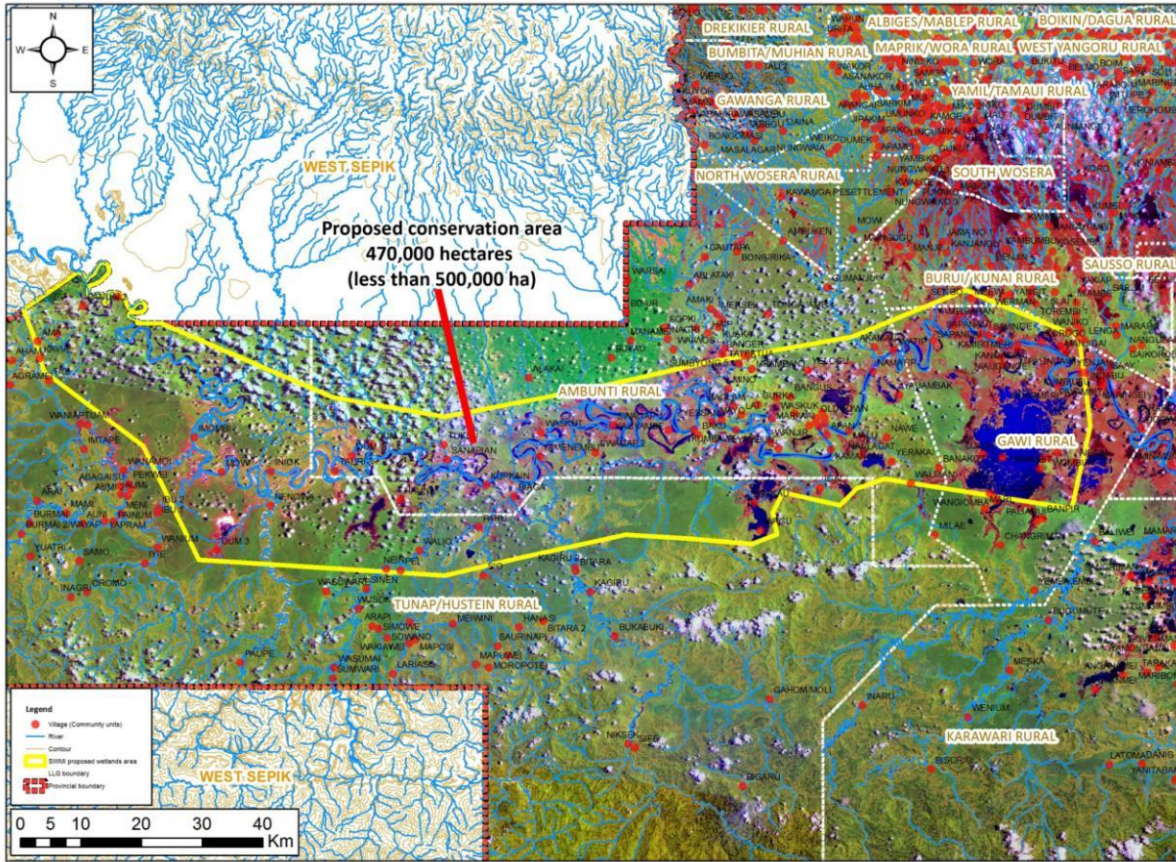
## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

Date	Time	Meeting Activity	Location	Project Actor(s)	Project Role	Stakeholder Group
	10:18–11:30	Meeting with Community Representative	Ambunti PIM	Hernick Auskar, President District Women's Council	Beneficiaries	Community Leader
	11:30- 11:50	Meeting with Community Representative	Ambunti PIM	Gladis Bandi , Secretary Ambunti District women	Beneficiaries	Community Leader
	11:50–12:15	Meeting with Community representative	Ambunti PIM	Roselyn Siplawin Yaumbuk Women's rep to WCD	Beneficiaries	Landowner
	12:20–12:45	Meeting with Crocodile Farmer , Community Leader ward 4, Ambunti LLG	Ambunti PIM	Francis Benedict of Yambun Community Ward 4 Representative	Beneficiaries	Landowner
	14:00–14:30	Meeting with Community Leaders from Ambunti LLG	Ambunti PIM	Francis Glastuk, Yessan Community Ward 22, Jerry Cletus of Babu Community Ward 21, Kingsley Glastuk of Yessan Ward 22,	Beneficiaries	Landowner
	14:40–15:30	Meeting with Kupkiun Community Leader , Ambunti District	Ambunti PIM	Joseph Nilitakos , Ward Member (3 terms) Ward 18	Beneficiaries	Community Leader
	15:30–16:00	Meeting with SWAMI Employee	Ambunti PIM	Jack Gowep, son of Benny Gowep (CEPA Officer) secretary for SWAMI	Implementing Partner/Expert	CBO
	16:05–16:30	Meeting with young women's leader Ambunti	Ambunti PIM	Norah Onien, Youth Women's Leader	Beneficiaries	Community Leader
<b>Sunday 27<sup>th</sup> November – Travel Ambunti – Pagui – Wewak. Overnight Village Inn Wewak</b>						
Monday November	28 <sup>th</sup> 07:00–08:00	MTR Internal Meeting	Village Inn	MTR Evaluators		
	10:00–10:30	Meeting with East Sepik Provincial Government	Village Inn	Derek Warakai Climate Change and Disaster Coordinator (GEF6 Board)	Implementing partner	Government
	11:00–14:00	Travel Wewak – Port Moresby				
	16:00–17:00	Meeting with UNDP Deputy RR	UNDP Office , level 14 Kina House	UNDP DRR Edward Vrkic	Project Design/Multilateral Organisation	Executing Agency
Tuesday November	29 <sup>th</sup> 07:00-08:00	MTR Internal Meeting	Holiday Inn	MTR Evaluators		
	09:00 – 12 noon	Initial Feedback to GEF 6 Board Members	Board Room – Lamana Hotel	GEF6 Board Members, Secretariat, CEPA Representative UNDP Representatives.	National Government , Implementing Partners	National Government Development Partners
	18:00 -18:30	Meeting with BCF Board Member via phone	Holiday Inn	Sarah Stocks	Implementing partner/Expert	
	19:30–20:30	Meeting with WCS	Holiday Inn over dinner	Adrian Tejedor	Implementing Partner for Mt Wilhelm, Kimbe Bay & Sepik River /Expert NGO	INGO/Development Partner
Wednesday	30 <sup>th</sup> 07:00–08:00	MTR Internal Meeting	Holiday Inn	MTR Evaluators		

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

Date	Time	Meeting Activity	Location	Project Actor(s)	Project Role	Stakeholder Group
November						
	10:00–11:00	Meeting with CEPA employees	CEPA Board Room	James Sabi – Manager Terrestrial Ecosystems Management (GEF 6 Board Member)	Implementing Partner/Expert	Government
	11:00–12:00	Meeting with PMU	CEPA Board Room	Patricia Kila, Elsie Simeon, Andrew Rylance	Project Implementation and Management	Development Partner/Multilateral Organisation
	13:30–14:30	Meeting with BCF Board member	The Edge, Port Moresby	Stacy O’Nea	Implementing Partner/Expert	
	14:30–16:00	Meeting with PMU	APEC House , Port Moresby	CTA Andrew Rylance	Project implementation and management	Implementing Agency /Executing Agency Executing agency
Thursday December 2022	1	Evaluators departed Port Moresby for respective homes				

**ANNEX III. GIS MAP OF SEPIK AREA AS PROPOSED FOR PA AND LIST OF COMMUNITIES AS PER STAKEHOLDER ENGAGEMENT PLAN**



**Figure 10.** Map provided by WCS of the GIS-based area calculation of the area requested for protection by SWMI

**Table 24.** List of communities outlined in the ESMP/Stakeholder Engagement Plan

	Communities	Local Level Government	Province
<b>Sepik Wetlands</b>			
1	Hauna	Ambunti	East Sepik
2	Kupkain	Ambunti	East Sepik
3	Prukunawi	Ambunti	East Sepik
4	Sanapien	Ambunti	East Sepik
5	Swagap	Ambunti	East Sepik
6	Wagu	Ambunti	East Sepik
7	Yamanumbu	Ambunti	East Sepik
8	Yaumbak	Ambunti	East Sepik
<b>Kimbe Bay</b>			
1	Patanga LMMA	Talasea	West New Britain
2	Kobongade LMMA	Kalia Kove	West New Britain
3	Kulungi LMMA	Talasea	West New Britain
4	Bobo LMMA	Kalia Kove	West New Britain
5	Cape Hoskins LMMA	Hoskins	West New Britain
6	Papavulabaka LMMA	Hoskins	West New Britain
7	Makasili LMMA	Hoskins	West New Britain
8	Tarobi LMMA	Sentral Nakani	West New Britain
9	Ewase LMMA	East Nakanai	West New Britain
10	Lolobau LMMA	East Nakanai	West New Britain
11	Bubu LMMA	East Nakanai	West New Britain
12	Cape Torkoro LMMA	Kalia Kove	West New Britain
13	Kilu Tamare LMMA	Talasea	West New Britain

## Mid-Term Review of the GEF/UNDP SFPNGPAN Project

	<b>Communities</b>	<b>Local Level Government</b>	<b>Province</b>
14	Pasiloke LMMA	Talasea	West New Britain
15	Garu WMA	Talasea	West New Britain
16	Pokili WMA	Hoskins	West New Britain
17	Lake Lamo Auru Community Conservation Area	East Nakanai	West New Britain
<b>Mt Wilhelm</b>			
1	Toromabuno	Mitnande	Gembogl District
2	Denglagu	Mitnande	Gembogl District
3	Gembogl	Mitnande	Gembogl District
4	Womatne	Mitnande	Gembogl District
Wards	(These were grouped and not all visited during the ESMP) 01. Maglau/Wandigle 02. Maglau/Komkane 1 03. Maglau/Komkane 2 04. Maglau/Deglaku 1 05. Maglau 06. Maglau/Denglaku 2 07. Inaugl 1 08. Inaugl 2 09. Inaugl 3 10. Inaugl/Kunaiku 11. Inaugl 4 12. Kuglkane 1 13. Kuglkane 2 14. Kuglkane 3 15. Kuglkane 4 16. Kuglkane 5 17. Kuglkane 6	Mitnande	Gembogl District

ANNEX IV. LIST OF DOCUMENTS REVIEWED
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**Project Design Documentation**

GEF CEO Endorsement Request. (2<sup>nd</sup> Resubmission)

GEF/UNDP Project Document. (2<sup>nd</sup> Resubmission)

All Annexes to Project Document (including self-standing: Annex J, Annex K, GEF-6 BD Tracking Tool, Annex I)

Comments and responses from GEF Sec (3<sup>rd</sup> resubmission)

**Outputs and Deliverables/Consultancies**

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### **Project Process Reports/Due Diligence**

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### **Agreements and Contracts and TORs**

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**ANNEX V. SIGNED UNEG CODE OF CONDUCT**

Appendixed to the final report.

**ANNEX VI. SIGNED MTR FINAL REPORT CLEARANCE FORM**

To be added by the UNDP CO PSU

**ANNEX VII. MTR TOR (WITHOUT ANNEXES)**

**TERMS OF REFERENCE added as Appendix 2 (the MTR only had the PDF version which cannot be copied and pasted here)**

**ANNEX VIII. MID-TERM REVIEW REPORT CLEARANCE FORM**

UNDP CO to coordinate at final report

