Inception Report

GEF 8 BGI-IP

Accelerating Papua New Guinea's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas
(GEF ID 11262)

Blue and Green Islands Integrated Programme (BGI-IP)
Autonomous Region of Bougainville, New Ireland Province, and Bootless Bay (NCD)
Papua New Guinea



15th December 2025

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Executive summary

This Inception Report confirms that the project *Accelerating Papua New Guinea's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas* has successfully completed all mandatory inception-phase requirements under the Global Environment Facility (GEF) and UNDP project implementation guidelines. The inception phase was conducted within the prescribed timeframe following first disbursement and was implemented through structured inception workshops held in the Autonomous Region of Bougainville (ARoB), New Ireland Province (NIP), and Bootless Bay in the National Capital District (NCD).

The inception process served to formally launch the project, confirm institutional arrangements, validate the project strategy and Results Framework, review safeguards and risk management measures, and jointly initiate the preparation of the first-year Annual Work Plan and Budget (AWP&B). Stakeholders from national, provincial, community, civil society, and private sector institutions participated actively, ensuring shared understanding and ownership of project objectives, delivery modalities, and governance structures.

Key confirmations arising from the inception phase include: (i) the project objective, outcomes, components, and Results Framework remain valid and unchanged from the approved Project Document; (ii) Environmental and Social Safeguards instruments, including the Environmental and Social Management Framework (ESMF), remain adequate and unchanged; (iii) the project risk profile remains unchanged, with no risks requiring reclassification at inception; and (iv) governance arrangements, including the Project Board composition and Terms of Reference, are confirmed as per the Project Document.

The inception workshops also provided a platform to operationalize implementation arrangements at national and subnational levels, clarify stakeholder roles and coordination mechanisms, and identify sequencing priorities for Year 1 implementation. While the detailed AWP&B for 2026 is under final technical consolidation, the inception phase established clear strategic direction and prioritization to ensure alignment with the validated Results Framework, safeguard obligations, and delivery capacities of partners.

Overall, the inception phase has established a robust operational foundation for implementation. The project is now positioned to proceed into full implementation with confirmed strategic alignment, governance clarity, safeguard compliance, and readiness for adaptive management in support of Papua New Guinea's sustainable blue economy objectives.

Project Theory of Change

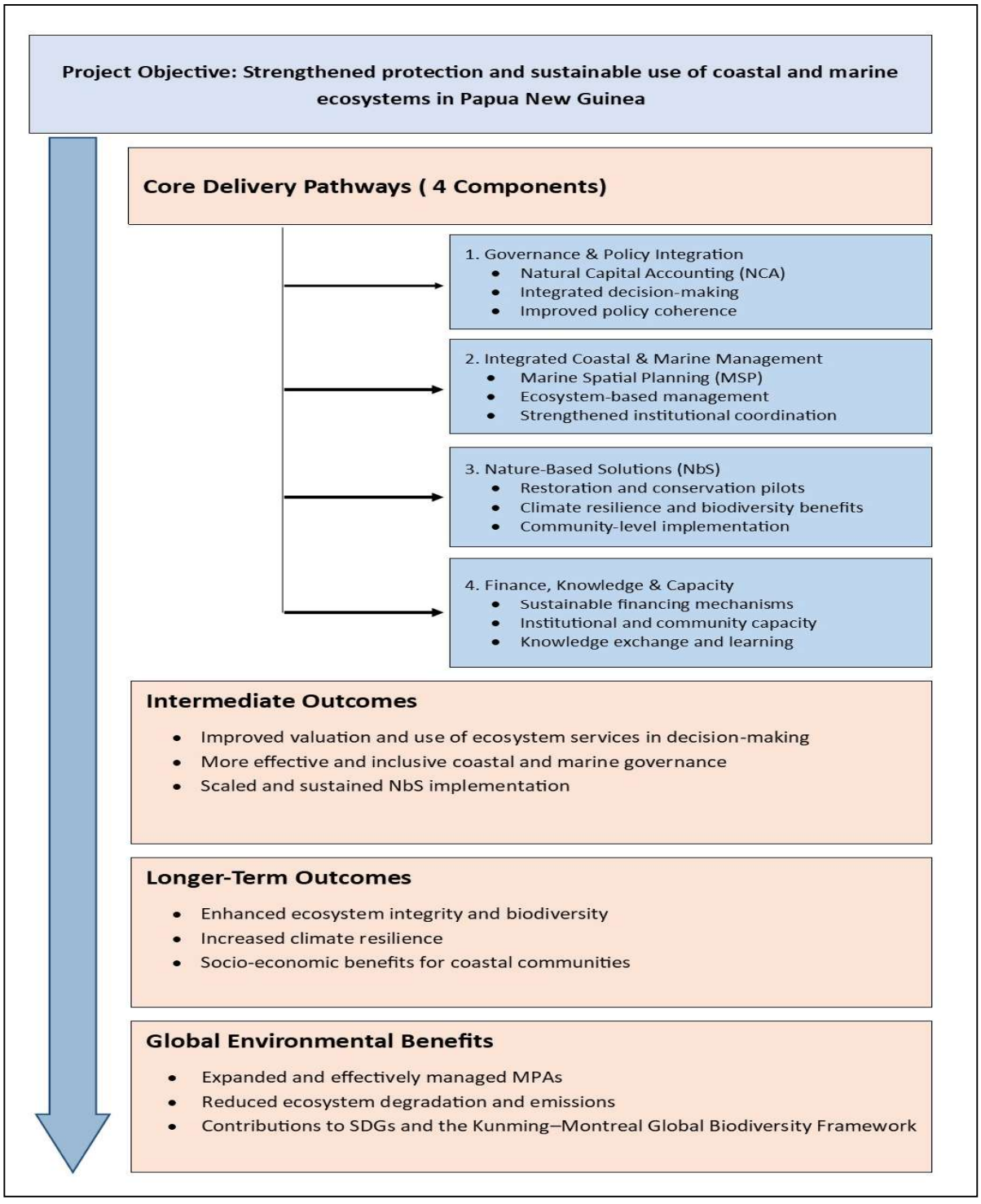


***Figure 1**.Simplified Project Theory of Change.*
This figure presents a simplified representation of the project's Theory of Change, derived from the approved Project Document. It illustrates the core delivery pathways and outcome logic underpinning the project without altering the approved scope, design, or results framework

1. Introduction

1.1 Project context

Papua New Guinea (PNG) is globally recognized for its exceptional marine and coastal biodiversity, hosting some of the highest marine species' richness in the Pacific Ocean. Its extensive coral reefs, mangroves, and seagrass ecosystems support high levels of biodiversity and endemism and provide essential ecosystem services that underpin food security, climate resilience, and livelihoods for coastal and island communities. Approximately 1.15 million people reside in the New Guinea Islands Region, many of whom rely directly on marine and coastal resources for subsistence, income, and cultural practices. These ecosystems also contribute to national development priorities and global biodiversity and climate objectives (Conservation and Environment Protection Authority [CEPA] & Secretariat of the Pacific Regional Environment Programme [SPREP], 2014).

Despite their significance, PNG's marine and coastal ecosystems are under increasing pressure from both climate-related and anthropogenic drivers. Climate change represents the most pervasive and long-term threat, with rising sea temperatures, coral bleaching, sea-level rise, coastal erosion, and increasing climate variability already affecting ecosystem integrity and community resilience (CEPA & SPREP, 2014). In several coastal and island communities, declining agricultural productivity and crop failures have increased dependence on marine resources, intensifying pressure on fisheries and coastal habitats. These impacts are compounded by rapid coastal population growth and limited institutional capacity for effective marine governance.

Localized pressures further exacerbate ecosystem degradation, including overfishing, destructive fishing practices, illegal, unreported and unregulated (IUU) fishing, coral harvesting for lime production associated with betelnut consumption, mangrove clearing for fuelwood and construction, and unplanned coastal development. Marine and coastal pollution is an additional and growing concern, including solid waste and plastics, untreated sewage and wastewater discharges, land-based pollution from sand mining, mining activities, and agricultural runoff, as well as oil spill risks associated with increased shipping activity. In the absence of adequately integrated marine spatial planning, applied natural capital valuation, and coordinated governance mechanisms, these pressures are expected to intensify (CEPA & SPREP, 2014).

The project focuses on three priority seascapes—New Ireland Province, the Autonomous Region of Bougainville, and Bootless Bay—which reflect diverse ecological, socio-economic, and governance contexts while sharing common systemic challenges. New Ireland and Bougainville, within the New Guinea Islands (NGI) Region, encompass more than 28 terrestrial and marine Key Biodiversity Areas (KBAs) covering approximately 26.4 million hectares, most of which remain unprotected. The region is globally significant for biodiversity and endemism within the East Melanesian Islands hotspot, supporting extensive coral reef, mangrove, and seagrass ecosystems and numerous threatened species (Allen, 2008; Spalding et al., 2010). However, the region faces persistent development constraints, including limited infrastructure, unreliable power supply, law and order challenges, and weak market access. As a result, local economies remain heavily reliant on extractive activities such as mining and logging, contributing to unsustainable resource use and limited livelihood diversification.

Bootless Bay, adjacent to Port Moresby, presents a contrasting but strategically important context. As PNG's primary urban and economic centre, Port Moresby experiences high levels of informal employment and uneven access to basic services, including waste management and sanitation. Inadequate urban infrastructure contributes directly to coastal and marine pollution, impacting ecosystems, fisheries, public health, and food systems (CEPA & SPREP, 2014). At the same time, proximity to the Papuan Barrier Reef and associated coastal ecosystems provides opportunities to pilot nature-based solutions, tested financing approaches consistent with the approved project design, and blue economy initiatives, with potential to inform future scaling and policy learning.

Consistent with the approved Project Document and validated through the Inception Phase, the project addresses these challenges by strengthening enabling conditions for sustainable marine and coastal management. This includes improving governance and coordination frameworks, applying natural capital accounting (NCA) to inform decision-making, supporting marine spatial planning, and piloting inclusive nature-based solutions that generate livelihood co-benefits consistent with the project's biodiversity and climate objectives.

1.2 Project summary

The six-year project is implemented by UNDP and executed by the Conservation and Environment Protection Authority (CEPA), with financing from the Global Environment Facility (GEF-8) and co-financing partners. The objective of the project is to strengthen the protection and sustainable use of coastal and marine ecosystems through the operationalisation of Natural Capital Accounting (NCA), adoption of integrated governance and management approaches, and implementation of inclusive nature-based solutions (NbS).

The project is structured around four components: 1. Integration of natural capital into fiscal policy and economic planning through NCA; 2. Strengthening governance and management of coastal and marine ecosystems through marine spatial planning (MSP), protected areas, and regulatory frameworks; 3. Implementation of NbS through public–private–community partnerships and innovative financing models; and 4. Knowledge management, learning, and scaling of NbS.

1.3 Purpose of the Inception Phase

The inception phase was undertaken to confirm readiness for implementation and to meet all GEF inception requirements. Specifically, the inception phase aimed to:

- Validate the project strategy, Results Framework, and indicators,
- Confirm governance arrangements, roles, and responsibilities,
- Review Environmental and Social Safeguards and risk management measures,
- Clarify monitoring, evaluation, reporting, and financial management arrangements,
- Initiate preparation of the first-year Annual Work Plan and Budget, and
- Formally launch the project and create stakeholder understanding of the project.

The inception process confirmed the continued validity of the approved project design, implementation arrangements, and safeguard and risk frameworks.

2. Inception process and compliance with GEF requirements

2.1 Inception workshops

Inception workshops were convened in the Autonomous Region of Bougainville, New Ireland Province, and Bootless Bay.

Date	Location	Attendance
6th-7th October 2025	Buka, Autonomous Region of Bougainville	40
13th – 14th October 2025	Loloata Island, Central Province	32
20th – 21st October 2025	Kavieng, New Ireland Province	56

Table 1. *Schedule and attendance of Inception Workshops (October 2025)*

The workshops followed the GEF-mandated inception agenda and addressed all compulsory start-up requirements. The workshops combined technical presentations, plenary discussions, and facilitated breakout sessions to ensure participatory validation and operational clarity.

While most other GEF projects in Papua New Guinea only had one inception workshop, this project had three workshops across each of the project pilot sites to ensure greater participation, while signifying the launch of the project at the project beneficiary level.

The inception workshops were held in Buka, Bootless Bay and Kavieng guided by a generic agenda (Annex 1) and held over a two-day participatory workshop period. The first day mainly focused on *Setting the Context & Understanding the Project* while the second day was more into *Action Planning and Implementation*.

2.2 Validation of project strategy and results framework

The project Results Framework and Monitoring Plan, as approved in the Project Document, were presented and reviewed during the inception workshops. Stakeholders confirmed that the project objective, outcomes, outputs, indicators, baselines, assumptions, and targets remain valid and appropriate. No amendments to the Results Framework or Monitoring Plan were proposed or required at inception.

2.3 Environmental and Social Safeguards and Quality Assurance

Environmental and Social Safeguard instruments, including the Environmental and Social Management Framework (ESMF), were reviewed during the inception process. Stakeholders confirmed that all safeguard instruments remain adequate, relevant, and fully compliant with UNDP and GEF Environmental and Social Standards. No changes to safeguard categorization, risk ratings, or mitigation measures were required at this stage of the project.

Notwithstanding this confirmation, inception workshop discussions highlighted escalating environmental pressures in several project areas, including poaching, illegal harvesting, and resource grabbing. These pressures were recognized as contributing to heightened social tensions and as having disproportionate impacts on women, youth, and other vulnerable, resource-dependent groups. These observations underscore the importance of maintaining an adaptive implementation approach that is responsive to localized and emerging risks during project execution. Such an approach will be essential for strengthening community resilience and ensuring effective, inclusive, conflict-sensitive implementation across all project sites.

Across all inception workshops, the review and validation of the ESMF were preceded by a dedicated presentation by the UNDP Regional Technical Advisor, Mr. Tashi Dorji, outlining the UNDP quality assurance systems and safeguard oversight mechanisms applied throughout the project cycle. The presentation emphasized that environmental and social safeguards are central to promoting inclusion, preventing harm, and ensuring that vulnerable and marginalized groups are not left behind. It further highlighted the integrated monitoring, evaluation, and risk management processes used to identify, manage, and mitigate environmental and social risks on an ongoing basis, thereby reinforcing the ethical integrity, accountability, and long-term sustainability of project interventions.

These observations have informed the project's ongoing risk monitoring approach and are reflected, where relevant, in the consolidated risk assessment and mitigation measures presented in Section 2.4.

2.4 Risk management

The project risk log was reviewed and discussed during inception discussions. Stakeholders confirmed that the risks identified in the approved Project Document remain valid and accurately captured. Overall, no risks required reclassification, escalation, or amendment during the inception phase and the aggregate project risk rating therefore remains Moderate, consistent with the approved risk profile.

Inception discussions at site and thematic levels highlighted that certain contextual risks, particularly those related to environmental pressures, governance dynamics, logistics, and technological constraints—may manifest with greater intensity in specific locations than reflected in the baseline descriptions in the Project Document. These observations do not alter the overall project risk rating but reinforce the importance of continued, context-specific risk monitoring and adaptive management throughout implementation.

The reviewed and confirmed project risk log is presented in Annex 2, together with mitigation measures to be applied and monitored in accordance with UNDP and GEF risk management requirements.

2.5 Governance arrangements

The Project Board composition and Terms of Reference were reviewed and reaffirmed during the inception phase. Governance arrangements remain unchanged from those approved in the Project Document, with the Conservation and Environment Protection Authority (CEPA) confirmed as the lead national executing agency and UNDP as the implementing agency.

At the subnational level, it was agreed that designated provincial lead agencies would serve as focal institutions to support coordination, stakeholder engagement, and implementation across each project site. These agencies will work through established provincial coordination mechanisms and technical working groups, and will facilitate logistical, institutional, and administrative support for project personnel operating at site level, in close coordination with CEPA and UNDP.

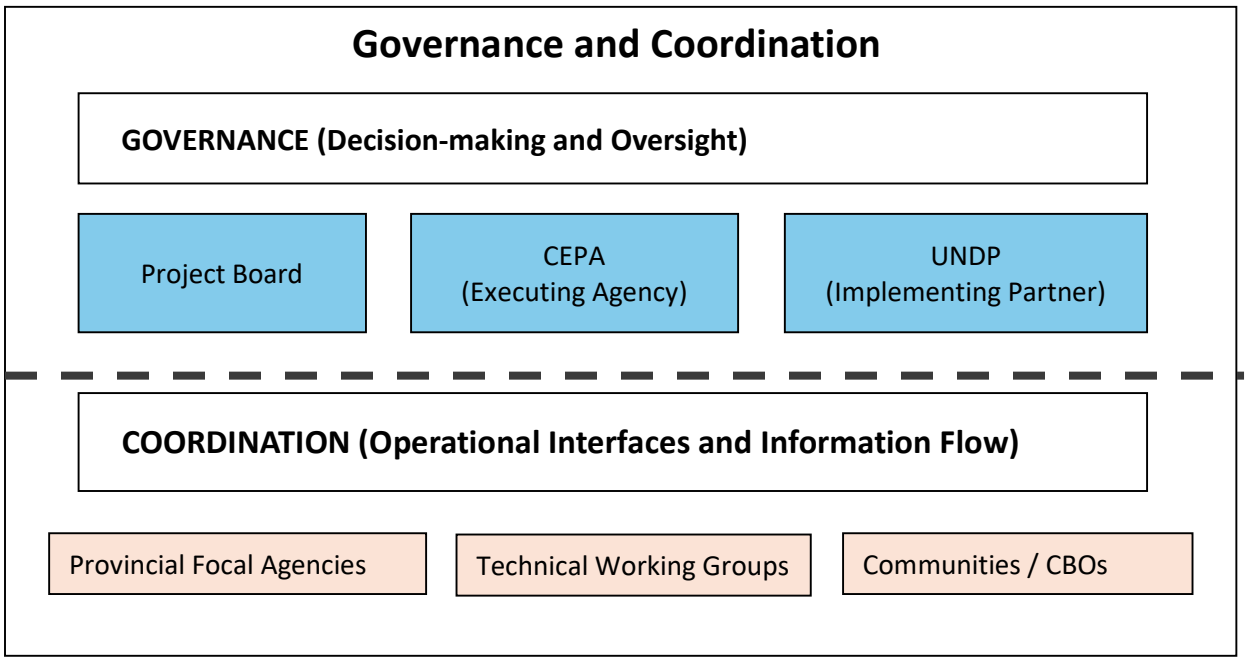


***Figure 2**. Governance and Coordination Architecture.*
This figure illustrates the distinction between project governance (decision-making and oversight functions) and operational coordination arrangements across national, subnational, and community levels, consistent with the governance framework approved in the Project Document and confirmed during the inception process.

During the inception workshops, the following subnational agencies were formally agreed as the project focal agencies for each of the three implementation sites:

Site	Province / Project Beneficiary	Agreed Lead Agency	Remarks
AROB	Autonomous Region of Bougainville	Department of Lands, Physical Planning, Environment, Climate Change and Disaster	Focal point: Directorate of Environment and Climate Change
NIP	New Ireland Province	New Ireland Provincial Economic Sector – Agriculture and Primary Industries	Environment and Climate Division
Bootless Bay	Central Province	Climate Change and Environment Division	Provincial-level coordination
	National Capital District	Waste Management Authority	Waste management coordination

Table 2. *Subnational focal agencies supporting project coordination at implementation sites.*
The table summarizes the subnational institutions confirmed during the inception process to serve as focal agencies supporting coordination and implementation at each project site, in accordance with the governance arrangements approved in the Project Document.

These arrangements are intended to strengthen vertical coordination between national and subnational institutions, support effective implementation oversight at site level, and ensure alignment with existing provincial governance and administrative structures.

These confirmed governance arrangements provide the institutional foundation for the implementation modalities, coordination mechanisms, and role delineation described in Section 3.1.

3. Implementation arrangements and Year 1 priorities

3.1 Institutional roles and coordination

Practical coordination arrangements, reporting interfaces, and implementation-level roles were clarified through technical presentations and structured discussions convened as part of the inception workshops. These discussions focused on how institutions and stakeholders interact operationally during implementation, complementing the governance arrangements confirmed in Section 2.5.

Stakeholder engagement sessions clarified coordination mechanisms for routine engagement, data sharing, and reporting between national institutions, subnational focal agencies, and community-level partners, consistent with the approved Stakeholder Engagement Plan. Particular emphasis was placed on practical data flows, including how site-level monitoring inputs, local ecological knowledge, and stakeholder feedback are consolidated through provincial coordination mechanisms and technical working groups to inform national-level oversight and adaptive management.

The discussions further clarified operational entry points for engagement with customary authorities and traditional governance structures, as well as coordination pathways for conflict resolution and grievance handling. These mechanisms are intended to support timely issue resolution, manage stakeholder expectations, and reduce the risk of implementation delays or social tensions at site level, particularly in contexts where environmental pressures and competing resource-use interests are present.

Coordination arrangements also account for Papua New Guinea's participation in the broader Blue and Green Islands Integrated Programme, including knowledge exchange, reporting, and learning interfaces at regional and global levels, ensuring alignment between national implementation and programmatic learning objectives.

Collectively, these coordination mechanisms provide an operational framework that supports effective implementation, inclusive stakeholder engagement, and adaptive management across project sites, while remaining fully aligned with the governance arrangements outlined in Section 2.5. These arrangements also support systematic risk monitoring and information flow across implementation levels, providing the operational basis for the risk management approach outlined in Section 3.2.

3.2 Year 1 implementation focus

Strategic priorities and indicative sequencing for Year 1 implementation were established through inception discussions, providing an operational focus for early project delivery. Emphasis for Year 1 implementation will be placed on the following priority areas:

1. Establishment and operationalisation of coordination and technical working groups, to support effective inter-agency coordination, stakeholder engagement, and information flow;
2. Baseline assessments and strengthening of data systems to support Natural Capital Accounting (NCA) and Marine Spatial Planning (MSP);
3. Initiation of priority Nature-based Solutions (NbS) pilots that are appropriately sequenced and aligned with existing institutional and community capacities, as well as confirmed environmental and social safeguards; and
4. Capacity development for key institutions and community partners, with a focus on technical competencies, coordination functions, and participatory implementation and monitoring arrangements.

The inception workshops further noted that the detailed 2026 Annual Work Plan and Budget (AWP&B) remain under development. To support early planning, discussions drew on the approved multi-year work plan (2025–2026) to initiate preliminary, site-specific considerations related to the localization and sequencing of activities. These discussions are intended to inform the finalization of the Year 1 AWP&B and do not constitute approved implementation commitments.

Further details on capacity development priorities are provided in Annex 9

3.3 Annual Work Plan and budget

The first-year Annual Work Plan and Budget (AWP&B) constitute the primary instrument for translating the approved Project Document into annual implementation actions. An initial draft of the AWP&B was reviewed during the inception workshops to confirm coherence with the validated Results Framework, safeguard requirements, and overall implementation readiness.

Final technical consolidation of the AWP&B is ongoing. Upon completion, the first-year AWP&B will be submitted to the Project Board for formal review and approval, after which implementation will proceed in accordance with approved priorities, budgets, and reporting requirements.

4. Monitoring, evaluation, and knowledge management

Monitoring, evaluation, and knowledge management arrangements were reviewed and confirmed during the inception phase to ensure alignment with UNDP and GEF requirements and consistency with the approved Project Document. Stakeholders validated roles and responsibilities for data collection, reporting, learning, and adaptive management across national, provincial, and site levels, as reflected in the project's Monitoring and Evaluation (M&E) framework and associated budget provisions.

The project will apply UNDP and GEF monitoring and reporting standards throughout implementation, including the preparation of annual Project Implementation Reports (PIRs), a Mid-Term Review (MTR), and a Terminal Evaluation. These processes will be supported by agreed data-sharing arrangements and reporting schedules, enabling timely tracking of progress against the validated Results Framework and facilitating evidence-based decision-making.

Inception discussions further confirmed that monitoring arrangements will draw on a combination of national systems, provincial data contributions, and community-level inputs, including the use of Natural Capital Accounting (NCA), Marine Spatial Planning (MSP), and Nature-based Solutions (NbS) indicators where relevant. This integrated approach is intended to strengthen consistency, comparability, and usability of data across sites, while remaining responsive to localized implementation contexts.

Knowledge management and learning will be implemented as a cross-cutting function of the project, supporting continuous learning, adaptive management, and scaling of good practices. The project will contribute to and benefit from Communities of Practice at national and regional levels and will actively engage with the global Blue and Green Islands Integrated Programme (BGI-IP) platform to exchange lessons learned, tools, and experience with other participating Small Island Developing States. Knowledge products generated through project implementation will support both domestic policy dialogue and global learning objectives under the GEF-8 framework.

Together, the confirmed monitoring, evaluation, and knowledge management arrangements provide the mechanisms through which implementation progress, learning, and adaptive management will be tracked and informed over the project lifecycle. These systems underpin overall project readiness and provide assurance that implementation will proceed in a results-

oriented, accountable, and learning-driven manner, as reflected in the readiness statement that follows.

5. Conclusion and readiness statement

The inception process has successfully met all GEF and UNDP requirements for project start-up. The project strategy, Results Framework, environmental and social safeguards, risk profile, and governance arrangements remain valid and unchanged from those approved in the Project Document.

In addition, institutional roles, coordination mechanisms, monitoring and evaluation arrangements, and indicative implementation priorities for Year 1 have been clarified and confirmed through the inception process. The first-year Annual Work Plan and Budget is under final technical consolidation and will be submitted to the Project Board for formal approval in November 2025. Furthermore, the main objectives of the Inception workshops were achieved including those stipulated in the project document.

On this basis, the project is fully ready to proceed into implementation. A robust foundation has been established to support effective coordination, adaptive management, stakeholder engagement, and learning, enabling the delivery of global environmental benefits and contributing to Papua New Guinea's sustainable blue economy objectives.

6. Annexes

Annex 1: Generic Inception Workshop Agenda

Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas (GEF PROJECT ID NUMBER: *11262*)

Project Inception Workshops Agenda

Location: Various- Buka (AROB), Loloata (Bootless Bay) and Kavieng (NIP)
Dates: 6th 7th October -Buka, 13th- 14th October Loloata, and 20th -21st October Kavieng

Day 1: Setting the Context & Understanding the Project

Time	Agenda Item	Details	Speaker / Facilitator
08:30 – 09:00	**Registration**	Participant registration and arrival	CEPA Team/UNDP
09:00 – 09:30	**Opening Ceremony**	Official welcome and opening remarks from: • Central Provincial Administration • UNDP Resident Representative • CEPA Managing Director • Local Ward Member	Subnational Government Rep UNDP Rep CEPA – NDP Local Ward Member
09:30 – 09:50	**Workshop Objectives & Expected Outcomes**	Overview of the workshop purpose, objectives, and expected outcomes.	Facilitator-Mr. Elton Kaitokai

09:50 – 10:10	**Project Overview**	Presentation on project scope, objectives, and expected impacts – aligned with PNG Vision 2050, national policies, and the Draft Waste Management Plan.	Mr. Bernard Suruman, Manager MPA Branch CEPA
10:10 – 10:30	**Positioning Papua New Guinea within the Blue and Green Islands Integrated Programme (BGI-IP)** *(Online)*	Strategic alignment, opportunities, and support under the GEF-8 global framework.	**Mr. Santiago Carrizosa**, Senior Technical Advisor, UNDP/BPPS HQ
10:30 – 10:45	**Tea Break and Photo session**		
10:45 – 11:05	**Quality Assurance & Environmental and Social Safeguards**	• UNDP-GEF project cycle and reporting requirements • Monitoring and Evaluation milestones • Results-based management tools and tips • Risk management procedures	**Mr. Tashi Dorji**, Regional Technical Specialist, Ecosystems & Biodiversity – UNDP Nature Hub (Asia-Pacific)
11:05 – 12:00	**Project Components and Key Outcomes**	Overview of the four project components, indicators and risk management: 1. Natural Capital Accounting 2. Marine Spatial Planning & MPAs 3. Nature-based Solutions (NbS) 4. Knowledge Sharing & Capacity Development	Ms. Patricia Porras, Chief Technical Advisor, GEF-8 UNDP
12:00 – 13:00	**Lunch Break**		
13:00 – 14:30	**Breakout Session 1: Stakeholder Roles and Responsibilities**	Group discussions to identify key roles and contributions under the three thematic areas: • Natural Capital Accounting (national agencies)	Facilitator CEPA/ Project Team

		• Nature-based Solutions (communities and local partners) • Marine Spatial Planning (communities and local partners)	
14:30 – 15:00	**Breakout Session 2: Challenges and Opportunities**	Identify key barriers and opportunities for advancing PNG's sustainable blue economy in the three focus areas.	Facilitator CEPA / UNDP Team
15:00 – 15:15	**Tea Break**		
15:15 – 16:00	**Panel Discussion: Strengthening Governance for Marine and Coastal Management**	Interactive dialogue on waste management and marine pollution challenges in Central Province (Bootless Bay), linking to project outcomes on pollution reduction and community partnerships. Panelists: CEPA, CPG/Hiri District, CBO/Private Sector (Coca-Cola Rep), Community, NCDC, UPNG	Facilitator Panel
16:00 – 16:30	**Wrap-Up**	Summary of Day 1	Facilitator

Day 2: Action Planning & Implementation

Time	Agenda Item	Details	Speaker / Facilitator
09:00 – 09:10	**Recap of Day 1**	Review of key takeaways and highlights from Day 1 sessions.	CEPA
09:10 – 10:30	**Breakout Session 3: Implementation Planning**	Identify project sites and link key activities and actions to the Annual Work Plan (AWP). Review at the AWP, identify one key activity/action and milestone and stakeholder roles and localize it	CEPA /Project Team

10:30 – 11:00	**Tea Break / Group Photo**		
11:00 – 12:00	**Breakout Session 4: Developing Localized Action Plans**	Group work to design site-specific action plans and assess potential risks using the project's risk matrix.	Facilitator CEPA
12:00 – 13:00	**Lunch Break**		
13:00 – 14:00	**Partnerships and Co-Financing Opportunities**	Discussion on public-private-community partnerships (PPCPs), co-financing arrangements, and sustainability measures. Reflections from field experiences and ongoing initiatives.	Facilitator
14:00 – 15:00	**Breakout Session 5: Capacity Building and Training Needs**	Identify capacity gaps and training priorities by project site; develop recommendations for technical support and institutional strengthening.	CEPA / UNDP
15:00 – 15:15	**Tea Break**		
15:15 – 16:00	**Next Steps and Follow-Up Actions**	Next steps and agree on follow-up actions and indicative MoU for collaboration.	CEPA
16:00 – 16:30	**Closing Session**	Reflections and official closing remarks.	UNDP Representative CEPA CPA

Annex 2: List of participants

GEF 8 BGI-IP National Inception Workshop

Buka, Autonomous Region of Bougainville

6th -7th October 2025

Workshop Attendance List

Day 01 and Day 02

#	Name	Gender	Age Group (Please tick)		Designation	Organization	Location	Phone Number	Email	Confirmed Attendance	
			Below 35	Above 35						Day 1	Day 2
1	Janet Mah	F		×	A/Skills Dev. Manager TVET	Dept of Education	Buka	72000106	janetmah51@gmail.com	×	×
2	Jude Genu	M		×	Chairman	PWMA	Arawa	71111010	judegenu723@gmail.com	×	×
3	Titus Tepi	M		×	Manager	Torau Comm Govt	Central	70951995	ttepi4gmail.com	×	×
4	Sylvester Teona	M		×	Public Relations Officer	PWMA	Arawa	73147028	teonafsylvester@gmail.com	×	×

5	Peter Kalosoi	M		×	Treasurer	PWMA	Arawa	79386004		×	×
6	Benson Amos	M		×	Lands Officer	DLPPECCC	Arawa	79357280	bamos@gmail.com	×	×
7	Herman Vaitai	M		×	Chairman	Tasman Cooperative Society	Buka	73204442		×	-
8	Lucy Traverts	F		×	Chairlady	Arawa Urban Council	Arawa	73856664	lucytraverts263@gmail.com	×	×
9	Stanley Pakita	M		×	DCDO	Dept of Comm. Development	Tinputs	71626272	spakita75@gmail.com	×	×
10	Josephine Sheng	F		×	Senior Fisheries Officer	DPI- Fisheries	Buka	70159223	jseng777@gmail.com	×	×
11	Annabelle Masiri	F	×		Manageress	Teau Comm. Govt	Kunua	70882114	annemasiri@gmail.com	×	×
12	Ignatius Kamit	M		×	Coordinator	Kunua Conservation Network	Taiof/Buka	73341926		×	×
13	Christopher Tabontubun	M		×	Director	BACTA (ABG)	Buka	72199608	fkiritirh@gmail.com	×	×
14	Gideon Haukani	M		×	Senior Finance Offier	Dept of Treasury & Finance	Buka	73532139	ghaukani@gmail.com	×	-
15	Junior Novera	M		×	Director	Kunua Conservation network	Kunua	70884797	jnovera@gmail.com	×	×
16	Chris Hanette	M		×	Officer	NCWF	Nissan	74751927		×	×
17	Jack Doka	M		×	ECG	Community Govt	Panguna	74568784		×	×
18	Zhon B. Muriuna	M		×	Director	Bougainville E. Tours	Arawa	73656050	bougtours@hotmail.com	×	×
19	Quintin Kenehe	M		×	Director Corporate Services	Dept of Commerce	Buka	70035750	quintinkenehe@gmail.com	×	×
20	Catherine Toroi	F		×	Director - Policy/Research	Dept of Commerce	Buka	70427466	cathrinesarenga@gmail.com	×	NO

21	Anita Salas	F		×	Secretary	Pirung Wildlife Management Area	Buka	70947991	anitasalas919@gmail.com	×	×
22	Priscilla Bisiro	F		×	Vice Chairlady	Poraka Torau Locally Managed Marine Area	Arawa	79480444		×	×
23	Pauline Manau	F		×	Chairlady	Pirung Wildlife Management Area	Arawa			×	×
24	Tony Kauworo	M		×	Director	Community Govt	Buka	71139500		×	-
25	Kenneth Kumul	M		×	Director - Fisheries	DPI - Fisheries	Buka	73253880		×	×
26	Clement Totabun	M		×	Secretary	Dept of Health	Buka	72749186		×	-
27	Allan Simon	M		×	Project Officer	Project Management Unit	Buka	74804214		×	-
28	Aatiki Fifaia	M		×	Community Govt Manager	Tasman Community Govt	Motlock Island	71191533		×	×
29	Moses Mira-mira	M		×	Co-Chair	Community Govt	Kieta/North Nasioi	73964682	mosmiramira@gmail.com	×	×
30	Samantha Semoso	F	×		Radio Presenter	National Broadcasting Commission (NBC)	Buka	71132136	samanthasemoso01@gmail.com	×	×
31	Nicollette Hiriats	F	×		News Reporter	Post Courier	Buka	71199301	nicollettetah@gmail.com	×	×
32	Felisha Tsiau	F	×		Community Govt Manager	Atolls Comm Govt	Atolls	73149530		×	×
33	Julie Reom	F	×		Public Relations Officer	Kunua Conservation Network	Kunua	70943347		×	×
34	Tony Moera	M		×	District Coordinator	Kieta District	Kieta			×	×
35	Lisa Bun	F	×		Program Officer-MPA Branch	CEPA	Port Moresby		lisabee468@gmail.com	×	×

36	Bernard Suruman	M	×		Manager-MPA Branch	CEPA	Port Moresby		bsuruman2020@gmail.com	×	×
37	Kumaras Kay Kalim	F		×	Director-Sust. Environment Programs	CEPA	Port Moresby	73056422	kkalim@gmail.com	×	×
38	Nicholas Booth	M		×	Res. Representative	PNG UNDP Co	Port Moresby		nicholas.booth@undp.org	×	-
39	Patricia Porras	F		×	CTA GEF 8	UNDP	Buka		patricia.porras@undp.org	×	×
40	Elton Kaitokai	M		×	PM-GEF 8	UNDP	Port Moresby		elton.kaitokai@undp.org	×	×
41	Joshua Sam	M		×	Assistant Res. Rep & Head of Environment Portfolio	UNDP	Port Moresby		joshua.sam@undp.org	×	×

GEF 8 BGI-IP National Inception Workshop

Bootless Bay

Loloata Island Resort, Central Province

13 to 14 October 2025

Workshop Attendance List

Day 01 and Day 02

#	Name	Gender	Age Group		Designation	Organization	Location	Phone Number	Email	Confirmed Attendance	
			Below 35	Above 35						Day1	Day2
1	Marina van der Vlies	F		×	Acting Manager	Ginigoada Foundation	Port Moresby	70163667	marinavlies@gmail.com	×	×
2	John Miller	M		×	Dive Operator	ProDivePNG	Port Moresby	72021200	prodivepng@gmail.com	×	×
3	Hannah Leah	F		×	Mangrove nursery owner	Tubuserea	Port Moresby	74861710	leahannah31@gmail.com	×	×
4	Jessy Pundu	M		×	Product Development Officer	Tourism Promotion Authority (TPA)	Port Moresby	73252109	jessy.pundu@papuanewguinea.travel	×	×

5	Michael Taia	M		×	Senior Product Development Officer	Tourism Promotion Authority (TPA)	Port Moresby	79033733	michael.taia@papuanewguinea.travel	×	×
6	Mary Kuseni	F		×	Ward Councilor	Hiri Rural LLG	Port Moresby	75964789	marykuseni68@gmail.com	×	×
7	Diatpain Warakai	F		×	Senior Technical Officer	Motupore Island Research Centre (MIRC), UPNG	Port Moresby	72531239	diatpwarakai@gmail.com	×	×
8	Baru Morea	M		×	Manager-Hiri LLG	Hiri LLG Contral Province	Mirigeda, Central Province	83402544	barumoreagrakatani@gmail.com	×	×
9	Benjamin Keni	M		×	Acting Advisor	Climate Change & Environment, Central Provincial Administration	Central Province	70900681	benjaminkeni05@gmail.com	×	-
10	Philip Au	M		×	Acting Deputy Provincial Administrator-Social Services	Central Province	Central Province	7603744/ 71843276	philipalu@gmail.com	×	×
11	Kila Kilakau	M		×	Fisheries Officer	Central Province	Central Province			×	×
12	Bau Kemba	M		×	CPC Technical Advisor	CPC	Central Province	82108061	bau.kemba@gmail.com	×	×
13	Gracelyn Leris	F	×		Research Officer-Environment	Nat. Capital Dist. Comm. (NCDC)	Port Moresby	79898088		×	×
14	Rita Gone	F		×	Director/Researcher	R&C Eco Marine Services	Port Moresby	70597824	rgoiye@gmail.com	×	×
15	Paul Pro Naime	M	×		A/Program Officer-Marine	CEPA	Port Moresby		p.p.naime98@gmail.com	×	×
16	Marzena Ann Mainjembi	F	×		Program Officer-Marine	CEPA	Port Moresby	77277933	marinjembimarzenaann@gmail.com	×	×

17	Lisa Bun		×		Program Officer-Marine	CEPA	Port Moresby			×	×
18	Fiona Tsikula	F		×	Project Associate	UNDP-GEF 7	Port Moresby	70169376	fiona.tsikula@undp.org	×	×
19	Patricia Kila	F		×	Stakeholder Engagement Officer	UNDP GEF 6	Port Moresby	70916549	patricia.kila@undp.org	×	×
20	Bernard Suruman	M		×	Manager-MPA	CEPA	Port Moresby	76281836		×	×
21	Rose Alphonse	F		×	A/Director-Special Projects	CEPA	Port Moresby	73056422	rwalphonse@gmail.com	×	-
22	Patricia Porras	F		×	CTA-GEF 8	UNDP	Port Moresby		patricia.porras@undp.org	×	×
23	Joshua Sam	M		×	ARR	UNDP	Port Moresby	70685878	joshua.sam@undp.org	×	×
24	Elton Kaitokai	M		×	Project Manager-GEF	UNDP	Port Moresby	75508539	elton.kaitokai@undpg	×	×
25	Rodrigo Madariaga	M		×	CTA-GSGB	UNDP	Port Moresby		rodrigo.madariaga@undp.org	×	
26	Emmie Mark	F	×		Community Rep	Joyce Bay	Port Moresby	72844440	emmieenarimark@gmail.com	×	×
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28	Pamela P Solien	F		×	Surf Club	Madai Taurama	Taurama	71835198/ 75700793		×	×
29	Konio Vagi	F		×	Secretary-PWDA	PWDA	Pari	82702107	koniovagikeia9@gmail.com	×	
30	Brenda Pulai	M		×	Policy Advisor	PMNEC	Port Moresby	78604034	brenden.pulai@pmnec.gov.pg	-	×
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32	H'Tau Obaha	M		×	Project Officer	Hiri RLLG	Mirigeda	81368380		×	×

GEF 8 BGI-IP National Inception Workshop

Kavieng, New Ireland Province

20 to 21 October 2025

Workshop Attendance List

Day 01 and Day 02

#	Name	Gender	Age Group		Designation	Organization	Location	Phone Number	Email	Confirmed Attendance	
			Below 35	Above 35						Day1	Day2
1	Jonathan Mesulam	M		×	Director	West Coast Development Foundation (WCDF)	Danu	70038933	Wcdf.png2016@gmail.com	×	×
2	Janette Elaine Kaum	F		×	Project Officer	KULLG/NIPA	Kavieng	81857966	Elkaum.kaum8@gmail.com	×	×
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5	Moses Laveth	M		×	Director-LSP	Lolien Sustainable Project	Mussau	7580619	moseslavethaturoro@gmail.com	×	×

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19	Roline T Likas	F		×	Director	NBA NIP	Kavieng	71917653	rlikas@nbc.gov.pg	×	×
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22	Bolomess Arawes	F		×	Field officer	DAL	Tikana	71027501	Nawrawes.dpi@gmail.com	×	×
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24	Stanley Paulus	M		×	Manager-Env & Climate	NIPA	Kavieng	70121007	stnpaulus@gmail.com	×	×
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30	Max Kuduk	M		×	ICALT	Private	Kavieng		agapetasi21@gmail.com	×	×
31	Andrew Piskaut	M		×	Com Relations	Private	Kavieng		andrewpiskaut@gmail.com	×	×
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34	Jaybes Boutu	M	×		Trainee	NIPA Economic	Kavieng	83471956	jaybesboutu@gmail.com	×	×
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36	Donas Z Gati	M		×	Ext-Govt Liaison	St Barbara	Tabar	71580687	Dennis.zagati@stbarbara.com.au	×	×
37	Pedi Kotorai	M		×	Project officer	Infinity Blue PNG	Kavieng	77440141		×	×
38	Steven Maurau	M		×	MEMC	Lavongai	Lavongai	74079358		×	×
39	Milton Temeni	M		×	Coordinator Envt & CC	NTI	Namatanai	72259479		×	×
40	Blaise Koltes	M		×	DDA-Kavieng	NIPA	Kavieng	82524550	Blaisekoltes36@gmail.com	×	×

41	Edward Lasisi	M		×	CEO-Economic Sector	NIPA	Kavieng		-	×	×
42	Benito Rero	M		×	Fisheries District Officer	NTA DDA	Kavieng	-	rerobenito80@gmail.com	×	×
43	Ralph Alu	M		×	DPI Officer	NIPA	Kavieng	-	ralphalu027@gmail.com	×	×
44	Eunice Mogina	F		×	Forest & CC	Tanir LLG	Tanir	-	moginaeunice@gmail.com	×	×
45	Juliette Gillis	F		×	Lands & Mining Tanir	NIPA	Kavieng	71312710	juliettegills@gmail.com	×	×
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48	Thomas Tarupiu	M		×	Fisheries, CC	NIPA	Kavieng	74319899	thomastarupiu@gmail.com	×	×
49	Isaiah Israel	M		×	Coordinator-NTI Economic Sector	NIPA	Kavieng	71090006	Ihic727175467@gmail.com	×	×
50	Lisa Bun	F	×		Program Officer-MPA Branch	CEPA	Port Moresby		lisabee468@gmail.com	×	×
51	Rose Alphonse	F		×	A/Director-Special Projects	CEPA	Port Moresby	73056422	rwaphose@gmail.com	×	×
52	Patricia Porras	F		×	CTA GEF 8	UNDP	Buka		patricia.porras@undp.org	×	×
53	Elton Kaitokai	M		×	PM-GEF 8	UNDP	Port Moresby		elton.kaitokai@undp.org	×	×
54	Rooney Solly	M		×	Community Mobilizer-AROB GEF 8	UNDP	Buka		rooney.solly@undp.org	×	×
55	Nicholas Booth	M		×	Resident Representative	UNDP PNG CO	Port Moresby		nicholas.booth@undp.org	×	
56	Joshua Sam	M		×	ARR & Environment Portfolio Head	UNDP	Port Moresby		joshua.sam@undp.org	×	×

Annex 3: Project Results Framework-Inception workshop

Contribution to the Sustainable Development Goal (s): SDG 1, SDG 2, SDG 5, SDG 12, SDG 13, SDG 14, SDG 15, SDG 17
Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework: UNDP PNG CPD 2024-2028 Output 4.1, Indicator 4.1.1
Applicable Output(s) from the UNDP Strategic Plan: UNDP Strategic Plan 2022-2025: Result 4.1 (Indicators 4.1.1, 4.1.2), Result 4.2 (Indicator 4.2.1)
Project title and Quantum Project Number: Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas (PIMS 9532)

Objective and Outcome Indicators		**Data Source**	**Baseline**	**Mid-term Target**	**End of Project Target**	**Data Collection Methods**	**Risks/Assumptions**	**Inception Workshop**
Project Objective:	**To strengthen protection and sustainable use of coastal and marine ecosystems through the operationalization of natural capital accounting, adoption of integrated management and governance approaches, and implementation of inclusive nature-based solutions**							
	Mandatory Indicator 1 (GEF-8 CI 11): People benefitting from GEF-financed investments disaggregated by sex (count) ***Aligned with IRRF Indicators 4.1.1, 4.2.1*** ***Aligned with GBF Targets 1, 10, 22, 23***	M&E reports, training records, etc.	N/A	5,000, of whom 2,500 are women	10,000, of whom 5,000 are women	Review of information in M&E reports, training records, etc.	Risks: Project beneficiaries reluctant to participate in project sponsored activities; women not actively engaged in project activities due to cultural or traditional norms. Assumptions: Project beneficiaries, including women, will actively engage in project activities, as benefits are clearly communicated to them.	AROB and New Ireland are matrilineal societies were women have a strong standing in society however men still speak on their behalf. Bootless Bay is a patrilineal society. There are currently women led initiatives at the community level on coastal marine work.
	Mandatory Indicator 2 (GEF-8 CI 2): Marine protected areas created or under improved management (hectare) a) Marine protected areas newly created (ha); b) Marine protected areas under improved management effectiveness (ha) ***Aligned with IRRF Indicator 4.1.2*** ***Aligned with GBF Target 3***	Government gazettes; MPA management plans; Management effectiveness tracking tool (METT)	**a) N/A** **b) 1,750,368 ha** Baseline METT: Pirung (54,200 ha): 22.2% Murat (1,110,700 ha): 54.5% Lavongai (582,600 ha): 54.5% Bootless Bay (13,868 ha): 23.2%	**a) 0** **b) 1,750,368 ha** Baseline METT: Pirung: 30% Murat: 60% Lavongai: 60% Bootless Bay: 30%	**a) 2,159,474 ha** Pirung exp.: 214,655 ha Kunua R2R: 333,700 ha Tigak-Djaul exp.: 1,561,425 ha Bootless Bay exp: 49,695 ha **b) 1,750,368 ha** EoP METT: Pirung: 45% Murat: 67% Lavongai: 67% Bootless Bay: 45%	Midterm and end of project METT assessments	Risks: Consent from local communities and other stakeholders for proposed newly created MPAs not obtained within lifespan of the project; MPA management entities and local communities not committed to improving management effectiveness; possible economic displacement. Assumptions: Building upon foundational consultations facilitated by enabling partners, proposed new MPAs are created within the project lifespan; Through communication and awareness-raising efforts, MPA management entities and local communities are committed to improving management	Expansion of areas will require further consent however engagement of locals is vital at the early stages NB: CEPA uses open standards template therefore the template should be used to develop the MP

Objective and Outcome Indicators	Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions	Inception Workshop
						effectiveness. FPIC will be secured prior to any establishment of new or expanded MPAs.	
Mandatory Indicator 3 (GEF-8 CI 3): Area of land and ecosystems under restoration (hectare) ***Aligned with IRRF Indicator 4.1.2*** ***Aligned with GBF Target 2***	Restoration plans, marine spatial plans, M&E reports, partnership agreements, ground-truthing	N/A	20,199 ha of mangroves identified in draft marine spatial plans, restoration plans.	20,199 ha	Review of restoration plans, marine spatial plans, M&E reports, partnership agreements, ground-truthing records.	Risks: Project stakeholders may be reluctant to take part in the project interventions. Risks associated with climate change and natural disasters may adversely affect restoration sustainability. Assumptions: Stakeholders are willing to take part in the restoration activities. Climate change and disaster risk considerations will be incorporated into the design and maintenance of restoration activities.	There are existing work/initiatives on the ground on restoration - mangrove restoration, sea weed and coral restoration efforts (Kunua, Bootless Bay, Murat) that can complement upscale.
Mandatory Indicator 4 (GEF-8 CI 5): Area of marine habitat under improved practices to benefit biodiversity. ***Aligned with IRRF Indicator 4.1.2*** ***Aligned with GBF Target 1***	Marine spatial plans	N/A	**6,221,172 ha** (marine spatial plans under development (excluding PA's within 12 nm area) AROB: 2,710,983 ha NIP: 3,510,189 ha	**6,221,172 ha** AROB: 2,710,983 ha NIP: 3,510,189 ha	Review of approved marine spatial plans.	Risks: Marine spatial planning results may be constrained due to possible ineffective collaboration among stakeholders. Assumptions: Stakeholders recognize the benefits of collaborating in the development of the planned marine spatial plans.	Workshop: Involve locals at the early stages through awareness and education.
Mandatory Indicator 5 (GEF-8 CI 6): Greenhouse gas emissions mitigated (metric ton of CO_2e). ***Aligned with GBF Target 8***	Ex-Ante Carbon-balance Tool (EX-ACT); mapping and review of areas under restoration.	N/A	Estimated end target of 19,633,541 tons CO2e confirmed through verification of assumptions.	19,633,541 tCO_2e	EX-ACT estimations at midterm and end of project; mapping of areas under restoration.	Risks: Restoration and improved management targets may not be met, e.g., management practices may revert to business-as-usual post project. Assumptions: Restoration and improved management targets fulfilled and maintained post project.	Workshop: Added risk is the speculation of what Carbon offset and carbon trade is at the community level which can raise expectations (All sites expressed)
Mandatory Indicator 6 (GEF-8 CI 8): Globally over-exploited marine fisheries moved to more sustainable levels (metric tons) ***Aligned with GBF Target 10***	Fisheries management plans; stock assessments; performance reports on implementation of conservation management	N/A	0	223,899 metric tons	Review of NFA statistics, fisheries management plans, stock assessments, and implementation of CMMs.	Risks: Lack of stakeholder commitment to implement sustainable fisheries management practices. Assumptions: Proactive stakeholder engagement, guide by multi-stakeholder coordination mechanisms will mitigate this risk	Management plans must be supported and resourced (Pirung, Lavongai and Murat MPA)

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions	Inception Workshop
		measures (CMMs).						
Component 1	**Integration of nature into fiscal policies and planning of key economic sectors**							
Outcome 1: Natural capital accounting and ecosystem services valuation integrated into key economic sectors, mainstreaming nature into economic decision-making	**Indicator 7**: NCA system initiated to connect coastal and marine ecosystems to socioeconomic systems, as measured by the number of (a) natural capital assessments completed (aligned with IP indicator #1.1.2); (b) NCA modules developed for natural resources and coastal ecosystems; (c) NCA modules in general (also including emission and expenditure accounts); (d) successful NCA trainings and learning exchanges delivered. ***Aligned with GBF Targets 1, 8, 14***	Natural capital assessment reports; accounting tables; descriptive statistics; maps	0	(a) two; (b) two; (c) two; (d) five.	(a) four; (b) six; (c) six; (d) ten.	Review of natural capital assessments; accounting tables; descriptive statistics; maps.	Risks: Data producers may be reluctant to share information. Assumptions: Stakeholders are willing to share (and produce) requisite data.	NCA is a new concept and requires awareness and broken down to local understand and further buy in from national stakeholders
	Indicator 8: Environmental and ecosystem data and information mainstreamed into economic decision-making through NCA, as measured by (a) number of cross-sectoral decision-making, inter-ministerial and multi-stakeholder dialogue frameworks established and actively operational for the integration of nature into key economic sectors (aligned with IP indicator #1.2.2); (b) creation of an information system able to support NCA in the National Statistics Office (NSO); (c) number of environmental accounts utilized by the NSO; (d) number of NCA modules embedded into economic accounts (aligned with IP indicator 1.3.3); (e) number of governmental economic units benefitting from NCA in their strategic planning (aligned with IP indicator # 1.1.1). ***Aligned with GBF Targets 1, 8, 14***	Technical documentation on information system development and accounting modules maintenance; NSO records of national accounts and satellite accounts; departmental level decisions; M&E reports; sectoral level strategic plans.	0	(a) NCA multi-stakeholder coordination group initiated; (b) NCA section creation within the NSO website; (c) one; (d) two; (e) one	(a) one; (b) NCA section regularly maintained and updated on the NSO website; (c) four; (d) four; (e) two	Review of technical documentation, including official NSO records of accounts; departmental decisions; sectoral level strategic plans.	Risks: Insufficient data available for establishing environmental accounts; lack of buy-in by stakeholders for mainstreaming NCA. Assumptions: Stakeholders are willing to share (and produce) requisite data; project communications will be effective at garnering stakeholder buy-in.	Requires concerted efforts. • NCA is new as a concept • B) Key stakeholders require buy in and having them participate in NCA

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions	Inception Workshop
	Indicator 9: Number of subnational jurisdictions where NCA is operationalized. ***Aligned with GBF Targets 1, 8, 14***	M&E reports, NCA pilots plans and progress reports.	0	NCA pilots under implementation in New Ireland Province and AROB	Two (New Ireland Province and AROB)	Review of NCA pilots progress reports and other M& reports.	Risks: Local jurisdictions may be reluctant to participate in the NCA pilots; the lack of data may constrain the operationalization of NCA in the target areas. Assumptions: Multi-stakeholder collaboration will be effective in facilitating cross-sectoral engagement; sufficient data will be available to support NCA pilots.	Similar discussions on risk with transport and logistics coming out clearly as high cost
Outputs to achieve Outcome 1	**Output 1.1:** Comprehensive review of existing measurement of environmental data and assessment of ecological data, and establishment of data-sharing policies and protocols. **Output 1.2:** Business case for Blue Economy and NbS vs. 'business as usual' demonstrated through research, analysis, and pilot implementation of NCA in the project's target areas. **Output 1.3:** Capacities strengthened and systems established for operationalizing natural capital accounting by the NSO and CEPA at the national level under the UN SEEA Framework							
Component 2	**Integrated approaches for conservation and sustainable use of coastal and marine resources**							
Outcome 2: Governance and management of coastal and marine ecosystems strengthened through marine spatial planning, area-based conservation and enhanced capacities.	**Indicator 10:** Number of maritime provinces/regions mainstreaming marine spatial planning to improve management of coastal and marine ecosystems (aligned with IP indicator 1.2.1). ***Aligned with GBF Targets 1, 23***	Provincial government approval; planning and budgetary frameworks.	0	Two MSP plans under development	Two	Review of provincial government approvals, planning and/or budgetary frameworks.	Risks: Sectoral level compartmentalization may constrain multi-stakeholder collaborative action. Assumptions: The project will help facilitate effective multi-stakeholder collaborative action.	Political will and instability may influence outcomes at the sub national level
	Indicator 11: Number of new local level government bylaws and policies regulating conservation and sustainable use of coastal and marine resources (aligned with IP indicator 1.2.1). ***Aligned with GBF Target 2***	Local government gazettal records, M&E reports	N/A	Two	Six	Review of local government gazettal records, M&E reports	Risks: Project implementation timeframe may be insufficient. Assumptions: Local governmental stakeholders facilitate approval of local bylaws and policies	Comment from Inception Workshop: Project visibility is vital and sub national engagement critical
	Indicator 12: Institutional capacity of the CEPA Sustainable Environment Program strengthened, as measured by improvements in the UNDP Capacity Development Scorecard (aligned with IP indicator #2.2.1): (a) CRI: Capacities for engagement; (b) CR2: capacities to generate, access and use information and knowledge; (c) CR3: capacities for strategy, policy and legislation development; (d) CR4: capacities for management and	UNDP Capacity Development Scorecard	(a) CRI: 56%; (b) CR2: 40%; (c) CR3: 67%; (d) CR4: 67%; (e) CR5: 50%.	(a) CRI: 78%; (b) CR2: 67%; (c) CR3: 78%; (d) CR4: 83%; (e) CR5: 67%.	(a) CRI: 100%; (b) CR2: 100%; (c) CR3: 100%; (d) CR4: 100%; (e) CR5: 100%.	Review of midterm and end of project UNDP Capacity Development Scorecard assessments.	Risks: CEPA management and staff may not be committed to participate in capacity development activities; staff turnover. Assumptions: Management and staff committed to participate in capacity development activities; potential staff turnover does not affect institutional capacity.	N/A

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions	Inception Workshop
	implementation; (e) CR5: capacities to monitor and evaluate.							
	Indicator 13: Improved protection of threatened and endangered marine species, as measured by (a) number of species management plans updated and/or developed; (b) number of updated resource inventories completed. ***Aligned with GBF Target 3***	Species management plans, survey reports	N/A	(a) Two; (b) Two	(a) Five; (b) Five	Review of species management plans, survey reports	Risks: Local communities may be reluctant to cooperate with implementation of species management plans. Assumptions: Effective communications help facilitate community level cooperation.	Data is vital but logistical costs in the project sites is high and can risk outcomes
	Indicator 14: Improved monitoring and evaluation of pollution threats to coastal and marine ecosystems, as measured by the operationalization of a coastal and marine pollution field in the PNG Biodiversity and Climate Geoportal. ***Aligned with GBF Targets 7, 21***	PNG Biodiversity and Climate Geoportal, M&E reports	PNG Biodiversity and Climate Geoportal has limited information on coastal and marine pollution.	Coastal and marine pollution field designed and incorporated in the geoportal	Coastal and marine pollution field operationalized in the geoportal with at least two stakeholders regularly updating information.	Review of entries made on the geoportal, M&E reports	Risks: Stakeholders may be reluctant to share information. Assumptions: Stakeholders producing pollution related information regularly share it on the geoportal.	Bootless Bay requires more coordination. Geoportal is public but not many people know about it and what it is for
Outputs to achieve Outcome 2	**Output 2.1:** Development and mainstreaming of a national marine spatial planning framework and subnational marine spatial plans, including screening for direct, indirect and cumulative social and environmental impacts. **Output 2.2:** Improved management of existing MPAs, creation of new marine protected areas and implementation of other conservation modalities in marine habitats, supporting PNG's Blue Economy and contributing to PNG's international commitments. **Output 2.3:** Enhanced monitoring facilities and capacities for responding to pollution related threats to coastal and marine biodiversity and ecosystems. **Output 2.4:** Capacity of NOO / NOC strengthened and promotion of cross sectoral collaboration and transboundary cooperation through NOO and existing regional commitments. **Output 2.5:** Policy and regulatory frameworks related to financial mechanisms and incentives for sustainable blue investments.							
Component 3	**Implementation of nature-based solutions in target seascapes**							
Outcome 3: Enhanced private sector, civil society and government engagement in PNG's Sustainable Blue Economy	**Indicator 15**: Improved livelihoods and food security, as measured number of (a) Number of replication-ready pipeline NbS projects with measurable outcomes and targets to conserve biodiversity and preserve ecosystem health and ecosystem services (aligned with IP indicator #2.1.1); (b) communities benefitting from NbSs; (c) % of NbSs that empower women participation (aligned with IP indicator #2.1.2); (d) % of NbSs that engage socially marginalized groups; (e) number of community-based fisheries management plans	NbS implementation plans, M&E reports, fisheries management plans	N/A	(a) Two; (b) 20; (c) 50%; (d) 50%; (e) Two	(a) Five; (b) 50; (c) 50%; (d) 50%; (e) Five	Review of NbS implementation reports, M&E reports, fisheries management plans and reports	Risks: Sufficient scale may not be realized for the NbSs to attract financing partners; women may be reluctant or unable to participate. Assumptions: Design of the NbSs will strive for achieving sufficient scale; implementation of the gender action plan will be effective in garnering equitable women participation.	Local livelihoods are a key component to the success of the project

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions	Inception Workshop
	developed and under implementation. ***Aligned with GBF Targets 10, 22, 23***							
	Indicator 16: Blended conservation financing enhanced, as measured by (a) number of new blue and/or green innovative finance mechanisms incentivizing nature-positive/NbS investments (aligned with IP indicator # 1.3.2); (b) number of public-private-community partnerships created at the domestic level to provide catalytic and investment capital at scale to accelerate the adoption of proven nature-based solutions (aligned with IP indicator #2.3.1); (c) Number of public-private-community partnerships that explicitly promote gender equality and women's empowerment; (d) Private sector conservation financing mobilized through public-private-community partnerships (USD) (aligned with IP indicator # 1.3.1). ***Aligned with GBF Target 19***	Public private-community partnerships MoU's/MoA's, M&E reports, financing records	N/A	(a) One; (b) Two; (c) One (d) USD 250,000	(a) Two; (b) Four; (c) Two; (d) USD 1,000,000	Review of public-private-community partnership MoU's/MoA's; M&E reports; financing records	Risks: Private sector partners may not be interested in participating. Private sector partners may not fulfill UNDP SES, resulting in unintended or unforeseen consequences. Assumptions: Effective private sector engagement leads to confirmed private sector financing. Training will be delivered to private partners on UNDP SES, intervention designs will be screened according to procedures outlined in the ESMF, involvement of private sector partners will be subject to UNDP due diligence, and design of interventions will incorporate appropriate management measures.	Consolidated effort at site level is also necessary- Business plans for MPAs/PAs are crucial
Outputs to achieve Outcome 3	**Output 3.1**: Innovative financing models developed to leverage private sector and blended investment to support conservation and restoration of coastal and marine biodiversity and ecosystems. **Output 3.2**: Blended finance and equity investment transactions leveraged to demonstrate the viability of Public Private-Community Partnerships (PPCPs) in addressing coastal and marine pollution in the National Capital District. **Output 3.3**: Establishment of new and/or strengthening existing NbS focused business models in New Ireland Province and AROB, including sustainable fisheries, ecotourism and food security, emphasizing engagement of women and socially marginalized groups.							
Component 4	**Knowledge management for learning and upscaling**							
Outcome 4: Nature-based solutions strengthened and scaled up through knowledge	**Indicator 17**: Effective knowledge sharing and learning, as measured by number of (a) knowledge products produced and disseminated nationally, regionally and globally (aligned with IP indicators #3.1.1 and #3.2.3); (b) communication pieces/stories produced and disseminated	Distribution records, media posts, M&E reports	N/A	(a) five; (b) ten; (c) one; (d) one; (e) one; (f) N/A.	(a) 15; (b) 25; (c) two; (d) two; (e) two; (f) one	Review of distribution / dissemination records, media posts, M&E reports, end user assessments	Risks: Ineffective knowledge management and communications; delays in producing KM products. Assumptions: Knowledge management, communications and learning strategy and action plan effectively implemented.	KM must also consider local people in all sites-language use and simplicity of KM products

Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions	Inception Workshop
sharing and learning	(gender disaggregated); (c) traditional knowledge records; (d) research papers developed; (e) South-South exchanges; (f) end user assessments on effectiveness of project knowledge management (aligned with IP indicator #3.2.2). ***Aligned with GBF Targets 20, 23***							
	Indicator 18: NbS upscaling, as measured by (a) establishment of an NbS community of practice, as a partnership (aligned with IP indicator #3.2.1); (b) number of NbS interventions upscaled by the end of the project. ***Aligned with GBF Targets 3***	Community of practice events (meetings, publications, etc.), M&E reports.	NbS community of practice has not been established.	(a) NbS community of practice terms of reference developed; (b) none	(a) NbS community of practice operationalized through agreed MoA; (b) one	Review of records of community of practice events, M&E reports	Risks: Stakeholders not willing to participate in an NbS community of practice; NbS upscaling does not materialize. Assumptions: Stakeholder engagement is effective in facilitating an active community of practice; communities and investors interested in upscaling NbS interventions.	No comments
Outputs to achieve Outcome 4	**Output 4.1:** Establishment of a NbS community of practice to share knowledge and skills domestically and internationally. **Output 4.2:** Causal impacts and systemic change evaluated for adaptive learning. **Output 4.3:** Lessons learned captured, and knowledge products generated and disseminated globally, regionally, nationally, and participation in the global BGI-IP platform.							

Annex 4: Risk Register

Combined Inception Workshops Risk Management review and validation

Overall risk rating from project document: **MODERATE**

Rating after-site validation through Inception workshops: **MODERATE** with an appetite of exploratory

Risk Category	Sub category	Initial Risk Rating (Prodoc)	Revised Risk	AROB	Bootless Bay	NIP	Revised Risk
Risk 1 – Social & Environmental	1.4, 1.5, 1.8, 1.10, 1.11, 1.12	Moderate	High (mainly 1.4 and 1.5)	Coastal erosion, flooding, sea level rise, settlement displacement; limited sea and road access; conflicts between customary obligations and project timelines; limited involvement of women and youth	Marine and land-based waste pollution affecting ecosystems and livelihoods; low public awareness and poor waste disposal practices	Coastal ecosystems exposed to extreme weather and rising sea level	High; environmental exposure combined with social and cultural constraints may affect participation, equity, and project outcomes
Risk 2 – Financial		Moderate	Moderate	Institutional capacity to manage project funding	-	State of the economy may impact on exchange rates and value for money	Moderate; potential funding limitations may affect continuity, especially in remote or less institutionalized areas
Risk 3 – Operational	3.5, 3.8	Moderate	High	Lack of reliable communication networks for data collection and project delivery; limited access to data tools	Project recipients/local partners lack technological literacy in most cases even with smart phones.	Weak use of geospatial tools, biodiversity databases, and valuation software Limited capacity for sustained management and land-use conflicts	High; technological and operational limitations could affect project monitoring, data management, and adaptive implementation
Risk 4 – Organizational	4.1, 4.2, 4.3, 4.4, 4.5	Moderate	Moderate	Governance arrangement may not fully work due to challenges in access, geography and administrative arrangement	Limited livelihood options under (NbS) and inadequate coordination in MSP and (MPA) management.	Limited capacity at ground level to execute project components (manpower, facilities etc)	Moderate; coordination gaps and inadequate organizational support may hinder effective NbS and conservation interventions

Risk 5 – Reputational	5.2, 5.5	Moderate	Moderate	High community expectations and conflicting agendas		Challenge in engaging effectively with the private sector	Moderate; unmet community expectations or poor stakeholder engagement could undermine project credibility
Risk 6 – Regulatory	6.1	Moderate	Moderate	AROB Green and Blue Economy Policy implementation challenges	Slow endorsement of National Waste Management Policy (2019 draft)	Lack of comprehensive policies to enforce Natural Capital Accounting at the national level	Moderate; incomplete regulatory frameworks may limit enforcement and scalability
Risk 7 – Strategic	7.5, 7.6 (Contextual)	Moderate	High	Lack of consistent political support and representation for conservation initiatives; risks from 2026 Bougainville elections and shifting local governance.	Slow endorsement of National Waste Management Policy (2019 draft).	Overlapping mandates among agencies leading to poor governance and coordination; lack of comprehensive NCA policies	High; political and governance uncertainties could significantly affect project sustainability and strategic alignment
Risk 8 – Safety & Security	8.2, 8.4, 8.6 (Contextual /Execution)	Moderate	Substantial	Poaching, illegal harvesting, resource depletion causing social tension	Political instability and weak governance structures affecting project outcomes	Political instability and weak governance structures affecting project outcomes	Moderate-High; environmental crime, governance weaknesses, and political instability may affect both community safety and project implementation

Table 4: Risk Rating Comparative Matrix

Annex 5: Safeguards Validation Note

Inception Phase Review of Social and Environmental Safeguards

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Project: Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas

GEF ID: 11262 / PIMS 9532

Implementing Partner: Conservation and Environment Protection Authority (CEPA)

Executing Agency: United Nations Development Programme (UNDP)

Project Framework: GEF-8 Blue and Green Islands Integrated Programme

1. Purpose of the safeguards validation review

This note summarizes the findings of the safeguards validation undertaken during the project inception phase. The objective of the review was to assess whether stakeholder consultations and inception workshop discussions confirm the assumptions, risks, and mitigation measures identified in the UNDP Social and Environmental Screening Procedure (SESP) conducted during project preparation.

The review draws on records from the inception workshops conducted in the Autonomous Region of Bougainville (AROB), Bootless Bay (Central Province/NCD), and New Ireland Province. The validation process examined whether the safeguards screening remains applicable in the current implementation context and whether additional localized risks emerged during stakeholder consultations.

2. Safeguards instruments reviewed

The validation review considered the safeguards instruments developed during project preparation, including:

- Social and Environmental Screening Procedure (SESP)
- Environmental and Social Management Framework (ESMF)
- Stakeholder Engagement Plan (SEP)
- Gender Action Plan (GAP)
- Project Risk Log and Mitigation Measures
- Grievance Redress Mechanism (GRM)

Workshop participants reviewed the safeguards framework and confirmed that the instruments remain adequate to guide early implementation.

3. Overall findings

The inception workshops confirmed the validity of the Social and Environmental Safeguards Screening undertaken during project preparation. Stakeholder consultations across the three pilot areas reaffirmed that the project's risk profile remains consistent with the Moderate risk classification identified in the SESP.

Participants confirmed that the Environmental and Social Management Framework (ESMF), Stakeholder Engagement Plan (SEP), Gender Action Plan (GAP), and grievance mechanisms remain appropriate and require no modification at this stage. The consultations therefore served primarily to validate the safeguards framework and identify contextual considerations that may inform adaptive risk management during implementation.

4. Validation of key SESP risk categories

4.1 Inclusion of marginalized and vulnerable groups

Stakeholder consultations confirmed the relevance of the safeguards risk relating to the potential exclusion of marginalized groups. Workshop participants emphasized the importance of inclusive engagement processes that recognize customary governance structures, clan leadership, and local-level government systems.

4.2 Governance and policy framework risks

The safeguards screening identifies risks associated with policy development processes such as Natural Capital Accounting (NCA), Marine Spatial Planning (MSP), and blue economy investment frameworks. Workshop discussions reaffirmed the importance of participatory governance, data sharing between agencies, and coordination across institutions to avoid unintended social or environmental impacts.

4.3 Institutional capacity constraints

Participants confirmed that institutional capacity limitations remain relevant risks, particularly at provincial and local levels. Stakeholders identified capacity development needs relating to marine spatial planning, natural capital accounting, monitoring systems, and community engagement processes.

4.4 Gender equality and Social Inclusion

The workshops reinforced the importance of gender-responsive implementation approaches. Participants highlighted the need to ensure equitable participation of women, youth, and other

vulnerable groups in decision-making structures and livelihood opportunities supported by the project.

4.5 Environmental risks

Environmental risks discussed during the consultations align with those identified in the safeguards screening, including ecosystem pressures related to marine pollution, illegal harvesting of marine resources, and climate-related impacts such as flooding and erosion.

5. Safeguards validation table

SESP Risk Category	Evidence from Inception Workshops	Validation Outcome
Marginalized groups excluded from participation	Stakeholders emphasized engagement through clan leaders, local governments, and community organizations.	Risk confirmed; mitigation through SEP and FPIC remains appropriate.
Governance frameworks developed without safeguards	Participants highlighted data gaps, coordination challenges, and need for participatory policy development.	Risk confirmed; SESA and governance safeguards remain relevant.
Institutional capacity constraints	Provincial and local agencies requested capacity support and training for NCA, MSP, and monitoring.	Risk confirmed; capacity development measures remain necessary.
Gender inequality limiting participation	Workshops emphasized inclusion of women, youth, and marginalized groups in decision-making.	Risk confirmed; Gender Action Plan remains appropriate.
Environmental impacts from project interventions	Participants discussed pollution, illegal harvesting, and ecosystem pressures in coastal areas.	Risk confirmed; ESMF mitigation measures remain applicable.

6. Additional contextual considerations

Although no new risks requiring reclassification were identified, consultations highlighted contextual factors that should inform implementation-phase risk monitoring, including connectivity constraints in remote areas, coordination gaps among stakeholders, increasing pressures from urban pollution, and the need for improved ecological baseline data.

7. Conclusion

The inception workshops confirm that the Social and Environmental Safeguards Screening remains valid and appropriate for guiding project implementation. The safeguards instruments developed during project preparation continue to meet UNDP and GEF minimum standards. The consultations further strengthened stakeholder awareness of safeguards responsibilities and provided contextual insights that will support adaptive risk management throughout the project lifecycle.

Annex 6: First Year Annual Workplan

PROJECT TITLE: 9532- PNG-Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas													
Project Duration: May 2025 - May 2031													
Project Implementation Modality: National Implementational Modality with full CO Support													
Annual work Plan: 2026													
Project Steering Committee Date: 12 December 2025													
Related CPD Outcome:	**Outcome 1:** By 2028, people in Papua New Guinea, especially the most marginalized and vulnerable, benefit from equitable and participatory access to climate-resilient services that improve livelihoods and protect natural resources												
CPD indicators, baseline and targets:	**Indicator 4.1.1:** Number of communities directly benefitting from initiatives to protect nature and promote sustainable use of resources and long-term livelihoods (disaggregated by sex, age and location) **Baseline:** 30 (2023) **Target:** 200 (2028)												
CPD Output:	**Output 4.1:** Natural resources are better protected and managed to enhance sustainable productivity and livelihoods. (IRRF 4.1)												
Activities	**Chart of Account**								**2026**				**Budget**
	Res.Party	**Imp. Agent**	**Fund**	**Donor**	**Contract**	**Bus.Unit**	**Account**	**Budget Description**	**Q1**	**Q2**	**Q3**	**Q4**	
Component 1: Integration of nature into fiscal policies and planning of key economic sectors													
Outcome 1: Natural capital accounting and ecosystem services valuation integrated into key economic sectors, mainstreaming nature into economic decision-making													
Output 1.1: Comprehensive review of existing measurement of environmental data and assessment of ecological data, and establishment of data-sharing policies and protocols.													

Through the leadership of the National Department of Treasury and the National Statistics Office, establish a multi-stakeholder coordination group to facilitate integration of nature into economic decision-making.	UNDP	001981	62000	10003	1003740	42605	72100	Contractual Services-Companies	Contractual services -Multi-stakeholder coordination group workshops, and other training, workshops and conferences under this output.	x	x	x	x	3,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Travel expenses associated with the activities under this output	x	x	x	x	10,000.00
Building upon the analyses completed during the PPG phase, conduct a comprehensive review of existing measurements of environmental data and assessment of ecological data, identifying main data gaps.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International NCA Consultant	x	x			45,000.00
Enhance the PNG Biodiversity and Climate Geoportal, enabling the platform to support the functioning of an NCA system, and facilitating broader usage of the Lukim Gather application by local communities to collect and upload information to the geoportal. Also, explore options for making the portal more accessible to people with disabilities.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local GIS-database Consultant	x	x	x	x	6,750.00

Linking up with the strategic environmental and social assessment under Output 2.1, review existing policies and facilitate the establishment and/or strengthening of data-sharing policies and protocols among key stakeholders in order to ensure effective flow of information into environmental and ecosystem accounts; including development of a regulation and policy in CEPA for NCA linked to the biodiversity offset policy developed under the GEF-5 project (GEF ID 5510).	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Legal-Policy Consultant	x	x	x	x	16,200.00
Output 1.2: Business case for Blue Economy and NbS vs. 'business as usual' demonstrated through research, analysis, and pilot implementation of NCA in the project's target areas.														
In collaboration with national and subnational partners, design and implement NCA pilots for New Ireland Province and the Autonomous Region of Bougainville, focusing on coastal and marine ecosystems and incorporating gender equality, disability and social inclusion (GEDSI) considerations.	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	Work Package #1 (WP #1). NIP: Design and initiate implementaiton of NCA pilot, including ecosystem assessments and modeling.	x	x	x	x	50,000.00
	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Environmental Consultant, NIP				x	11,250.00
	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	Work Package #1 (WP #1). AROB: Design and initiate implementaiton of NCA pilot, including ecosystem	x	x	x	x	50,000.00

									assessments and modeling.					
	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Environmental Consultant, AROB				x	11,250.00
Deliver capacity building on NCA, data collection and analysis, ecosystem assessment and modelling. Capacity Building-Material should be sensitive to various cultural groups, consider gender neutral terminology or special considerations for the inclusion of those with disability or socially marginalized to participate in capacity building and be engaged in the data collection and analysis process.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International NCA Consultant			x	x	7,500.00
	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	GIS-database Consultant	x	x	x	x	5,625.00
	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	Event management (PCA)			x	x	7,500.00
Regularly monitor, evaluate and adjust the implementation of the NCA at the subnational levels.	UNDP	001981	62000	10003	01003740	42605	71600	Travel	NIP:Travel expenses associated with the activities under this output				x	5,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	AROB:Travel expenses associated with the activities under this output				x	5,000.00
Output 1.3: Capacities strengthened and systems established for operationalizing natural capital accounting by the NSO and CEPA at the national level under the UN SEEA Framework.														

Provide training on NCA to staff members of the NSO, CEPA and other organizations responsible for NCA related data production and data use, ensuring incorporation of GEDSI considerations. Capacity building interventions will include onsite training by NCA specialists and learning exchanges to countries where NCA is under implementation, and enhancing the GIS capacity for managing the database feeding into the NCA system.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local GIS-database Consultant	x	x	x	x	5,625.00
	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Legal-Policy Consultant	x	x	x	x	5,625.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Travel expenses associated with the activities under this output		x	x	x	6,000.00
	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	Work Package #1 (WP #1). Ecosystem assessment and modeling, support establishment of satellite accounts		x	x	x	37,500.00
	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	Training, workshops and conferences under this output.		x	x	x	6,250.00
Experiences and lessons learned from the NCA applications under Output 1.2 scaled up through establishing satellite accounts at the national level, and shared with other government agencies	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International NCA Consultant			x	x	7,500.00
Develop technical guidelines for operationalizing NCA at the NSO and CEPA and deliver training on the application and use. The technical guidelines will have to ensure a section of GEDSI considerations and safeguard considerations when	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International NCA Consultant			x	x	50,000.00

delivering trainings, such as the choice of time and location to conduct the training, need to ensure gender consideration in selection of participants.														
Utilizing the Maritime Governors' Roundtable under CTI as a platform, organize a roadshow to PNG maritime provinces, focusing on relevant provincial and district governmental units, sharing NCA pilot implementation results and benefits, and advocating for NCA to be trialed in these jurisdictions.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International NCA Consultant			x	x	7,500.00
Technical Support to Outcome 1	UNDP	001981	62000	10003	01003740	42605	61100	Salary Costs - NO Staff	Chief Technical Advisor (FTA P4) 50%	x	x	x	x	34,500.00
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Gender-Safeguards Officer (NPSA 10)	x	x	x	x	3,076.17
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	M&E Officer (NPSA 10)	x	x	x	x	3,076.17
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Communications Officer (NPSA 8) 50%	x	x	x	x	1,538.08
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer New Ireland (NPSA 10)	x	x	x	x	3,383.78
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer AROB (NPSA 10)	x	x	x	x	3,076.17
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Driver-Clerk AROB (NPSA 3)	x	x	x	x	525.86

	UNDP	001981	62000	10003	01003740	42605	72800	Information Technology Equipmt	Information Technology Equipment	x				14,789.33
	UNDP	001981	62000	10003	01003740	42605	73100	Rental & Maintenance-Premises	Rental & Maintenance-Premises	x	x	x	x	7,564.00
	UNDP	001981	62000	10003	01003740	42605	73400	Rental & Maint of Other Equip	Rental & Maint of Other Equipment	x	x	x	x	13,023.00
Component 2: Integrated approaches for conservation and sustainable use of coastal and marine resources														
Outcome 2: Governance and management of coastal and marine ecosystems strengthened through marine spatial planning, area-based conservation and enhanced capacities														
Output 2.1: Development and mainstreaming of a national marine spatial planning framework and subnational marine spatial plans, including screening for direct, indirect and cumulative social and environmental impacts.														
National level marine spatial planning framework and associated activities:														
As a preliminary step in the marine spatial planning process and other policy related interventions, conduct a strategic environmental and social assessment (SESA), ensuring that upstream activities under the project are consistent with UNDP social and environmental standards (SES), fully inclusive of stakeholder inputs and developed with proactive engagement of the views and perspectives of women, Indigenous peoples and other socially marginalized groups.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International Safeguards Consultant (conduct SESA, provide guidance for management of upstream risks)	x	x			52,500.00
Strengthen the National Coordination Committee for the implementation of the National Marine Program, mobilizing resources for	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	National/NCD: Training, workshops and conferences under this output.	x	x			4,000.00

communication, monitoring, reporting and verification, and delivering capacity building for undertaking marine spatial planning.	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	NIP: Training, workshops and conferences under this output.	x	x			8,000.00
	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	AROB: Training, workshops and conferences under this output.	x	x			8,000.00
Through collaboration with national and subnational government partners, civil society organizations, local sea owners and academic-research institutions, produce a national marine spatial planning framework, which incorporates environmental goods and services (EGS) supported by an updated coastal and marine ecosystem resource information and consolidated sector strategies and priorities.	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#2. Develop national marine spatial planning framework, prepare ecosystem conservation and restoration strategies.	x	x	x	x	56,250.00
In connection with the development of the national marine spatial planning framework, prepare mangrove, coral reef, and seagrass conservation and restoration strategies, with consideration of gender equality and climate change as cross cutting issues.	UNDP	001981	62000	10003	01003740	42605	71600	Travel	National/NCD: Travel expenses associated with the activities under this output.			x	x	5,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	NIP: Travel expenses associated with the activities under this output.			x	x	8,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	AROB: Travel expenses associated with the activities under this output.			x	x	8,000.00

Subnational marine spatial plans for NIP, AROB and Bootless Bay:														
Develop and initiate the implementation of marine spatial plans for NIP, AROB and Bootless Bay, extending out to the 12-nm territorial waters boundary and supported by rapid socioeconomic surveys and prioritizing ecosystem and biodiversity conservation, capacity building and restoration efforts for mangroves, coral reefs and seagrass/kelp forests, providing strategic direction for the NbSs in Output 3.3 and promoting integration with subnational and community based development planning and budgetary frameworks.	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#2. NIP: Develop and initiate implementation of MSP.			x	x	35,000.00
	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#2. AROB: Develop and initiate implementation of MSP.			x	x	35,000.00
	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#2. Bootless Bay: Develop and initiate implementation of MSP			x	x	25,000.00
Output 2.2: Improved management of existing MPAs, creation of new marine protected areas and implementation of other conservation modalities in marine habitats, supporting PNG's Blue Economy and contributing to PNG's international commitments.														
Deliver trainings project partners on UNDP SES, implementation of project safeguard instruments, including obtaining gender sensitization, FPIC, etc.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International Safeguards Consultant	x	x			11,250.00
Develop and implement a capacity development plan, building upon the preliminary plan presented in **Annex 18**, to strengthen capacities of CEPA and other partners.	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#3. Capacity development for CEPA and other partners	x	x	x	x	40,000.00
Improved management effectiveness of existing MPAs:														

After gaining FPIC from Indigenous peoples and local communities, conduct updated resource inventories to guide the development of updated management plans and proposed expansions, using a wide range of methodologies, including participatory coastal resource mapping, socioeconomic monitoring, vulnerability and risk assessment and increased application of GIS and remote sensing technologies.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International Fisheries Consultant			x	x	37,500.00
Support the establishment and/or reactivation of management committees and stakeholder engagement groups, and the development of participatory plans, incorporating community values.	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#4. Pirung support	x	x	x	x	80,000.00
	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#6. Murat-Lavongai-Tigak-Djaul	x	x	x	x	160,000.00
	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#7. Bootless Bay	x	x	x	x	100,000.00
	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#5. Kunua	x	x	x	x	80,000.00
Improve communication internally and externally, e.g., potential support in outer islands for improved radio, satellite, teleconferencing, communication facilities, maintenance, technical support and/or access to transport and meeting	UNDP	001981	62000	10003	01003740	42605	72800	Information Technology Equipmt	NCD: IT and communication equipment, supporting PA management					0.00
	UNDP	001981	62000	10003	01003740	42605	72800	Information Technology Equipmt	NIP: IT and communication equipment, supporting PA management					0.00

facilities; media and social media marketing awareness; support for regular meetings with CEPA officials and other stakeholders; empowering women, youth, chiefs, local religious leaders and other agents of awareness and change.	UNDP	001981	62000	10003	01003740	42605	72800	Information Technology Equipmt	AROB: IT and communication equipment, supporting PA management					0.00
Provide monitoring, control and surveillance training of community rangers, ensuring equitable participation of women, youth and socially marginalized groups, building upon earlier ranger programmes.	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	NCD: Training, workshops and conferences under this output.		x		x	6,250.00
	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	NIP: Training, workshops and conferences under this output.		x		x	16,250.00
	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	AROB: Training, workshops and conferences under this output.		x		x	16,250.00
Provide technical and investment assistance for equipment and facilities to strengthen monitoring, surveillance and control, including but not limited to 2 x 4WD vehicles, 3 x 24-ft dinghies with 60 HP outboard motors, and technology based solutions such as drones, sensors, satellite telecommunications, electronic logbooks, mobile applications, etc. For community level monitoring, considerations on language diversities, literacy rates and concerns will be factored into the selection of equipment and facilities.	UNDP	001981	62000	10003	01003740	42605	72200	Equipment and Furniture	NCD: Equipment for strengthening monitoring, surveillance and control	x	x	x	x	37,500.00
	UNDP	001981	62000	10003	01003740	42605	72200	Equipment and Furniture	NIP: Equipment for strengthening monitoring, surveillance and control	x	x	x	x	78,750.00
	UNDP	001981	62000	10003	01003740	42605	72200	Equipment and Furniture	AROB: Equipment for strengthening monitoring, surveillance and control	x	x	x	x	78,750.00

Creation of new and expanded MPAs:														
In collaboration with project partners, including national governmental agencies, civil society organizations, provincial government, local communities, and/or international organizations, support the community consultations for the creation of new MPAs, applying UNDP SES, including FPIC procedures outlined in the project's ESMF (see **Annex 10**), ensuring appropriate community entry processes are initiated and agreements establish for collaboration with both provincial governments and local communities.	UNDP	001981	62000	10003	01003740	42605	71600	Travel	NCD: Travel expenses associated with the activities under this output.	x	x	x	x	4,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	NIP: Travel expenses associated with the activities under this output	x	x	x	x	17,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	AROB: Travel expenses associated with the activities under this output	x	x	x	x	17,000.00
Other conservation modalities for improving practices in marine habitats:														
Support NFA, CEPA and other partners in identifying potential sites for offshore MPAs that deliver complementary fisheries and conservation outcomes; mainstreaming of artisanal fisheries management planning, and strengthening the monitoring and evaluating sustainability of coastal fisheries (e.g., enhancing the uptake of the Ikasavea mobile application); provide technical assistance to the National Fisheries Authority (NFA) on strengthening the implementation of specific conservation	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#8. Fisheries related initiatives, including identifying and advocating for offshore MPAs, strengthening implementation of conservation management measures (CMMs), developing and supporting implementation of artisanal fisheries management plans.		x	x	x	80,000.00

management measures (CMMs) according to the criteria of the Western and Central Pacific Fisheries Commission (WCPFC)..														
Support project partners in improved protection of threatened and endangered marine species, e.g., through development and/or strengthening of species specific management plans and implantation of priority actions; support alternative modalities for improving practices in marine habitats, e.g., locally managed marine areas, other effective area-based conservation measures (OECMs), among others.	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#9. Support project partners in improved protection of threatened and endangered marine species, e.g., through development and/or strengthening of species specific management plans and implantation of priority actions; support alternative modalities for improving practices in marine habitats, e.g., locally managed marine areas, other effective area-based conservation measures (OECMs), among others		x	x	x	80,000.00
Output 2.3: Enhanced monitoring facilities and capacities for responding to pollution related threats to coastal and marine biodiversity and ecosystems.														

Using the marine spatial planning framework as a cross-sectoral collaboration mechanism and facilitated by the technical working group on pollution, strengthen data-sharing among stakeholders conducting monitoring of coastal and marine ecosystems.	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	Training, workshops and conferences under this output.			x	x	8,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Travel expenses associated with the activities under this output.			x	x	10,000.00
Deliver capacity building to CEPA, NMSA and other agencies on enhancing monitoring capacities through learning-by-doing demonstrations, cross-learning exchanges, in-person and online seminars, etc.	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#10. Capacity building on enhancing monitoring capacities				x	12,500.00
Provide technical assistance to CEPA in the drafting and reviewing of its waste management policy.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International Marine Pollution Consultant			x	x	22,500.00
Improve capacity of CEPA (and NMSA) for marine pollution baseline data collection and study of marine environment and pollution across PNG.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local GIS-database Consultant	x	x	x	x	6,750.00
Output 2.4: Capacity of NOO / NOC strengthened and promotion of cross sectoral collaboration and transboundary cooperation through NOO and existing regional commitments.														
Provide technical assistance for legislation reforms, aligning with the National Ocean Policy Implementation Plan (NOP-IP) that was prepared in response to the 2023 review of national ocean legislations that resulted in a set of 23 recommendations.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International Legal-Policy Consultant		x	x	x	16,875.00

Provide technical assistance to the NOO for setting up a governance committee, incorporating GEDSI considerations, for screening and approving foreign research, and improving policy frameworks on access to data, protecting marine scientific research, genetic and other marine resources and indigenous knowledge and blue biotechnology.	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Travel expenses associated with the activities under this output.	x	x	x	x	6,000.00
Provide technical assistance for developing a system (e.g., a database) for tracking and reporting the number of vessels coming in and out of PNG's waters, according to. the findings of the legal review of the Ocean Governance Framework.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local GIS-database Consultant			x	x	10,000.00
Support the NOP-IP through provision of technical assistance in developing and maintaining a database of ocean policies, initiatives and related research.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local GIS-database Consultant	x	x	x	x	3,500.00
Support the Marine Scientific Research Committee (MSRC) in the development and implementation of committee guidelines.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Legal-Policy Consultant	x	x	x	x	16,875.00
Deliver capacity building to NOO, NFA and CEPA staff, as well as members of the National Marine Research Science	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#11. Technical assistance, capacity building				x	22,500.00

Committee and the National Oceans Committee (NOC) on priority issues, including formulation of Regulations under s.60, e.g., formulating regulations for closing lines for internal waters (s.7(1) of MZA), which requires geodetic datum coordinates for the closing lines.	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	Training, workshops and conferences under this output.				x	6,000.00
Output 2.5: Policy and regulatory frameworks related to financial mechanisms and incentives for sustainable blue investments.														
Linking with the SESA under Output 2.1, conduct a review of blue economy fiscal policies and incentives covering: (i) current and potential policies and incentives to encourage blue sectors (and of incentives that encourage unsustainable use of blue natural assets that should be removed); and (ii) identification of incentives to encourage blue businesses including MSMEs, e.g., tax credits, mentoring or business development services, favorable tariff and import duty provisions, etc.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International Legal-Policy Consultant		x	x	x	10,000.00
Develop capacities at the national and subnational levels on establishing and implementing endowment funds and other sustainable blue financing solutions and associated policies, such as earmarking revenues from taxes, fees and royalties in the PNG extractive industries; biodiversity offsets; among others.	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	Training, workshops and conferences under this output.				x	8,000.00

Evaluate blue carbon initiatives across the country and the region and formulate recommendations for promoting consistency on application of financial mechanisms and incentives and development and implementation of a blue carbon trading bill.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International Legal-Policy Consultant		x	x	x	14,375.00
Provide technical assistance for developing and piloting sustainable financing mechanisms and legislative instruments, including user fees, ecotourism fees, etc., enhancing benefits to local communities, and developing local capacities to ensure community participation in blue carbon, biodiversity offsets and other blue economy initiatives.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Legal-Policy Consultant		x	x	x	15,750.00
Provide technical assistance for strengthening EIA requirements for coastal and marine developments (e.g., through a regulation under the PA Act), including provisions for buffer zones, sustainable storm water and wastewater management, and promotion of nature-based solutions.	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Travel expenses associated with the activities under this output.				x	6,000.00

Informed by the SESA conducted under Output 2.1, provide technical assistance on development of draft secondary legislation and/or legislative instruments under the recently enacted Protected Areas Act, specifically focused on financial mechanisms and incentives for sustainable blue investments, e.g., benefit sharing agreements/arrangements for local communities.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	'Local Legal-Policy Consultant				X	10,000.00
Strengthen social entrepreneurship and promote engagement of impact investors. Investors should display strong commitment to gender quality, social and environmental standards, child protection, protection from sexual exploitation, abuse and harassment (PSEAH), and have do no harm principles.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Legal-Policy Consultant					0.00
Technical Support to Outcome 2	UNDP	001981	62000	10003	01003740	42605	61100	Salary Costs - NO Staff	Chief Technical Advisor (FTA P4) 50%	x	x	x	x	34,500.00
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Gender-Safeguards Officer (NPSA 10)	x	x	x	x	9,228.50
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	M&E Officer (NPSA 10)	x	x	x	x	10,766.58
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Communications Officer (NPSA 8) 50%	x	x	x	x	3,845.21
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer New Ireland (NPSA 10)	x	x	x	x	10,151.35

	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer AROB (NPSA 10)	x	x	x	x	9,228.50
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer NCD (NPSA 10)	x	x	x	x	3,691.40
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer New Ireland (NPSA 8)	x	x	x	x	2,087.75
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer AROB (NPSA 8)	x	x	x	x	2,505.30
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer NCD (NPSA 8)	x	x	x	x	2,087.75
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Driver-Clerk AROB (NPSA 3)	x	x	x	x	4,522.38
	UNDP	001981	62000	10003	01003740	42605	73100	Rental & Maintenance-Premises	Rental & Maintenance-Premises	x	x	x	x	30,666.70
	UNDP	001981	62000	10003	01003740	42605	73400	Rental & Maint of Other Equip	Rental & Maint of Other Equipment	x	x	x	x	41,600.00
Component 3: Implementation of nature-based solutions in target seascapes															
Outcome 3: Enhanced private sector, civil society and government engagement in PNG's Sustainable Blue Economy															
Output 3.1: Innovative financing models developed to leverage private sector and blended investment to support conservation and restoration of coastal and marine biodiversity and ecosystems.															
Building upon the baseline analyses conducted during the PPG phase, identify gaps related to conservation financing, explore the viability of various financial incentives.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Legal-Policy Specialist			x	x	6,750.00
Provide technical assistance through the recruitment of a short-term blue economy advisor to the Biodiversity and Climate Fund to structure blue investments and develop innovative financing models to	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International Blue Economy Consultant			x	x	28,125.00

leverage private sector and blended investments.														
Engage with private sector enterprises and groups to mobilize increased investment in conservation and restoration initiatives, adapting their existing business models and supply chains, promoting inclusion of women, Indigenous peoples, youth, people with disabilities and other socially marginalized groups.	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	Training, workshops and conferences under this output.		x	x	x	3,750.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Travel expenses associated with the activities under this output.		x	x	x	5,000.00
Output 3.2: Blended finance and equity investment transactions leveraged to demonstrate the viability of Public Private-Community Partnerships (PPCPs) in addressing coastal and marine pollution in the National Capital District														
Building upon preliminary consultations conducted during the PPG phase, organize landscape-seascape level consultations with local and national government partners, civil society and local communities, and private sector partners – increasing awareness and communicating the pollution related issues in the National Capital District.	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local GIS-database Consultant	x	x	x	x	2,250.00
	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	Community consultations, workshops, trainings	x	x	x	x	8,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Travel expenses associated with the activities under this output	x	x	x	x	6,000.00
	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Environmental Consultant, NCD/CPG		x	x	x	15,750.00
Prepare, launch and evaluate a call for proposals for pollution reduction public-private-community partnerships (PPCPs) and NbSs. Project partners will	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Environmental Consultant		x	x	x	15,750.00

screen proposed investments for potential social and environmental risks following the procedures outlined in the ESMF (see **Annex 10**) and, where warranted, targeted assessments will be conducted and management plans developed as part of the proposal process.														
Provide grant assistance for public-private-community partnership (PPCP) investments and Nature-based Solutions (NbSs) focused on reducing, preventing and/or rehabilitating the impacts of coastal and marine pollution in the National Capital District. Grant-making will follow UNDP policies and procedures.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International Blue Economy Consultant	x	x	x	x	28,125.00
	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#13. Technical trainings for CBOs, AROB		x	x	x	6,500.00
	UNDP	001981	62000	10003	01003740	42605	72600	Grants	NCD: Low-value grants for PPP/NbS initiatives				x	105,000.00
Output 3.3: Establishment of new and/or strengthening existing NbS focused business models in New Ireland Province and AROB, including sustainable fisheries, ecotourism and food security, emphasizing engagement of women and socially marginalized groups.														
Provide financial management training to community-based organizations to strengthen their fund management capacities, build capacities on conducting gender-responsive and socially inclusive market analyses and developing business plans for NbSs, and enhancing capabilities to participate in NbSs, grant financing, PPCPs, etc. Consistent with the UN Legal Identity Agenda, local organizations will be encouraged to obtain	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#13. Technical trainings for CBOs, NIP		x	x	x	9,000.00
	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP#13. Technical trainings for CBOs, AROB		x	x	x	9,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Misc.: Travel expenses associated with the activities under this output.		x	x	x	12,500.00

legal entity credentials to enable them to access funding opportunities.														
Provide technical and grant assistance for development of proposals for viable NbSs in the project target areas, encouraging participation of women, youth, and other socially marginalized groups. Project partners will screen proposed NbSs for potential social and environmental risks following the procedures outlined in the ESMF (see **Annex 10**) and, where warranted, targeted assessments will be conducted and management plans developed as part of the proposal process.	UNDP	001981	62000	10003	01003740	42605	71200	International Consultants	International NbS Consultant			x	x	15,000.00
	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Environmental Consultant, NIP				x	15,750.00
	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local Environmental Consultant, AROB				x	15,750.00
	UNDP	001981	62000	10003	01003740	42605	71300	Local Consultants	Local GIS-database Consultant	x	x	x	x	4,500.00
Collaborating with enabling partners, deliver technical capacity building to local community based organizations, including those led by women, youth and socially marginalized groups, on skills development, e.g., mangrove nurseries, management restoration, coral reef restoration, seagrass replanting, alternative culture and capture fisheries management practices, post-harvest processing and marketing, sustainable firewood plantations, marine	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	NIP: community consultations, training, workshops under this output.			x	x	17,000.00
	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	AROB: community consultations, training, workshops under this output.			x	x	17,000.00

plastics recycling, community-based ecotourism experiences, etc.														
Provide grant assistance for implementation of NbSs in the NIP and AROB project areas, through launching calls for proposals and in collaboration with local government, civil society and private sector partners. Grant-making will follow UNDP policies and procedures on low value grant modality	UNDP	001981	62000	10003	01003740	42605	72600	Grants	NIP: Low-value grants for NbS initiatives (includes capacity building preparation grants)			x	x	115,000.00
	UNDP	001981	62000	10003	01003740	42605	72600	Grants	AROB: Low-value grants for NbS initiatives (includes capacity building preparation grants)			x	x	115,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	NIP: Travel expenses associated with the activities under this output.			x	x	20,000.00
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	AROB: Travel expenses associated with the activities under this output.			x	x	20,000.00
Technical Support for Outcome 3	UNDP	001981	62000	10003	01003740	42605	61100	Salary Costs - NO Staff	Chief Technical Advisor (FTA P4) 50%	x	x	x	x	34,500.00
	UNDP	001981	62000	10003	01003740	42605	61100	Salary Costs - NO Staff	Private Sector Specialist (IPSA 10)		x	x		79,620.00
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Gender-Safeguards Officer (NPSA 10)	x	x	x	x	13,842.75
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	M&E Officer (NPSA 10)	x	x	x	x	10,766.58

	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Communications Officer (NPSA 8) 50%	x	x	x	x	5,383.29
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer New Ireland (NPSA 10)	x	x	x	x	15,227.03
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer AROB (NPSA 10)	x	x	x	x	13,842.75
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer NCD (NPSA 10)	x	x	x	x	11,074.20
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer New Ireland (NPSA 8)	x	x	x	x	6,263.25
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer AROB (NPSA 8)	x	x	x	x	7,515.90
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer NCD (NPSA 8)	x	x	x	x	6,263.25
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Driver-Clerk AROB (NPSA 3)	x	x	x	x	4,522.38
	UNDP	001981	62000	10003	01003740	42605	73100	Rental & Maintenance-Premises	Rental & Maintenance-Premises	x	x	x	x	25,070.00
	UNDP	001981	62000	10003	01003740	42605	73400	Rental & Maint of Other Equip	Rental & Maint of Other Equipment	x	x	x	x	23,000.00
Component 4: Knowledge management for learning and upscaling														
Outcome 4: Nature-based solutions strengthened and scaled up through knowledge sharing and learning														
Output 4.1: Establishment of a NbS community of practice to share knowledge and skills domestically and internationally.														
Utilizing the NCA and MSP coordination mechanisms activated under Outputs 1.1 and 2.1, respectively, establish an NbS community of practice by creating social media groups, sharing	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Travel expenses associated with the activities under this output	x	x	x	x	6,000.00
	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	Learning exchanges,	x	x	x	x	6,000.00

information, sponsoring advocacy campaigns, etc., as identified through stakeholder engagement assessments.									awareness campaigns					
Output 4.2: Causal impacts and systemic change evaluated for adaptive learning.														
Output 4.3: Lessons learned captured, and knowledge products generated and disseminated globally, regionally, nationally, and participation in the global BGI-IP platform.														
Supported by a knowledge and learning gap analysis among key stakeholder groups, including national and subnational government, civil society and local communities, and private sector, develop and implement a knowledge management, learning and communications strategy.	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Travel, KM-L-Communications strategy	x	x	x	x	16,000.00
	UNDP	001981	62000	10003	01003740	42605	72100	Contractual Services-Companies	WP #14. KM and learning gap analysis, develop and implement the KM, learning and communications strategy; develop and maintain a project website, linking also to relevant knowledge-sharing platforms	x	x	x	x	35,000.00
Produce and disseminate communication materials, including social media posts, audiovisual products, written products, press releases, etc.	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	Awareness campaigns, conferences, etc.			x	x	30,000.00
Develop knowledge products and disseminate at different levels (local, national, regional) through webinars, knowledge management workshops,	UNDP	001981	62000	10003	01003740	42605	74200	Audio Visual&Print Prod Costs	AV production costs, BGI IP	x	x	x		10,000.00

also systematizing lessons learned on existing platforms.														
Design and deliver materials and initiatives targeted at building awareness and understanding of the benefits of the blue economy and the consequences of destructive practices, e.g., risks associated with unsustainable fishing, sedimentation and eutrophication.	UNDP	001981	62000	10003	01003740	42605	74200	Audio Visual&Print Prod Costs	AV production costs, miscellaneous	x	x	x	x	25,294.40
Contribute to and participate in BGI IP Global Coordination Project reporting, learning and knowledge-sharing activities.	UNDP	001981	62000	10003	01003740	42605	75700	Training, Workshops and Confer	Workshop, conference	x	x			20,000.00
Salary Costs	UNDP	001981	62000	10003	01003740	42605	61100	Salary Costs - NO Staff	Chief Technical Advisor (FTA P4) 50%	x	x	x	x	27,600.00
Technical Support for Outcome 4	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Gender-Safeguards Officer (NPSA 10)	x	x	x	x	3,076.17
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	M&E Officer (NPSA 10)	x	x	x	x	4,614.25
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Communications Officer (NPSA 8) 50%	x	x	x	x	3,845.21
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer New Ireland (NPSA 10)	x	x	x	x	3,383.78
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer AROB (NPSA 10)	x	x	x	x	3,076.17
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer NCD (NPSA 10)	x	x	x	x	16,611.30

	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer New Ireland (NPSA 8)	x	x	x	x	9,394.88
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer AROB (NPSA 8)	x	x	x	x	11,273.85
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer NCD (NPSA 8)	x	x	x	x	9,394.88
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Driver-Clerk AROB (NPSA 3)	x	x	x	x	525.86
	UNDP	001981	62000	10003	01003740	42605	73100	Rental & Maintenance-Premises	Rental & Maintenance-Premises	x	x	x	x	9,000.00
	UNDP	001981	62000	10003	01003740	42605	73300	Rental & Maint of Info Tech Eq	Rental & Maint of Info Tech Eq	x	x	x	x	2,000.00
	UNDP	001981	62000	10003	01003740	42605	73400	Rental & Maint of Other Equip	Rental & Maint of Other Equipment	x	x	x	x	4,950.00
Monitor & Evaluation														
Monitor & Evaluation	UNDP	001981	62000	10003	01003740	42605	61100	Salary Costs - NO Staff	Chief Technical Advisor (FTA P4) 50%	x	x	x	x	6,900.00
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Gender-Safeguards Officer (NPSA 10)	x	x	x	x	1,538.08
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	M&E Officer (NPSA 10)	x	x	x	x	1,538.08
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Communications Officer (NPSA 8) 50%	x	x	x	x	769.04
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer New Ireland (NPSA 10)	x	x	x	x	1,691.89
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer AROB (NPSA 10)	x	x	x	x	4,614.25
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Technical Officer NCD (NPSA 10)	x	x	x	x	5,537.10

	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer New Ireland (NPSA 8)	x	x	x	x	3,131.63
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer AROB (NPSA 8)	x	x	x	x	3,757.95
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Community Mobilizer NCD (NPSA 8)	x	x	x	x	3,131.63
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Driver-Clerk AROB (NPSA 3)	x	x	x	x	525.86
	UNDP	001981	62000	10003	01003740	42605	71600	Travel	Travel expenses	x	x	x	x	34,000.00
	UNDP	001981	62000	10003	01003740	42605	73100	Rental & Maintenance-Premises	Rental & Maintenance-Premises	x	x	x	x	1,833.30
	UNDP	001981	62000	10003	01003740	42605	73400	Rental & Maint of Other Equip	Rental & Maint of Other Equipment	x	x	x	x	3,000.00
PMU														
PMU	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Project Manager (NPSA 11)	x	x	x	x	42,864.00
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Project Analyst (NPSA 9)	x	x	x	x	30,839.00
	UNDP	001981	62000	10003	01003740	42605	71400	Contractual Services - Individuals	Finance Analyst (NPSA 9)	x	x	x	x	25,699.17
	UNDP	001981	62000	10003	01003740	42605	64200	Staff Mgmt Costs - GS Staff	Procurement Associate (G6) 80%	x	x	x	x	28,800.00
	UNDP	001981	62000	10003	01003740	42605	72500	Supplies	Supplies		x			150.00
	UNDP	001981	62000	10003	01003740	42605	72800	Information Technology Equipmentt	Information Technology Equipment	x	x			13,714.00
	UNDP	001981	62000	10003	01003740	42605	74100	Professional Services	Professional Services	x	x			6,000.00
Total														**3,350,851.06**

Annex 7: Project Steering Committee (Board) Composition and Terms of Reference

Terms of Reference (ToR) for the Project Steering Committee (PSC)1

Project: Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas (child project of the GEF-8 Blue Green Islands Integrated Program)	
UNDP PIMS: 9532	**GEF Project ID**: 11262

I. Background

All UNDP projects must be governed by a multi-stakeholder Steering Committee or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to by one of two names: 'Project Board' or 'Project Steering Committee.'[2] *The Project Steering Committee* is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Steering Committee are as follows:

1) **High-level oversight of the project** (as explained in the "Provide Oversight" section of the PPM). This is the primary function of the Project Steering Committee. The Project Steering Committee reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The *Project Steering Committee* is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

   The Project Steering Committee also carries the role of quality assurance of the project, taking decisions informed by, among other inputs, the project quality assessment. In this role the Steering Committee is supported by the quality assurer, whose function is to assess the quality of

[1] The ToR was developed using the December 2021 version of the UNDP standard template.

[2] Please insert the appropriate entity name in the relevant sections in the document. Where this ToR refers to "Steering Committee" it is intended to apply to both these entities and should be changed accordingly to match the entity chosen for the specific project

the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

The Project Steering Committee reviews updates to the project risk log.

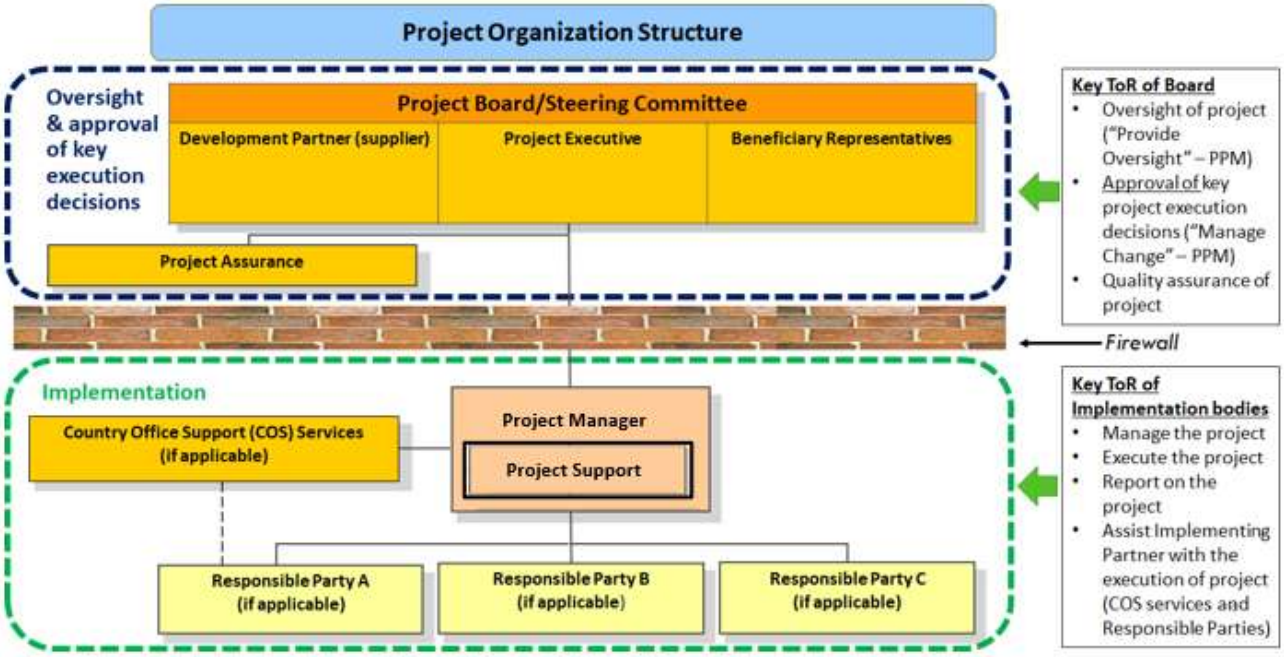
2) **Approval of key project execution decisions** (as explained in the "Manage Change" section of the PPM). The Project Steering Committee has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Steering Committee is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Steering Committee approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Steering Committee as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles



In cases where UNDP or a national government entity are concurrently playing roles and represented in both layers of the project organization structure, the entity must seek to separate its project oversight and implementation duties and describe in the relevant project document a: 1) satisfactory internal institutional arrangement for the separation of oversight and implementation functions in different departments of said entity and; 2) clear lines of responsibility, reporting and accountability within the entity between their oversight and implementation functions.

In order to ensure UNDP's ultimate accountability, the Project Steering Committee decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Steering Committee needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Steering Committee). The Project Steering Committee also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Steering Committee include the following:

- ✓ Consensus decision making:
  - The Project Steering Committee provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
  - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report.
  - The Project Steering Committee is responsible for making management decisions by consensus.

- In order to ensure UNDP's ultimate accountability, Project Steering Committee decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
- In case consensus cannot be reached within the Project Steering Committee, the UNDP representative on the Project Steering Committee will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

✓ Oversee project execution:
- Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
- Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
- Address any high-level project issues as raised by the project manager and project assurance;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
- Track and monitor co-financed activities and realization of co-financing amounts of this project.
- Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.

✓ Risk Management:
- Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
- Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
- Address project-level grievances.

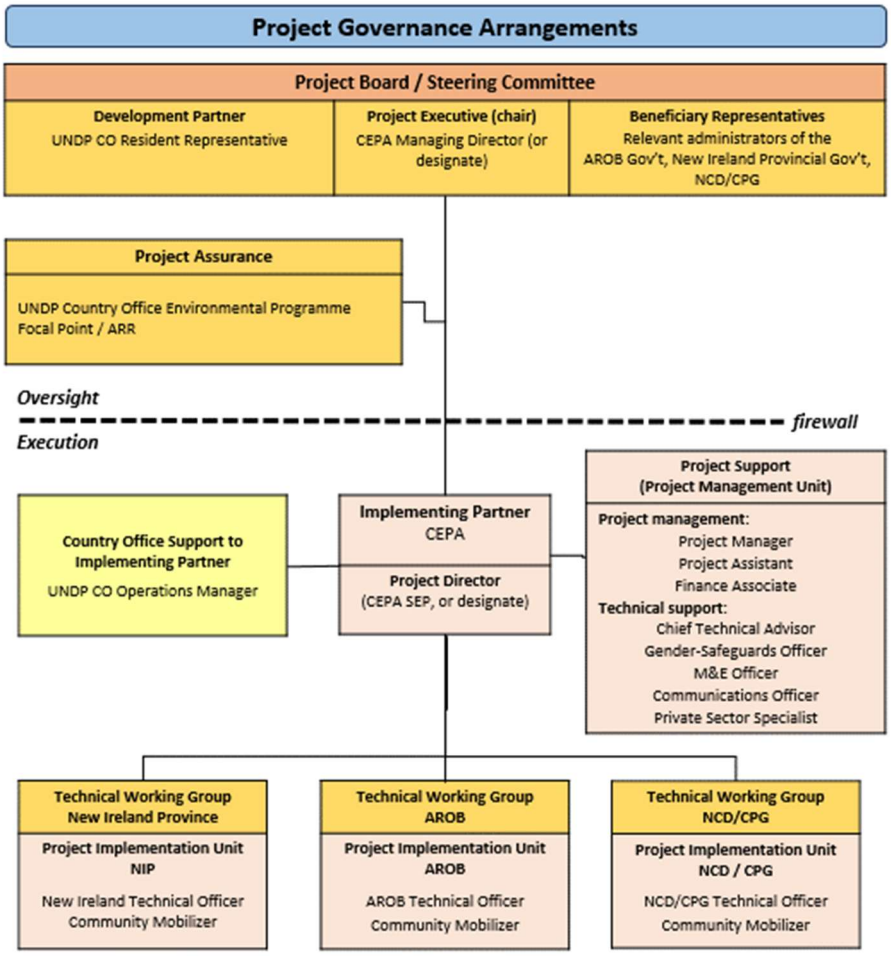
✓ Coordination:
- Ensure coordination between various donor and government-funded projects and programmes.

- Ensure coordination with various government agencies and their participation in project activities.

III. Composition of the Project Steering Committee or Project Board

As noted in the diagram below, every Project Steering Committee in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Steering Committee member must correspond to one of these three roles and be identified accordingly in the project documentation.

Diagram 2 –Project Organization Structure



The three categories of Project Steering Committee members are the following:

1) **Project Executives:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Steering Committee. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Steering Committee. If the project executive co-chairs the project Steering Committee with

representatives of another category, it typically does so with a development partner representative. The Project Executive is the Managing Director of CEPA (or his/her designate)

2) **Beneficiary Representatives:** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Steering Committee is to ensure the realization of project results from the National Capital District, Central Province, New Ireland Province, and the Autonomous Region of Bougainville. The beneficiary representatives will be finalized during project inception and documented in the project inception report.

3) **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner is the Resident Representative of the UNDP CO (or his/her designate) as co-chair the Project Steering Committee, and representatives from the Department of National Planning and Monitoring, the Department of Treasury, the National Oceans Office, the National Statistics Office, and the National Fisheries Authority.

A **UNDP representative must always be represented in the Project Steering Committee** in either the project executive or development partner role. In NIM projects, UNDP will typically occupy the role of development partner in the Steering Committee. The level of representation by UNDP on the Steering Committee is determined on a case-by-case basis but typically, for national projects, the Steering Committee member is either the Resident Representative or the Deputy Resident Representative.]

Where applicable, representatives from responsible parties to the project cannot sit on the Project Steering Committee as a formal voting member; they can (if requested) attend Steering Committee meetings as observers. Since the chief responsibility of the Steering Committee is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Steering Committee. Representatives of responsible parties can attend Steering Committee meetings (as observers) but can have no official role in Steering Committee decision-making. The same principle applies to the project manager who in attending and presenting at Steering Committee meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Steering Committee on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Steering Committee, while ensuring the impartiality and integrity of Steering Committee decisions happening independent of those bodies (see Section V of the ToR).

IV. Standard Project Steering Committee Protocols

The Project Steering Committee must meet one time annually at a minimum**.** It is recommended that the timing of Steering Committee meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Steering Committee will meet at least one time annually (provisional schedule will be prepared during the project inception workshop). However, the Committee may meet more thans once should the need arises based on the needs of the project.

Project Steering Committee members cannot receive remuneration from project funds for their participation in the Steering Committee. However, it is allowable for Steering Committee members to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend Steering Committee meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible Steering Committee members.

All Project Steering Committees must have rules for quorum and documentation/minuting of Steering Committee decisions.

The required quorum for any Project Steering Committee meeting to be convened is a minimum of seventy per cent (70%) of all PSC members present. All Steering Committee decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between Steering Committee meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Steering Committee.

Unless otherwise specified, Project Steering Committee decisions are made by unanimous consensus. If a consensus cannot be reached within the Steering Committee, the final decision shall rest with the UNDP representative on the Project Steering Committee or a UNDP staff member with delegated authority as the programme manager.[3]

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting Steering Committee members in performing their duties must be formally disclosed if not avoidable. Where a Steering Committee member has a specific personal conflict of interest with a given matter before the Steering Committee, he/she must recuse oneself from their participation in a decision. No Steering Committee member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the Steering Committee.

All Steering Committee members should be presented with a ToR for the Project Steering Committee, which will include the responsibilities already outlined and indicate agreed Steering Committee practices and logistics.

V. Standard Outputs of Project Steering Committee Meetings

In its oversight function, the Project Steering Committee will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[4]
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report

[3] UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Steering Committee) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

[4] Including audit reports and spot checks.

- Review of required resources versus available funding (if applicabel) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

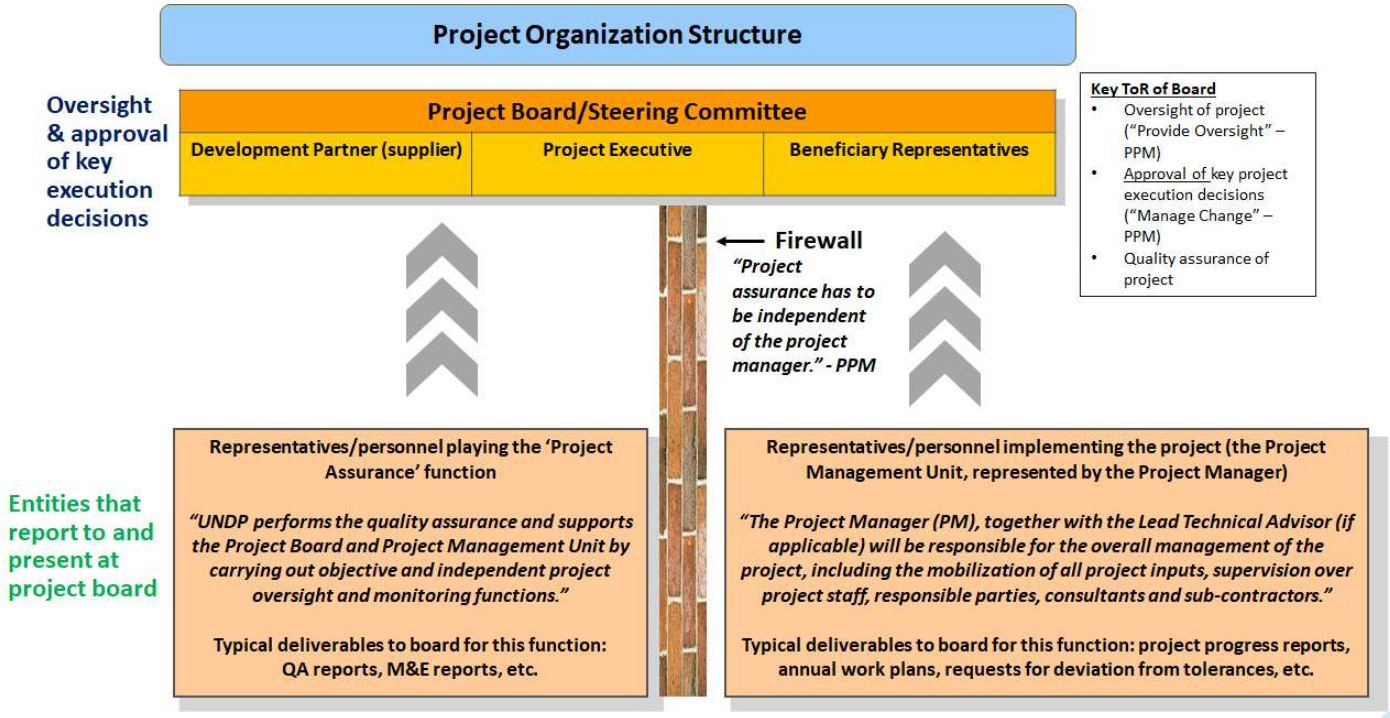
The output of every Project Steering Committee meeting should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of Steering Committee meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the Project Steering Committee

There are two main entities/functions outside the Project Steering Committee structure whose role is to report to the Project Steering Committee and support Steering Committee members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Steering Committee operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Steering Committee Support Entities



Project Assurance: Project assurance is the responsibility of each Project Steering Committee member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports

the Project Steering Committee and Project Management Unit by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Steering Committee cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution. In the case where UNDP is also supporting project implementation, protocols should be put in place ensuring proper segregation between UNDP's role in the Steering Committee and in the function of project assurance, and any concurrent role in implementation.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Steering Committee meetings and support Steering Committee processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend Steering Committee meetings and provide Steering Committee members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is the Environment Focal Point of the UNDP Country Office.

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Steering Committee for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all Steering Committee meetings and present the required progress reports and other documentation needed to support Steering Committee processes as a non-voting representative.

The primary PMU representative attending Steering Committee meetings is the **Project Manager**.

Annex 8: Reviewed Risk Register (No Reclassification)

Combined Inception Workshops Risk Management review and validation

Overall risk rating from project document: **MODERATE**

Rating after-site validation through Inception workshops: **MODERATE** with an appetite of exploratory

Risk Category	Sub category	Initial Risk Rating (Prodoc)	Revised Risk	AROB	Bootless Bay	NIP	Revised Risk
Risk 1 – Social & Environmental	1.4, 1.5, 1.8, 1.10, 1.11, 1.12	Moderate	High (mainly 1.4 and 1.5)	Coastal erosion, flooding, sea level rise, settlement displacement; limited sea and road access; conflicts between customary obligations and project timelines; limited involvement of women and youth	Marine and land-based waste pollution affecting ecosystems and livelihoods; low public awareness and poor waste disposal practices	Coastal ecosystems exposed to extreme weather and rising sea level	High; environmental exposure combined with social and cultural constraints may affect participation, equity, and project outcomes
Risk 2 – Financial		Moderate	Moderate	Institutional capacity to manage project funding	-	State of the economy may impact on exchange rates and value for money	Moderate; potential funding limitations may affect continuity, especially in remote or less institutionalized areas
Risk 3 – Operational	3.5, 3.8	Moderate	High	Lack of reliable communication networks for data collection and project delivery; limited access to data tools	Project recipients/local partners lack technological literacy in most cases even with smart phones.	Weak use of geospatial tools, biodiversity databases, and valuation software Limited capacity for sustained management and land-use conflicts	High; technological and operational limitations could affect project monitoring, data management, and adaptive implementation
Risk 4 – Organizational	4.1, 4.2, 4.3, 4.4, 4.5	Moderate	Moderate	Governance arrangement may not fully work due to challenges in access, geography and administrative arrangement	Limited livelihood options under (NbS) and inadequate coordination in MSP and (MPA) management.	Limited capacity at ground level to execute project components (manpower, facilities etc.)	Moderate; coordination gaps and inadequate organizational support may hinder

							effective NbS and conservation interventions
Risk 5 – Reputational	5.2, 5.5	Moderate	Moderate	High community expectations and conflicting agendas		Challenge in engaging effectively with the private sector	Moderate; unmet community expectations or poor stakeholder engagement could undermine project credibility
Risk 6 – Regulatory	6.1	Moderate	Moderate	AROB Green and Blue Economy Policy implementation challenges	Slow endorsement of National Waste Management Policy (2019 draft)	Lack of comprehensive policies to enforce Natural Capital Accounting at the national level	Moderate; incomplete regulatory frameworks may limit enforcement and scalability
Risk 7 – Strategic	7.5, 7.6 (Contextual)	Moderate	High	Lack of consistent political support and representation for conservation initiatives; risks from 2026 Bougainville elections and shifting local governance.	Slow endorsement of National Waste Management Policy (2019 draft).	Overlapping mandates among agencies leading to poor governance and coordination; lack of comprehensive NCA policies	High; political and governance uncertainties could significantly affect project sustainability and strategic alignment
Risk 8 – Safety & Security	8.2, 8.4, 8.6 (Contextual /Execution)	Moderate	Substantial	Poaching, illegal harvesting, resource depletion causing social tension	Political instability and weak governance structures affecting project outcomes	Political instability and weak governance structures affecting project outcomes	Moderate-High; environmental crime, governance weaknesses, and political instability may affect both community safety and project implementation

Table 4: Risk Rating Comparative Matrix

Annex 9: Workshop Capacity Building analysis

GEF-8 Blue Green Islands Integrated Project

Participant Reflections – Inception Workshop, Kavieng (New Ireland Province), Buka, ARoB and Bootless Bay-NCD, Central Province

Summary Analysis and Thematic Categorization

1. Overview

Participants expressed strong enthusiasm for the GEF-8 Project's goals and appreciated the opportunity to engage directly with government, community, and industry stakeholders. Their reflections align closely with the Project Document (ProDoc) priorities, particularly around capacity development, stakeholder coordination, awareness, and governance. These reflections provide valuable insights into areas requiring ongoing attention, namely:

- Strengthened multi-sectoral coordination
- Expanded capacity building and training
- Enhanced awareness and communication
- Inclusive governance and community participation

The table of the actual reflections reference in this analysis is appended at the end of this analysis

2. Thematic categories and analysis

A. Multi-sectoral engagement and collaboration

Representative reflections: 1, 5, 6, 8, 19, 24

Examples:

- Engagement of sectors involved in this project must be fully involved as the lead participating agencies…
- Continue to engage with NBC NIP for reporting and transparency.
- Partnerships bring success.

Analysis:

Participants emphasized the importance of collaboration among government, private sector, and local agencies to ensure effective implementation. This supports Component 2 (Governance and Marine Spatial Planning) and addresses Barrier 2 (sector compartmentalization). Sustained dialogue, data sharing, and joint planning are seen as critical success factors.

B. Capacity building and training needs

Representative reflections: 2, 13, 15

Examples:

- More training/building capacity is needed to provide technical support.
- Include LLG officers in trainings to continue monitoring and evaluating GEF 8 for the next 6 years.

Analysis:

Participants called for systematic capacity development at local and sub-national levels. They highlighted the need for technical training and inclusion of LLG officers in long-term monitoring. This aligns with Component 4 (Knowledge and Upscaling NbS) and Barrier 3 (limited local capacity for environmental action).

C. Awareness, education, and knowledge sharing

Representative reflections: 4, 5, 11, 12, 18, 20

Examples:

Saving the earth is everyone's business.

Awareness materials should be translated into Pidgin and Motu.

Opened and provided for new mindset in nature-based investment.

Analysis:

Participants valued the educational aspect of the workshop and requested localized awareness materials. This confirms Barrier 4 (limited knowledge and awareness) and shows progress under Component 4, which promotes communication, learning, and behaviour change.

D. Governance, participation, and inclusion

Representative reflections: 10, 15, 16

Examples:

Can CEPA and UNDP include LLG officers in future training?

All participants contributed according to their technical skills and knowledge.

Analysis:

Stakeholders stressed inclusive participation of community and LLG representatives. This theme ties to Component 2, emphasizing community-driven governance and participatory monitoring. It also highlights strong local interest in direct project involvement, including employment opportunities such as community mobilizers.

E. Positive feedback and motivation

Representative reflections: 3, 7, 9, 17, 20–23, 25

Examples:

- *Awesome and very happy to be part of this project inception workshop.*
- *Good program but more days would be better.*
- *Very well-organized workshop, powerful presentations*.

Analysis:

The workshop fostered high morale and engagement. Participants requested longer sessions and continued opportunities to interact. The positive tone demonstrates strong ownership and willingness to collaborate throughout implementation.

F. Emerging opportunities and strategic insights

Representative reflections: 6, 8, 11, 18

Examples:

- *Strengthen partnerships with NBC NIP for outreach and transparency.*
- *Explore collaboration with extractive industries for co-financing and environmental safeguards.*
- *Promote local understanding of the Blue Economy and nature-based investment opportunities.*

Analysis:

These reflections suggest pathways for private-sector engagement and media collaboration, supporting Component 3 (Innovative Financing and Public-Private-Community Partnerships).

3. Summary Table

Category	Representative Reflections	Linked Project Component / Barrier
Multi-Sectoral Engagement	1, 5, 6, 8, 19, 24	Component 2 / Barrier 2
Capacity Building	2, 13, 15	Component 4 / Barrier 3
Awareness & Knowledge	4, 5, 11, 12, 18, 20	Component 4 / Barrier 4
Governance & Inclusion	10, 15, 16	Component 2 / Barrier 2

Positive Feedback & Motivation	3, 7, 9, 17, 20–23, 25	Cross-cutting (ownership & learning)
Emerging Opportunities	6, 8, 11, 18	Component 3 / Innovation & PPPs

Out of 25 reflections collected, the largest proportions related to Multi-Sectoral Engagement (24%), Awareness and Knowledge Sharing (24%), and Positive Feedback (24%), showing that participants valued collaboration, learning, and the quality of the workshop. Capacity Building (12%) and Governance and Inclusion (12%) followed closely, indicating a strong demand for technical training and participatory approaches involving LLGs and communities. Finally, Emerging Partnership Opportunities (8%) highlight early signs of interest from key actors—such as NBC New Ireland, OPIC, and extractive industry partners—to align with project objectives.

4. Overall insights and recommendations

- **Strong stakeholder enthusiasm and ownership**
  The workshop generated genuine interest and commitment across agencies, LLGs, NGOs, and community representatives, confirming alignment with local priorities and broad support for the GEF-8 Blue Green Islands Integrated Project.
- **Capacity building as a priority:**
  Participants consistently emphasized the need for continued technical training and mentoring-particularly for LLG officers and community mobilizers—to ensure effective coordination, monitoring, and sustainability.
- **Inclusive participation and representation**
  Stakeholders called for greater involvement of LLGs, community-based organizations, and local leaders in project planning and implementation to enhance legitimacy, equity, and shared accountability.
- **Communication and awareness as enabling factors**
  The need for localized communication was highlighted, with calls to translate outreach materials into Tok Pisin and Motu and to partner with NBC New Ireland for wider visibility and transparency.
- **Growing awareness of the Blue Economy**
  The workshop served as an "eye-opener," helping participants understand the opportunities of the Blue Economy and nature-based solutions as pathways linking conservation and sustainable livelihoods.

- **Cross-sectoral coordination as a success factor**
  Participants underscored collaboration among CEPA, NFA, NGOs, extractive industries, and provincial governments as essential for integrated marine spatial planning and coherent project delivery.
- **Positive feedback on workshop facilitation**
  The event was described as well-organized, participatory, and informative, effectively fostering trust, shared learning, and inter-agency collaboration.
- **Emerging partnership opportunities**
  Expressions of interest from NBC New Ireland, OPIC, and extractive industry partners highlight new avenues for communication, outreach, and private-sector collaboration.

Key takeaway
Sustaining stakeholder engagement, strengthening local capacity, promoting inclusive governance, and maintaining open communication are central to ensuring effective and lasting project implementation.

Next steps:

- Develop a rolling capacity-building plan for provincial and LLG officers.
- Formalize communication partnerships (e.g., NBC NIP).
- Use feedback loops in future workshops to assess learning and participation.

Summary

Participant reflections from the Inception Workshop in Kavieng revealed strong enthusiasm and ownership of the GEF-8 Blue Green Islands Integrated Project. Stakeholders emphasized the importance of capacity building, inclusive participation, and continuous consultation among government agencies, LLGs, and the private sector. The workshop fostered awareness of the Blue Economy and nature-based solutions, highlighting communication partnerships and community engagement as critical enablers for successful implementation. These insights will guide the project's Year 1 focus on training, awareness, and strengthening governance coordination across provincial and community levels.

Reflections matrix

	Participant reflections (typed as they are)	Comments
1	Engagement of sectors involved in this project must be fully involved as the lead participating agencies under the economic sector to participate and implement this project	
2	More capacity training/building needed to provide technical support	
3	Awesome and very happy to be part of this project inception. See you again	
4	Saving the earth is everyone's business is the my learning in this workshop and OPIC is committed to be a partner	Alex Keri-Project Manager-Oil Palm Industry Corporation (OPIC) MB: 71992685 Alexkerijima44@gmail.com
5	Information sharing (presentations) and group work interactions was excellent however presentations should be shared prior to the sessions Requesting continuous consultation with NIPA and all LLGs Any awareness materials for communities be translated to pidgin and motu	
6	Continue to engage with NBC NIP for reporting and transparency, awareness and toksave	Contact: Jeremy Takau 83566792
7	Good program but more days (a week) would be better for stakeholders	DDA Kavieng-Blaze Koltes
8	Thank you for the last two days of GEF 8 project workshop. Look forward to further collaboration with the extractive industries	
9	Very well organised workshop	
10	Interested in the Position Community Mobilzer (NIP)	Bennis Tuka-71895270 Bennistuka183@gmail.com
11	Too many of us are unaware of the greatest opportunity that lies ahead of us in blue economy. But through the inception,	A Piskaut

	it opens and provides for new mindset in nature-based investment- more than what we understood	
12	Really appreciate the workshop. It was educational for me. I learnt many new ideas on how to conserve the marine biodiversity	Nickson Namalo Chairman-MEMC Chairman-Murat MPA
13	GEF 8 Project IW gave me advance knowledge on how to collaborate with my community and stakeholders with government also	
14	Opportunities to improve the protection of threatened and endangered marine resources	
15	Thankyou CEPA and UNDP for the two days IW. Question: Can CEPA and UNDP include LLG officers to participate in the scheduled trainings so we can continue to monitor and evaluate GEF 8 for the next 6 years?	Elaine Kaum –PO LLG
16	The outcome of the two days' workshop with different stakeholder was well presented. All participant participated in different areas of their field according to their technical skills and knowledge they have	
17	Appreciate sharing and learning through partnerships	
18	I learnt something new on the Blue economy for marine conservation	
19	Consultation, dialogue and communications are key	
20	This workshop is really an eye opener for me. Grateful and thankful for being a participant. Loved it and looking forward in working together	
21	Thank you for the powerful presentations	
22	A very sustainable presentation	
23	Very powerful	
24	Partnerships bring success	
25	Interesting	

Capacity Gaps/Needs and Aligned Strategies

The following captures all capacity gaps/building as posted by participant across all three inception workshops

No.	Capacity Gap or Need	Aligned and Refined Strategy/Action
1	Human rights violation and displacement resulting in social unrest, legal challenges, damage to reputation, and loss of community trust	Conduct comprehensive social impact assessments; implement resettlement and compensation frameworks to international standards; engage communities early in decision-making.
2	Weak understanding and practice of human rights	Integrate human rights education into community awareness programs; promote intergenerational learning and continuous practice.
3	Spiritual development gap, poor youth engagement and leadership	Support programs such as “Back to God” and “Garden of Eden” projects; promote SME and income-generating projects for youth empowerment and leadership growth.
4	Custom beliefs and traditions fading	Fund cultural revitalization programs and integrate traditional knowledge into training and community planning activities.
5	Limited logistical support (fuel, transport, equipment)	Strengthen logistics through coordinated planning with provincial and LLG offices; allocate funds for fuel, transport, and equipment under training and outreach programs.
6	Inadequate infrastructure and limited skilled human resources	Rehabilitate and upgrade training facilities; provide capacity-building for local trainers; improve communication and technology access to remote areas.
7	Lack of resources (funding, facilities, assets)	Develop market management, business, and land-use plans to attract private sector and donor investment.
8	Limited logistic support	Partner with NIPA and other stakeholders to share resources and logistical capacities.
9	Community support (transport, communications, equipment)	Strengthen coordination with NIPA and LLGs to mobilize community resources and improve transport and communication systems.
10	Research gaps (e.g., ecological and social research)	Facilitate targeted research training and create partnerships with universities and research institutions.
11	Vulnerable or unsustainable livelihoods	Develop and implement sustainable livelihood programs tailored to local contexts.

12	Limited community engagement and participation	Design and implement tailored awareness and consultation programs.
13	Lack of buy-in from leaders and private sector	Strengthen stakeholder engagement strategies and establish formal partnerships with large industries operating in NIP.
14	Weak collaboration and partnerships	Promote multi-stakeholder collaboration, networking, and shared learning platforms.
15	Poor governance, coordination, and accountability	Use LLGs as implementing agents and strengthen governance through transparent planning and reporting mechanisms.
16	Lack of customary land registration (ILG) capacity	Support ILG formation through certified land surveyors and provide technical/legal assistance for land registration.
17	Lack of human and land resource data	Collect and store socio-economic and land data at provincial level to inform planning.
18	Misalignment between local infrastructure programs and national policies	Align provincial and sectoral policies to ensure coherence with national development plans.
19	Weak institutional capacity (MEMC, LLG) to implement MPA management	Identify and work with relevant partners to provide targeted governance, enforcement, and monitoring training.
20	Absence of a Blue-Green Economy policy framework	Develop and establish a Blue-Green Economy Policy for New Ireland Province.
21	Weak governance and accountability mechanisms	Strengthen legal frameworks, transparency, and accountability systems.
22	NIPA lacks adequate resource for project delivery	Integrate training and capacity-building components into project design to support duty bearers' roles.
23	Limited technical expertise and changing technology	Prioritize capacity-building and continuous professional development for provincial and district officers.
24	Lack of alignment in planning and resourcing frameworks	Align frameworks and output indicators with provincial, LLG, and CBO development plans.
25	Absence of resource centers at subnational levels	Establish resource centers at provincial, district, and LLG levels with logistics and internet access.
26	Limited funding for local MPA programs (e.g., Loleng Sustainable Program)	Mobilize dedicated financial support for MEMC to implement MPA management plans.

27	Delayed or insufficient funding	Ensure timely and predictable funding disbursements through improved financial management systems.
28	Lack of cost framework for blue carbon credits	Develop NCA (Natural Capital Accounting) and resource identification plans for blue carbon implementation.
29	Limited knowledge of funding sources and post-project sustainability	Train local entities on accessing and managing funding sources and small business opportunities.
30	Inadequate financial support for MPA management	Strengthen resource mobilization mechanisms and access to donor or private sector funds.
31	Lack of scientific and social data	Establish a provincial statistics office to manage and share data.
32	Poor environmental data collection and management	Create a fully equipped environmental data management unit/officer role.
33	Weak formation data at provincial level	Create specific positions within NIPA/LLG structures to manage data and logistics.
34	Limited information dissemination in rural areas	Conduct simplified, localized awareness campaigns using accessible media.
35	No baseline needs assessments for LLGs and CBOs	Coordinate province-wide baseline assessments in collaboration with LLGs and communities.
36	Lack of knowledge and skills in rural communities	Conduct regular local-level training and continuous awareness programs.
37	Limited knowledge sharing and communication	Implement comprehensive awareness and communication programs.
38	Poor information flow to rural communities	Partner with NIPA, LLGs, and private sector actors to conduct joint outreach and training activities.
39	Shortage of skilled human resources	Provide structured HR training programs to build provincial and district capacity.
40	Lack of technical officers	Recruit technical experts to support GEF-8 and related initiatives.
41	Manpower shortage	Increase staffing and manpower establishment within key agencies.
42	No CEPA representation at provincial level	Establish CEPA provincial and LLG positions for field coordination.

43	Limited CEPA and LLG collaboration	Strengthening institutional linkages through partnership agreements and shared action plans.
44	Lack of training opportunities for staff	Partner with local NGOs/CSOs to provide technical and soft-skills training.
45	Lack of skills to perform effectively	Develop targeted capacity-building programs linked to job functions.
46	Insufficient funding for awareness activities	Source external funding through partnerships and grants.
47	Community misunderstanding of Blue Economy concepts	Develop and deliver simple, culturally adapted awareness materials on Blue Economy.

Annex 10: Consolidated Workshop report and key presentations

(See next page)

Annex 10: Consolidated Workshops Report and key presentations



Project Inception Workshops Report

Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas (GEF ID 11262)

BLUE AND GREEN ISLANDS INTEGRATED PROGRAM

Compiled by: Jessica Siriosi - Independent Consultant

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1. Introduction

1.1 Project Context

Papua New Guinea (PNG) is a global biodiversity hotspot, hosting the highest marine richness in the Pacific, exceptional mangrove diversity, extensive coral reefs, and seven seagrass species. Its coastal and marine ecosystems—including 13,840 km² of coral reefs, 4,200 km² of mangroves, and extensive seagrass beds—support over 500 coral species, 1,600+ reef fish species, and numerous threatened species. These ecosystems provide critical services such as carbon storage, water purification, fishery, and livelihoods for local communities.

The project *"Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas"* targets the New Guinea Islands (NGI) region, including New Ireland Province (NIP) and the Autonomous Region of Bougainville (ARoB), and the Papuan Barrier Reef near Port Moresby. The NGI region, part of the East Melanesian Islands, is globally significant for its high endemism and threatened species, including Dugongs, sea turtles, and rare birds and mammals. Coral reefs, mangroves, and seagrass meadows dominate the landscape, yet much of the area remains unprotected. The southern PNG coastline and Port Moresby region add further ecological and conservation value with accessible reefs, coastal lagoons, and rainforest-fringed habitats.

Despite this ecological richness, PNG's biodiversity is under increasing pressure. Unsustainable fishing, habitat loss from logging and coastal development, climate change impacts such as coral bleaching and sea-level rise, and limited protection of key biodiversity areas threaten species survival and ecosystem health. These pressures also jeopardize the livelihoods and food security of local communities, underscoring the urgent need for targeted conservation and sustainable management interventions.

1.2 Project Summary

The project is a six-year initiative implemented by UNDP and executed by the Conservation and Environment Protection Authority (CEPA), with funding from Global Environmental Fund (GEF)-8 and co-financing partners. It aims to strengthen marine conservation, enhance governance, and promote sustainable economic activities in key coastal and marine areas of Papua New Guinea, specifically NIP, the ARoB, and Bootless Bay.

The project focuses on four main components: integrating natural capital accounting into economic planning, strengthening marine spatial planning and governance, promoting nature-based solutions through public-private-community partnerships, and facilitating knowledge sharing and capacity building. It targets critical environmental challenges, including illegal fishing, pollution, and habitat degradation, and aims to restore 20,000 hectares of mangroves, improve 3.9 million hectares of marine areas, and enhance sustainable fisheries.

By combining conservation, climate adaptation, and sustainable development, the project seeks to create lasting environmental and socio-economic benefits for PNG's coastal communities, while contributing to global climate and biodiversity goals.

1.3 Purpose of the Inception Phase

This Inception Report presents the consolidated outcomes of the inception phase of the *Accelerating PNG's Sustainable Blue Economy* project, synthesizing insights from workshops held in the Autonomous Region of Bougainville, New Ireland Province, and Bootless Bay in Central Province. Conducted within the mandatory timeframe following first disbursement, the inception phase fully met the Global Environment Facility (GEF) requirements for project start-up, monitoring, and adaptive management. The workshops served to familiarize stakeholders with the project strategy, confirm institutional roles, validate the results framework, review safeguards and risk management measures, and jointly plan the first-year Annual Work Plan (AWP).

A participatory and evidence-based methodology underpinned all workshop activities, combining plenary technical presentations, guided discussions, provincial breakout sessions, and practical tools such as stakeholder mapping, problem analysis, risk and safeguard self-assessments, and activity planning matrices. This approach ensured that stakeholders at the national, provincial, community, and customary levels developed a shared understanding of the project's objectives, components, and expected results. Through these activities, participants validated and refined the project's results framework and monitoring plan, clarified reporting lines and M&E responsibilities—including the role of the GEF Operational Focal Point—and confirmed arrangements for data sharing, financial reporting, budget monitoring, and annual audits.

Stakeholders also reviewed and updated the Social and Environmental Screening Procedure (SESP), the Social and Environmental Management Framework (SEMF), the gender strategy, the knowledge management strategy, and the project grievance mechanism. The workshops identified emerging risks, validated mitigation measures, and contributed to updating the risk log in line with GEF safeguard standards. Discussions further examined shifts in local and provincial contexts since the finalization of the project document, enabling adaptive adjustments to strategies, timelines, and implementation modalities.

This Inception Report outlines the resulting operational roadmap for the first year of implementation, including validated baselines, updated timelines and budgets, institutional responsibilities, stakeholder engagement commitments, and capacity development needs. It also confirms the Project Board's governance arrangements and the finalization of its Terms of Reference. The inception workshops jointly served as the formal launch of the project in each location, marking the commencement of coordinated implementation across national and provincial levels.

Overall, the inception phase has established a strong, coherent, and well-aligned foundation for delivering the project's ambition to strengthen sustainable blue economy pathways in Papua New Guinea (PNG). Through extensive stakeholder engagement, clear institutional coordination, and compliance with GEF start-up obligations, the project is positioned to move

into implementation with shared ownership, operational clarity, and strengthened readiness for adaptive management.

2. The Inception Workshops

2.1 Workshop Agenda

The inception workshops in Bougainville, New Ireland Province, and Bootless Bay were methodologically structured to directly align with the GEF-mandated inception phase agenda, ensuring that all compulsory start-up requirements were systematically addressed. The agenda items—as annexed in the Project Document—formed the backbone of the workshop design and guided the sequence of technical presentations, group exercises, and participatory planning sessions.

The key mandated agenda elements included:

- Results framework validation
- Review of the monitoring and evaluation plan and budget
- Review of Safeguard mechanisms
- Review of financial reporting mechanisms
- Finalization of the project board Terms of Reference (TOR)

These mandated components were maintained consistently across all provincial workshops and served as the organizing structure for all workshop activities. Each session was supported by explanatory notes to ensure stakeholders clearly understood their relevance to GEF requirements and their operational implications for the first year of implementation.

Participants engaged in plenary presentations and provincial breakout sessions to review and validate the project's results chain, indicators, baselines, assumptions, and expected outputs. Group-based problem analysis tools and facilitated discussions enabled provinces and community representatives to refine key elements of the results framework, ensuring accuracy and contextual relevance. This activity directly corresponded to the mandatory GEF requirement to validate the project strategy and results pathways during inception.

The workshops included structured discussions on the overall M&E plan, data collection pathways, reporting responsibilities, and alignment with national and provincial systems. Stakeholders confirmed the role of the GEF Operational Focal Point and identified institutes that will contribute to project-level monitoring. The M&E budget was reviewed to ensure adequacy for provincial engagement and field-level data collection. These activities directly fulfilled the GEF requirement to finalize M&E roles, responsibilities, and budgeting during inception.

Dedicated sessions focused on the Social and Environmental Screening Procedure (SESP), the Social and Environmental Management Framework (SEMF), gender strategy, knowledge management strategy, grievance redress mechanism, and emerging risks. Through

participatory safeguard and risk self-assessments, stakeholders contributed updates to the risk log and clarified their respective monitoring responsibilities. This aligns with the GEF mandate to review and confirm safeguard implementation arrangements at inception.

Financial management presentations covered expenditure reporting, documentation requirements, fund flows, procurement standards, and mandatory annual audit processes. Stakeholders discussed their responsibilities for financial documentation and budget monitoring at national and provincial levels. These sessions met the GEF inception requirement to review financial reporting procedures and confirm audit arrangements.

Stakeholders reviewed and finalized the Terms of Reference for the Project Board, including membership, decision-making authority, meeting schedules, and reporting requirements. This session supported the GEF mandate to establish and formalize governance arrangements and to confirm the structure of the oversight mechanism during inception.

The inception workshop agenda strictly followed the GEF-mandated agenda items, all of which were retained exactly as annexed in the Project Document. No alterations were made to the mandated agenda elements; instead, the facilitation methodology and session flow were designed around these fixed requirements. Supplementary sessions, contextual discussions, and participatory activities were incorporated to operationalize each agenda item, but the core GEF agenda remained unchanged throughout all workshop locations.

2.2 Workshop Objectives and Expected Outcomes

The Inception Workshop for the *Accelerating PNG's Sustainable Blue Economy Project*, held in the month of October 2025, fulfilled core GEF and UNDP inception-stage requirements by providing a formal platform to review, validate, and confirm critical project instruments before commencement of full implementation. The workshop was convened to launch the project, present its components and delivery approach, clarify institutional arrangements, develop initial action plans, and ensure alignment between the ProDoc, stakeholder expectations, and GEF policies. The discussions also supported refinement of the project's operational blueprint for Year 1, including budget allocations, timelines, risk mitigation strategies, and monitoring and reporting arrangements for endorsement by the Project Board and relevant governance bodies.

During the workshop, participants undertook structured reviews and discussions on the following areas, as required under GEF and UNDP project initiation protocols:

1. Review and Validation of the Results Framework and Monitoring Plan (GEF Requirement)
   The Results Framework (ProDoc p.57) and Monitoring Plan (ProDoc p.63) were formally presented and validated. Stakeholders confirmed the continued relevance and accuracy of indicators, baselines, means of verification, and annual and end-of-project targets. No amendments were proposed, and both instruments remain valid as per the approved ProDoc.
2. Review of Safeguard Instruments and Risk Log (GEF Minimum Standards)
   The Risk Log was reviewed and discussed in detail, with risks confirmed as accurately

captured and no new risks requiring categorization at this stage. The Environmental and Social Safeguard Instruments, including assessments and mitigation measures contained in ProDoc Annex 10, remain unchanged and continue to meet UNDP/GEF requirements. Stakeholders agreed that the safeguards instruments are adequate for guiding early implementation.

3. Finalization of the TOR and Composition of the Project Board (GEF Governance Requirement)
   The Project Board Terms of Reference (ProDoc p.73) were reviewed, with stakeholders reaffirming their appropriateness. No revisions were required. The composition of the Project Board therefore remains unchanged and will guide project governance, oversight, and decision-making during implementation.
4. Finalization of the First-Year Annual Work Plan and Budget (GEF Operational Requirement)
   The 2026 Annual Work Plan and Budget (AWP&B) were presented and discussed to ensure alignment with the validated Results Framework, safeguard obligations, and delivery capacities of partners. While the AWP&B is still undergoing final technical consolidation, workshop discussions provided strategic direction on sequencing, prioritization, and resource allocation, ensuring that the emerging AWP&B will fully comply with GEF operational and reporting requirements.

Collectively, these discussions confirmed that all ProDoc-derived instruments remain valid except for the 2026 AWP&B, which continues to be refined based on stakeholder inputs and sequencing considerations established during the workshop.

2.3 Opening Remarks

The Green Blue Policy in Bougainville was officially launched to promote sustainable management of land and marine resources, tackle climate change impacts, and empower communities to lead environmental stewardship efforts. CEPA emphasized GEF-8 Project's focus on marine conservation, nature-based solutions, marine protected areas (MPAs), and Natural Capital Accounting. Central to the project is the integration of Traditional Ecological Knowledge and local leadership to enhance climate resilience, strengthen data-driven decision-making, and support sustainable livelihoods, ensuring that global environmental goals deliver practical, community-level benefits in Bougainville.

At Bootless Bay, stakeholders reaffirmed their commitment to the GEF-8 initiative, stressing the interconnection between ocean health and human well-being. Local leaders and community representatives voiced optimism about the project's potential to improve waste management, restore ecosystems, and empower local communities. Similarly, in Kavieng, officials celebrated its selection as a pilot site, citing its maritime importance and plans for a Blue-Green University. UNDP and CEPA leaders underscored the need for sustainable fisheries, responsible resource use, and inclusive collaboration between local governments, NGOs, and communities to ensure the project's long-term success and tangible impact on people's lives.

2.4 Project Overview

The GEF-8 Blue Green Islands Integrated Project aims to accelerate PNG's sustainable blue economy by strengthening governance, promoting nature-based solutions (NbS), and enhancing the sustainable management of coastal and marine ecosystems. Funded under the Global Environment Facility framework, the project emphasizes marine spatial planning, ecosystem conservation, and inclusive approaches that integrate ecological and economic priorities. The inception workshop formally launched the project, establishing a foundation for collaborative implementation across the three target locations.

The project is structured around four main components. Component 1 integrates nature into fiscal policies and economic planning through Natural Capital Accounting, ecosystem valuation, and capacity building for national institutions. Component 2 strengthens governance and management of coastal and marine resources via marine spatial planning, enhanced monitoring, improved management of marine protected areas, and development of regulatory frameworks for sustainable blue investments. Component 3 focuses on implementing NbS in target seascapes by leveraging private sector engagement, blended finance, and inclusive business models in fisheries, ecotourism, and food security, particularly empowering women and marginalized groups. Component 4 emphasizes knowledge management, scaling up NbS through learning, evaluation of systemic impacts, and sharing lessons domestically and globally.

The total project budget is approximately USD 16.76 million, with the largest allocation directed toward conservation and sustainable marine resource management. By combining policy integration, governance strengthening, community-led NbS, and knowledge sharing, the project seeks to mainstream sustainable practices into PNG's blue economy, ensuring long-term ecological resilience, inclusive livelihoods, and stronger alignment with national and international environmental commitments.

2.5 Positioning Papua New Guinea within the Blue green Islands Integrated Programme

Mr. Santiago Carrizosa, Senior Technical Advisor of UNDP/BPPS HQ through his presentation highlighted that PNG occupies a pivotal role in the Blue and Green Islands Integrated Programme (BGI-IP) as one of 15 Small Island Developing States (SIDS) selected to pioneer nature-positive development through marine and coastal ecosystem protection, valuation of natural capital, and deployment of nature-based solutions.

By integrating the blue economy agenda with sustainable development and environmental resilience, PNG is positioned to lead by example—applying marine spatial planning, natural capital accounting, and inclusive governance to align local livelihoods with global environmental goals under the GEF-8 framework.

2.6 Quality Assurance & Environmental & Social Safeguards

Mr. Tashi Dorji delivered a comprehensive presentation on Quality Assurance and Social and Environmental Safeguards, outlining the UNDP systems in place to ensure that all project activities comply with UNDP and GEF Environmental and Social Standards. He emphasized

that these safeguards are central to promoting inclusion, preventing harm, and ensuring that vulnerable and marginalized groups are not left behind. His presentation highlighted the integrated monitoring, evaluation, and risk management mechanisms that are applied throughout the project cycle to identify, address, and reduce environmental and social risks, thereby strengthening the ethical integrity and long-term sustainability of project interventions.

Following this presentation, stakeholders undertook a structured review of the project's Social and Environmental Safeguard Instruments, including examination of the Environmental and Social Management Framework (ESMF) contained in ProDoc Annex 10. Through all three provincial consultations and during the inception workshop, participants collectively confirmed that the ESMF remains adequate and requires no modification at this stage. As a result, the safeguard instruments, including management measures, roles, and procedures—remain unchanged and fully compliant with UNDP/GEF Minimum Standards.

In line with GEF requirements, the Risk Log was also reviewed in detail. Workshop participants agreed that the risks identified in the ProDoc are accurately captured, and no new risks required recategorization during this phase. These discussions reaffirmed that the existing mitigation measures remain broadly relevant. However, stakeholders highlighted the need to complement these measures with a more clearly articulated and context-specific Risk Mitigation Plan to guide adaptive management during implementation.

Facilitators presented the project's risk assessment and treatment process, providing a structured approach for monitoring evolving risk levels. Participants reviewed proposed mitigation actions for each risk category and raised several location-specific issues requiring further attention. For example, Pirung was noted as having adequate internet connectivity, which supports communications and reporting, whereas Kunua faces significant connectivity limitations that may constrain digital data collection and community coordination. Stakeholders also identified escalating environmental pressures—such as poaching, illegal harvesting, and resource grabbing—which increase social tensions and disproportionately affect women, youth, and vulnerable resource-dependent groups.

These discussions underscore the necessity of developing a supplementary sub-risk assessment, as recommended by Dr. Novera, to capture localized risks identified during field consultations. Integrating these insights into a tailored Risk Mitigation Plan will help ensure that both existing and newly emerging safeguard risks are adequately addressed, thereby strengthening community resilience and supporting effective, inclusive implementation across all project areas.

2.7 Project Components and Key Outcomes

Objective: To strengthen protection & sustainable use of coastal & marine ecosystems through the operationalization of Natural Capital Accounting, adoption of integrated management and governance approaches, and implementation of inclusive Nature based solutions

The project aims to strengthen the protection and sustainable use of coastal and marine ecosystems by operationalizing Natural Capital Accounting (NCA) to integrate the value of nature into economic decision-making. It promotes the adoption of integrated management and governance approaches to enhance collaboration across sectors and jurisdictions, ensuring coordinated and effective conservation efforts. Additionally, it focuses on implementing inclusive nature-based solutions that support ecosystem health while benefiting local communities, including marginalized groups, thereby fostering resilient and sustainable blue economies.

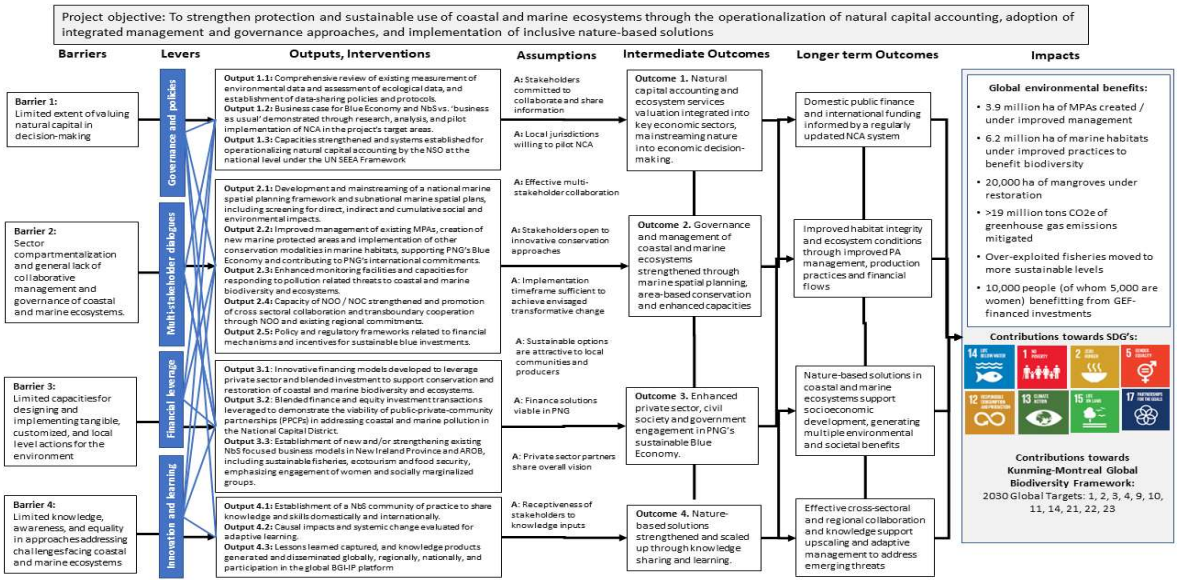


Figure 1: Project Theory of Change

Component 1 focuses on integrating nature into fiscal policies and the planning of key economic sectors by institutionalizing Natural Capital Accounting (NCA) and Ecosystem Services Valuation. The component begins with a comprehensive review of existing environmental and ecological data, identifying gaps and establishing data-sharing policies and protocols (Output 1.1). This ensures a solid evidence base for decision-making and enables systematic use of natural capital information across sectors.

Building on this foundation, the project will demonstrate the economic and environmental benefits of the Blue Economy and NbS compared to business-as-usual approaches through targeted research, analysis, and pilot NCA implementation in selected areas (Output 1.2). Simultaneously, institutional capacities will be strengthened by equipping the National Statistical Office (NSO), CEPA, and relevant agencies with the tools and systems to operationalize NCA under the UN SEEA framework (Output 1.3). Collectively, these actions ensure that Natural Capital Accounting and Ecosystem Services Valuation are integrated into key economic sectors, mainstreaming nature into economic decision-making and supporting sustainable, resilient development (Outcome 1).

Component 2 promotes the integrated conservation and sustainable use of coastal and marine resources by strengthening governance, management, and planning mechanisms. The component emphasizes the development and mainstreaming of a national marine spatial

planning framework and subnational plans, including assessments of social and environmental impacts (Output 2.1). It also focuses on enhancing the management of existing marine protected areas (MPAs), establishing new MPAs, and implementing complementary conservation measures to support PNG's Blue Economy and meet international commitments (Output 2.2).

To ensure ecosystem resilience, Component 2 will improve monitoring facilities and capacities for responding to pollution and other threats to coastal and marine biodiversity (Output 2.3) and strengthen the capacity of NOO/NOC while promoting cross-sectoral collaboration and regional cooperation (Output 2.4). Additionally, the project will support the development of policy and regulatory frameworks that provide financial mechanisms and incentives for sustainable blue investments (Output 2.5). Collectively, these interventions will enhance governance and management of coastal and marine ecosystems, fostering sustainable use, ecosystem protection, and long-term socio-economic benefits (Outcome 2).

Component 3 focuses on implementing NbS in targeted seascapes to enhance engagement across the private sector, civil society, and government in PNG's Sustainable Blue Economy. The component promotes the development of innovative financing models to leverage private sector investment and blended finance mechanisms for the conservation and restoration of coastal and marine biodiversity and ecosystems (Output 3.1). It also seeks to demonstrate the viability of Public-Private-Community Partnerships by using blended finance and equity investments to address coastal and marine pollution, particularly in the National Capital District (Output 3.2).

In addition, Component 3 emphasizes the establishment and strengthening of NbS-focused business models in NIP and the ARoB, including sustainable fisheries, ecotourism, and food security initiatives. These interventions prioritize the active participation of women and socially marginalized groups, promoting inclusive and equitable benefits from blue economy activities (Output 3.3). Collectively, these efforts aim to enhance private sector, civil society, and government engagement in PNG's Sustainable Blue Economy, fostering scalable and sustainable solutions for coastal and marine resource management (Outcome 3).

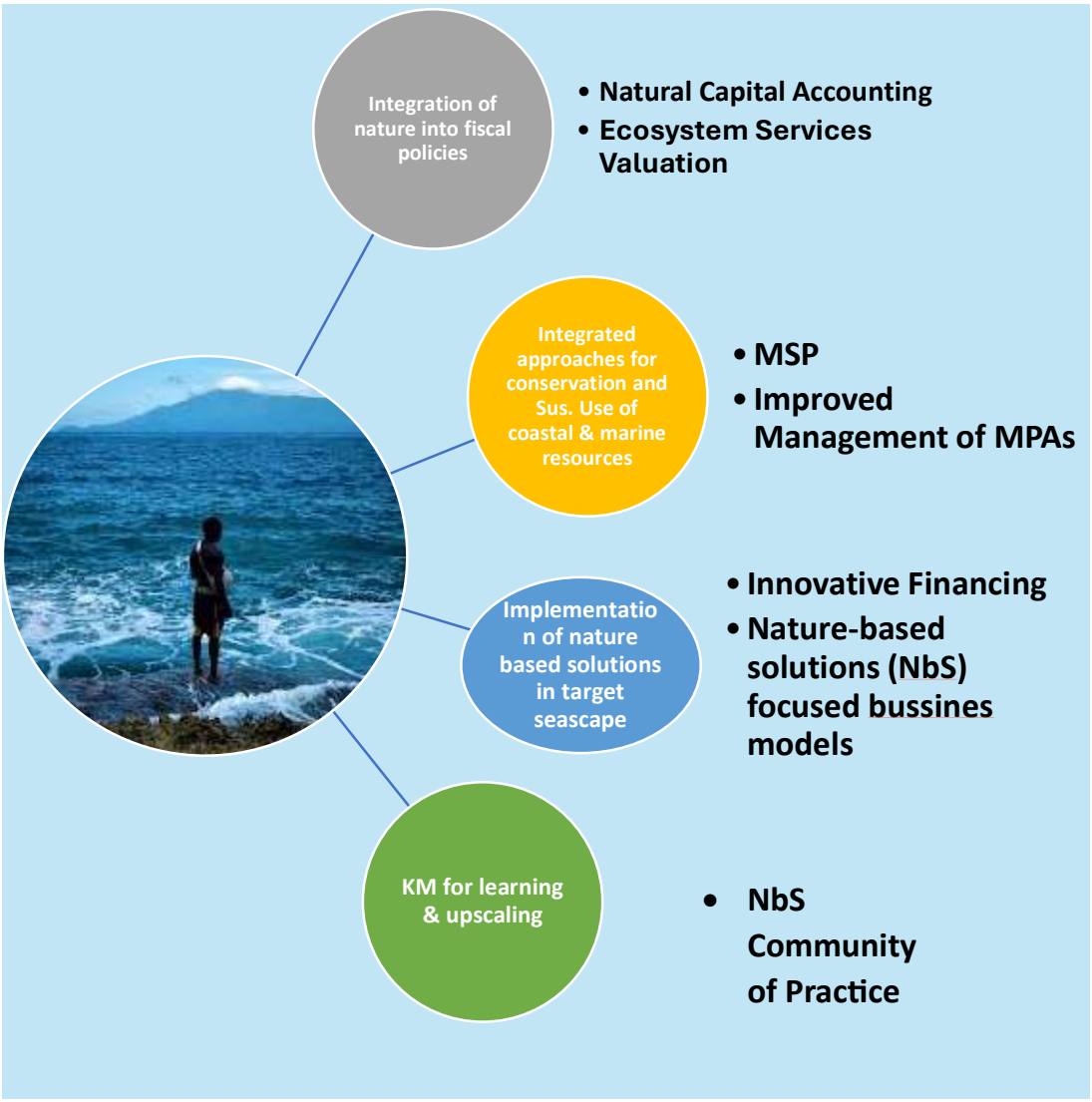


Figure 2: Diagram illustrating the four project components.

Component 4 focuses on knowledge management to support learning, adaptation, and the scaling up of NbS. The component emphasizes the establishment of an NbS community of practice**,** facilitating the exchange of knowledge, skills, and best practices both domestically and internationally (Output 4.1). It also includes the evaluation of causal impacts and systemic changes to inform adaptive learning, ensuring that interventions are evidence-based and responsive to evolving environmental and social contexts (Output 4.2).

Furthermore, Component 4 aims to capture lessons learned and generate knowledge products that are disseminated at global, regional, and national levels, including participation in the global Blue Green Infrastructure (BGI) IP platform (Output 4.3). Collectively, these activities strengthen and scale up Nature-based Solutions by promoting continuous learning, fostering knowledge exchange, and supporting the replication of successful approaches, thereby contributing to more resilient and sustainable coastal and marine management (Outcome 4).

2.8 Stakeholder Roles and Responsibilities

Consistent with GEF Minimum Standards and the project's Stakeholder Engagement Plan (SEP), Annex 9 of the ProDoc, dedicated sessions were held across all three inception workshops to review, validate, and operationalize the project's stakeholder engagement, participation, grievance, and conflict-resolution mechanisms. Facilitators presented the SEP's provisions for inclusive participation, culturally appropriate engagement of traditional governance structures, local knowledge integration, and conflict-sensitive processes.

Stakeholders reaffirmed that the SEP remains adequate and requires no modification at this stage. The inception workshops therefore served primarily to confirm operational arrangements, clarify roles for engagement and reporting, and identify provincial-level entry points to support effective implementation.

A project-level Grievance Redress Mechanism (GRM) outlined in Annex 9—was also reviewed. Stakeholders confirmed that the GRM will be activated during early implementation, including the establishment of local focal points and communication channels to support accessible, timely grievance handling.

The workshops generated substantive feedback regarding engagement approaches, traditional governance pathways, data sharing, and conflict-resolution mechanisms. Key insights include:

a. Engagement Approach

- Stakeholders emphasized the need for regular, structured engagement between project teams, community governments, and sectoral agencies.
- All locations supported the use of participatory planning tools, community dialogues, and localized awareness activities aligned with SEP guidelines.
- Ensuring two-way communication—including feedback loops to communities—was highlighted as a priority.

b. Entry Points for Traditional Groups

Traditional authorities, clan leaders, chiefs, and ward representatives were identified as **critical entry points** for consultation and consent processes.

In Bougainville, clan-based governance structures were recognized as essential for approving MSP and Locally Managed Marine Area (LMMA)/MPA arrangements.

In New Ireland and Bootless Bay, traditional custodians were identified as key gatekeepers for ecosystem access, compliance, and conflict mediation.

c. Data-Sharing and Reporting Roles

- Provincial governments, NFA, CCDA, CEPA, local NGOs, and community-based organisations committed to providing ecosystems, fisheries, biodiversity, and socio-economic data.
- Communities committed to contributing local ecological knowledge and supporting data validation, surveillance, and LMMA reporting.
- Universities and NGOs offered to support data management, analysis, and capacity development.

d. Conflict-Resolution Pathways

The SEP's multi-tier conflict-resolution mechanisms were validated, including:

- community-level dispute handling through clan leaders and ward structures;
- escalation to district/provincial authorities as needed;
- use of the formal GRM for grievances related to project activities;
- recourse to ABG/NIP/GoPNG institutional structures for high-level disputes.

Stakeholders requested clearer visibility of GRM focal points during implementation.

Across all workshop locations, stakeholders formally reaffirmed their support for the project, in addition to the co-financing commitments already included in the ProDoc. Participants expressed readiness to collaborate on MSP, NCA, NbS, data contributions, and community mobilization. The following commitments were documented:

Bootless Bay

- Stakeholders mapped influence/interest roles through a participatory exercise, categorizing:
  - Manage Closely: Key agencies, CBOs, NGOs, research institutions
  - Keep Satisfied: Regulators and infrastructure sectors
  - Keep Informed: NGOs, academia, community groups
  - Monitor: Low-influence stakeholders
- This reinforced a shared understanding of engagement priorities and pathways.
- Community groups, CBOs, and NGOs committed to data provision, LMMA stewardship, awareness, and surveillance support.

Bougainville

- ABG departments committed to supporting policy integration, regulation, data collection, and planning, particularly in NCA and marine management.
- Communities and resource owners committed to:
  - supporting ecosystem valuation.
  - collaborating with ABG/UNDP/CEPA;
  - engaging in MSP and LMMA design and monitoring.
- CBOs, chiefs, and ward members reaffirmed readiness to assist with consultation, compliance, and local coordination.

New Ireland Province

- Breakout groups identified key actors for close engagement, such as Live & Learn, WCDF, New Ireland Provincial Administration (NIPA), NFA, and Provincial Division of Forest, Environment & Climate Change mate Change Office.
- Stakeholders committed to partnering in MSP, NbS, NCA, data gathering, and awareness activities.
- Sector agencies and traditional structures confirmed alignment with existing provincial plans and marine governance frameworks.

Across all provinces, stakeholders expressed strong willingness to collaborate, share data, participate in planning, and contribute to monitoring, enforcement, and awareness. These commitments provide a solid foundation for **multi-stakeholder collaboration** consistent with GEF's emphasis on transparency, co-financing, and country ownership.

2.9 Challenges and Opportunities

The discussions on challenges and opportunities in Bootless Bay, Bougainville and NIP highlighted key environmental and governance issues that need to be addressed to achieve sustainable development and effective resource management. In Bootless Bay, the primary challenges include fragmented waste management efforts, weak coordination across agencies, and a lack of financial literacy and management skills in local communities. The complexities of overlapping institutional mandates and governance structures also hinder progress. However, opportunities to improve these conditions lie in strengthening financial literacy, supporting small businesses, and empowering community-based organizations (CBOs) and small and medium-sized enterprises (SMEs) through capacity-building activities. Additionally, nature-based solutions such as mangrove restoration, coral reef rehabilitation, and seagrass planting were identified as key strategies for ecosystem restoration and sustainable livelihoods.

In ARoB, the challenges are similar in some respects, with significant gaps in baseline data, inconsistent information-sharing between agencies, and weak enforcement of regulations that contribute to illegal activities like poaching and overharvesting. These issues compromise the management of both marine and terrestrial resources, leading to environmental degradation. The opportunities here include the chance to strengthen data systems, improve monitoring frameworks, and enhance enforcement mechanisms through collaborative efforts between government, development partners, and local communities. Additionally, building local capacity for evidence-based decision-making could lead to more effective environmental management and the sustainable use of natural resources, supporting community development alongside conservation.

NIP faces a complex set of challenges that include limited local capacity, a lack of technical skills and resources, and weak institutional coordination, exacerbated by the province's geographical isolation. Other significant barriers include inadequate data systems, unclear land tenure arrangements, and cultural factors such as traditional beliefs that limit the participation of women in decision-making. Participants also pointed to law-and-order issues

and environmental degradation as broader systemic challenges. Despite these hurdles, there are clear opportunities in New Ireland to advance a sustainable blue economy by strengthening education and stakeholder engagement, investing in technical capacity-building (such as GIS and environmental monitoring), and fostering partnerships with external stakeholders. There is also a strong emphasis on the need for sustainable investments, improved governance frameworks, and enhanced data collection systems to support marine and coastal management.

Across these three regions, there is a shared recognition that capacity-building, improved governance, and stronger stakeholder engagement are crucial for overcoming the challenges and unlocking the opportunities for sustainable environmental management. Bootless Bay focuses on empowering local communities through financial literacy and entrepreneurship training, Bougainville aims to build data systems and improve monitoring and enforcement, while New Ireland looks to strengthen technical skills, governance, and investment in the blue economy. By addressing these interconnected challenges, all three regions could make significant strides toward more resilient and sustainable environmental management practices, benefiting both the ecosystems and the communities that depend on them.

2.10 Panel of Discussions (AROB, NIP & Bootless Bay)

The environmental and development challenges and opportunities discussed in Bootless Bay, Bougainville, and New Ireland Province (NIP) reveal both shared and unique issues across the regions. In Bootless Bay, the key challenges include the lack of coordinated waste management, limited financial literacy and poor financial systems, and a fragmented governance structure. These problems hinder effective management of the coastal and marine ecosystems. The region also faces difficulties in fostering strong stakeholder engagement and capacity building. In Bougainville, similar issues arise with gaps in baseline data, weak data sharing, and ineffective monitoring and enforcement, contributing to resource depletion and illegal activities. In New Ireland, challenges such as limited local capacity, inadequate technical skills, isolation, poor coordination, and gaps in governance further complicate the implementation of sustainable blue economy initiatives. Additionally, all three regions face systemic issues, including law and order concerns and environmental degradation.

Despite these significant challenges, each region has identified clear opportunities to improve environmental management and development outcomes. Bootless Bay offers a chance to build local economies through targeted support for CBO and Small and Medium Enterprises (SMEs), particularly by improving financial literacy, entrepreneurship, and business management skills. Nature-based solutions like mangrove restoration, coral reef rehabilitation, and seagrass planting were emphasized as effective methods for ecosystem restoration and income generation. Additionally, the establishment of a dedicated waste management component presents a significant opportunity to address pollution and streamline environmental efforts. Bougainville's opportunities focus on strengthening data systems, creating shared monitoring frameworks, and enhancing enforcement mechanisms, as well as building local capacity for evidence-based decision-making. New Ireland sees opportunities in strengthening education, raising awareness, and building technical capacity,

especially in GIS and environmental monitoring, to empower communities and drive sustainable resource management through a decentralized governance model.

The Bootless Bay action plan emphasizes stakeholder engagement, capacity building, and the integration of environmental values into local economic planning. Activities such as NCA, supported by partnerships with government agencies and development partners, are seen as critical for integrating environmental sustainability into economic decisions. Moreover, the focus on NbS, such as Public-Private-Community Partnerships (PPCPs) to mitigate coastal and marine pollution, highlights the potential for collaborative action. Empowering marginalized groups, particularly women and youth, through skills development is central to ensuring that the benefits of these initiatives reach all parts of the community. The risk management discussions also point out the importance of addressing climate and political risks, such as the vulnerability of coastal ecosystems to sea-level rise and the governance complexities in the region.

In Bougainville, opportunities lie in the collaborative efforts to strengthen data sharing and monitoring frameworks that can facilitate evidence-based decision-making for sustainable resource management. Improving institutional coordination and creating better enforcement mechanisms are essential for addressing illegal activities like poaching and overharvesting. A major opportunity is the potential for Bougainville to enhance its natural resource management through strengthened local partnerships and the development of community-driven strategies that integrate environmental conservation into local economic development. By building local capacity in data management, monitoring, and enforcement, Bougainville can achieve long-term sustainable outcomes.

For New Ireland, the focus on capacity building, particularly in GIS tools and environmental monitoring, is crucial for improving the region's ability to implement a blue economy framework. The opportunity to improve governance and decentralize decision-making aligns with the need for better coordination and stronger policy frameworks. Additionally, leveraging cultural assets for marine protection, such as traditional stewardship practices, could enhance community involvement in environmental conservation. Building stronger partnerships with external stakeholders and securing sustainable funding are also seen as important for achieving the region’s blue economy goals. Emphasizing the integration of nature-based solutions, such as MSP and NCA, will help create a sustainable foundation for New Ireland’s marine and coastal ecosystems.

Key Takeaways from Panel Discussions (Recommendations):

Recommendations were reviewed to ensure they fall within existing outputs and budget allocations.

1. **Strengthening Governance and Coordination:** Across all three regions, improving institutional coordination and clarifying governance structures should be a top priority. Clear roles and responsibilities for environmental management and a streamlined decision-making process can reduce inefficiencies and overlap.
2. **Build Local Capacity:** A concerted effort to build technical and managerial capacity, particularly through training in financial literacy, environmental monitoring, and GIS,

will empower local communities and ensure long-term sustainability in environmental management and development.

3. **Focus on Nature-Based Solutions (NbS):** All regions should continue to prioritize and invest in NbS such as mangrove restoration, coral reef rehabilitation, and MSP. These approaches can simultaneously enhance ecosystem resilience and generate economic benefits.
4. **Foster Collaboration and Partnerships:** Strengthening collaboration between government agencies, development partners, and local communities will be critical to overcoming challenges. This should include more inclusive stakeholder engagement, with a particular focus on marginalized groups such as women and youth, ensuring they are active participants in decision-making processes.
5. **Secure Sustainable Funding:** To implement and sustain initiatives, securing consistent and sustainable funding sources through local and international partnerships (e.g., GEF, UNDP) is essential. Ensuring that economic incentives align with conservation goals will be crucial for long-term success.

3. Action Planning and Implementation

Ultimately, discussions relating to the above concluded that the results framework (p57) and monitoring plan (P63), safeguard instruments and risks (Annex 10), and composition of the project board (p73) remained valid as per the ProDoc, except for the 2026 Annual Workplan Budget which is still under development. Output 3.1—focused on developing innovative financing models to leverage private sector and blended investment—directly aligns with the activities underway in Bootless Bay, New Ireland Province, and the Autonomous Region of Bougainville by creating the enabling conditions for conservation financing to take root. In Bootless Bay, the emphasis on natural capital accounting, MSP-driven MPA establishment, and enterprise development provides a strong evidence base and community-level economic entry points those investors require for blue-economy financing. Financial literacy training, SME and CBO formalization, and PPCP mechanisms create pathways for blended finance instruments—such as community enterprise grants, blue-carbon credits, ecotourism ventures, and waste-management service models—to be anchored in real economic activities supported by data, spatial planning, and strengthened governance. These foundational systems reduce investor risk and build the business cases needed to attract private capital for restoration of mangroves, coral reefs, and sustainable coastal livelihoods.

In New Ireland Province, Output 3.1 is reinforced through activities that integrate nature into fiscal policy, develop blue-green economic policies, and build capacity for SMEs and CBOs across sectors such as blue carbon, fisheries, agriculture, and waste management. This creates a structured environment where innovative finance models—like results-based payments, green bonds, provincial-level blue funds, or SME credit schemes—can be tested and scaled. Similarly, Bougainville's establishment of investment steering committees, GIS-based data systems, protected area legislation, and community monitoring strengthen governance and transparency, both critical for investor confidence. By combining natural capital assessments, NBS prioritisation, and community-based implementation, Bougainville sets the institutional and technical foundation needed to absorb blended finance for restoration, protection, and biodiversity-aligned economic ventures. Across all three sites,

Output 3.1 therefore provides the catalytic financial mechanism that transforms technical planning and community-level action into investable, scalable models for coastal and marine conservation.

3.1 Implementation Planning

3.1.1 Autonomous Region of Bougainville Workplan

The AROB Implementation Plan outlines a series of coordinated activities and initiatives across three focus areas: NCA, NBS, and MPS/MP. For NCA, the plan emphasizes reviewing environmental data, mapping biodiversity, building stakeholder capacity, and setting up monitoring systems. Key activities include establishing an investment steering committee, conducting workshops, and carrying out a 6-year data storage and sharing initiative, as well as adding value to natural resources. In NBS, the plan focuses on assessing and implementing nature-based solutions in target areas like Kunua District, including conducting workshops on traditional knowledge, assessing ecosystem services, and fostering community engagement. It also outlines the establishment of community-based monitoring systems and aims for Kunua to be declared a protected area by 2030. In the MPS/MP area, the plan includes the enactment of legislation for protected areas, the development of ecotourism initiatives, and the execution of pilot projects such as the Bougainville Research and Cultural Centre. Activities in this section also include training, mapping, and developing marine protected areas MPAs, as well as integrating traditional ecological knowledge and practices into conservation efforts. The overall timeframe for these activities ranges from 1 to 6 years, with ongoing community consultation and awareness efforts to ensure successful implementation and long-term sustainability.

Autonomous Region of Bougainville Workplan				
ProDoc Output 3.1	**Innovative financing models developed to leverage private sector and blended investment to support conservation and restoration of coastal and marine biodiversity and ecosystems.**			
Activity	**Component**	**Timeframe**	**Responsible Party**	**Expected Outcome**
Review existing environmental data and documentation (interagency)	NCA	Ongoing	Interagency Coordination Committee	A comprehensive review of environmental data to inform further planning and action.
Review and identify NBS in target areas	NBS	6 months	NBS Working Group	Identification and prioritization of nature-based solutions in the target areas.
Enact legislation for protected area	MPS/MP	6 months	Legislative Bodies, Local Authorities	Formalized legal protection for identified areas, setting the groundwork for conservation.
Mapping of biodiversity data sharing policy	NCA	1 year	Environmental Agencies, GIS Team	A data-sharing framework and policy established for biodiversity information.

Setup and grant an investment steering committee	NCA	1 year	Government, Investment Partners	A steering committee set up to manage and guide funding and investments for conservation efforts.
ICT establishment (GIS)	NCA	1 year	ICT Department, GIS Experts	GIS infrastructure established to map, monitor, and manage biodiversity and conservation data.
Consultation with stakeholders to organize internally	NCA	Ongoing	Local Communities, NGOs	Strengthened internal stakeholder coordination for effective implementation of conservation activities.
Conduct NBS workshops	NBS	1 year	NBS Working Group, Consultants	Awareness raised, and capacity built on the use of nature-based solutions in conservation practices.
Awareness and consultation	NBS	Ongoing	Stakeholder Groups, Local Authorities	Communities and stakeholders informed and consulted to ensure broad support for NBS projects.
Capacity building and training for all stakeholders	NCA/NBS	Ongoing	Capacity Development Agencies	Enhanced skills and knowledge of stakeholders, especially on NCA, NBS, and natural resource management.
Conduct World Environment Day activities	NBS	Annually	Environmental NGOs, Local Communities	Annual awareness campaign to engage the public and stakeholders in environmental conservation.
Establish database system	NCA/NBS	2 years	ICT Department, Data Management Team	A centralized and accessible database system established for environmental data and NBS monitoring.
Enforcement of policies	MPS/MP	Ongoing	Government, Law Enforcement	Policies and legislation effectively enforced to protect the environment and local ecosystems.
Conduct NCA assessment and determine values	NCA	1 year	Environmental Agencies, Consultants	A comprehensive NCA assessment undertaken to determine the value of natural resources and ecosystems.
Establish community-based monitoring	NBS	1 year	Local Communities, Environmental NGOs	Communities empowered to monitor local

and surveillance system				biodiversity and report on the effectiveness of conservation efforts.
Community Consultation and Dialogue (GEF 8)	NCA/NBS	6 months	Government, NGOs	Community consultations to gather input, ensure buy-in, and align projects with local needs.
Data storage and sharing	NCA	6 years	Government, ICT Department	A system for secure data storage and sharing, ensuring consistent access and updates on biodiversity data.
Conduct NBS assessment in Kunua District	NBS	1 year	Local Authorities, Environmental NGOs	NBS assessment for Kunua to inform future conservation actions and land-use planning.
Develop tailored accounting system (Capacity building)	NCA	6 years	Capacity Development Agencies	A tailored accounting system created, including training for stakeholders on its implementation.

Table 1: Autonomous Region of Bougainville Stakeholders Integrated Workplan

3.1.2 Bootless Bay Workplan

The Bootless Bay workshop focused on developing an actionable implementation plan across three core areas: NCA, MSP, and Nature-Based Solutions NbS. Each of the three groups worked to identify priority activities, establish timelines, and allocate responsibilities to stakeholders. The plan emphasizes the integration of NCA into local economic planning through data sharing and stakeholder consultations, with CEPA leading the effort. In parallel, the project aims to enhance marine spatial planning by setting up MPAs and supporting sustainable marine resource management. The NbS component centers on building local capacity through training in financial literacy, enterprise development, and environmental stewardship (e.g., mangrove restoration, coral reef protection, and marine plastic recycling), with a focus on inclusive participation, especially from marginalized groups like women and youth. The plan also highlights the need for PPCPs to address pollution and other environmental challenges.

The implementation plan includes a comprehensive timeline, with key milestones set for 2026-2027. Specific activities within the plan include stakeholder consultations, business case development for NCA, financial literacy training for SMEs, CBOs, and the establishment of a separate waste management component. Additionally, risks associated with policy, technology, finance, and governance are assessed, and strategies to address these risks are included. A robust framework for monitoring and evaluating progress is essential, and the plan emphasizes ongoing capacity-building efforts in technical skills, financial management, and business development to ensure long-term sustainability.

Bootless Bay Workplan Matrix					
ProDoc Output 3.1	**Innovative financing models developed to leverage private sector and blended investment to support conservation and restoration of coastal and marine biodiversity and ecosystems.**				
Component	**Activity**	**Timeframe**	**Partners**	**Responsibilities**	**Risks**
Natural Capital Accounting (NCA)	Strengthening Data and Knowledge Sharing	2026-2027	CEPA, PMNEC, UPNG, NRI, NSO, local communities, LLGs, TPA, IPA, SMEs, Department of Education, NGOs	Stakeholder consultations conducted; Data shared via Biodiversity & Climate GEO Portals	Moderate policy risk, high technology risk
	Identification of Business Case for NCA	2026-2027	UPNG, CEPA, local businesses, financial institutions	Business case for NCA integration developed, Pilot studies completed	Moderate financial risk
Marine Spatial Planning (MSP)	Establish Marine Protected Areas (MPAs)	2026-2028	Mr. Bernard Suruman, CEPA, Local Authorities, NGOs, local communities	MPAs designated and effectively managed, Stakeholder engagement meetings conducted	High political/governance risk
Nature-Based Solutions (NbS)	Financial Literacy and Enterprise Development Training	2026-2027	Local SMEs, CBOs, financial institutions, BSP, Mama Bank, Microfinance, SMEC, Tourism Promotion Authority, MKA	SMEs and CBOs formalized, Grant applications submitted, financial management systems established	Moderate environmental/social risks
	Public-Private-Community Partnerships (PPCP)	2026-2027	UNDP, CEPA, Local businesses, Donors, MKA, Hiri Koiari District, Central Provincial Government	PPCP grants provided, Waste management strategies developed	High political/governance risk
	Capacity Building for CBOs and marginalized groups	2026-2027	CEPA, UPNG, NRI, local NGOs, women/youth groups, community leaders	Training delivered in areas like mangrove restoration, coral reef restoration, sustainable fisheries	Moderate environmental/social risks

Table 2: Bootless Bay Stakeholders Integrated Workplan

3.1.3 New Ireland Province Workplan

The workplan focuses on two main components: integrating nature into fiscal policies and planning economic sectors and promoting the conservation and sustainable use of coastal and marine resources. Component 1 emphasizes establishing technical working groups, improving data policies, and replicating NSO functions to strengthen environmental governance. Key activities include capacity building in blue carbon initiatives, expanding research, and developing data management systems at NIPA. The timeline extends over multiple quarters, with a focus on redefining capacity-building approaches and ensuring annual stakeholder engagement.

Component 2 centers on inclusive, integrated approaches for coastal and marine resource management. It prioritizes consultation with provincial governments, local-level governments (LLGs), farmers, and local partners, alongside upgrades to monitoring equipment and transportation. Activities include capacity building for government officers and community

organizations, developing provincial blue/green economic policies, and supporting financial literacy, entrepreneurship, and SME development. The workplan also addresses waste management, plastic and mining tailings, business plan development, and compliance with GEF-8 regulations, engaging a wide range of stakeholders over a phased 2026–2027 timeline.

New Ireland Province Workplan				
ProDoc Output 3.1	**Innovative financing models developed to leverage private sector and blended investment to support conservation and restoration of coastal and marine biodiversity and ecosystems.**			
Component	**Output**	**Activity**	**Timeframe**	**Stakeholders**
Integration of nature into fiscal policies & economic planning	TOR – Technical Working Group	Establish TWG; policy for data; replicate NSO functions	Q1–Q4 2026	NIPA, NSO, Gov-PNG, Donor Agencies
	Blue Carbon / Infinity Blue	Expand capacity over 2 years; defined into institutional capacity building; research, data collection & analysis; develop data management system	2026–2027	NIPA, Research Institutes, NSO
	Annual Meeting	Redefine output; hold annual stakeholder meeting	Annual	NIPA, Gov-PNG, Donors
Conservation & sustainable use of coastal/marine resources	Consultation	Engage provincial/LLG/farmers /fisherfolk for frameworks, planning, strategies	Ongoing	Provincial Gov, LLGs, Farmers
	Monitoring & Transport	Upgrade monitoring equipment & communication; improve transportation	Q1 – Q4, 2026	Provincial Gov, Local Partners
	Capacity Building & Data Support	Include LLGs, provincial officers; create support positions; engage local partners to collect & manage data	2026–2027	Provincial Gov, LLGs, Local Partners
	Policy & Economic Development	Develop provincial blue/green economic policy; collaborate with financial institutions; training on financial literacy, SME & CBO entrepreneurship	2026–2027	NASALS, BSP, CARITAS, Commerce Division, CBOs, SMEs
	Awareness	Awareness programs on resource management	Q1 2026	LLGs, CBOs, NBC
Financial Literacy & Training	Financial literacy & management training	Accounting for non-accountants and non-Finance Basic Bookkeeping (Essential in managing assets, encourage savings and promote good governance in managing capital resources)	Q3-Q4, 2026	NASALS, BSP, CARITAS
	SME Training	SME capacity building	Q3–Q4 2026	NASALS, BSP, CARITAS, Commerce Division
Waste Management	Waste management initiatives		Q1 2027	CEPA, NFA, WCS, AILAN, JICA
	Plastic & Mining Tailings	Address plastic & mining tailings issues	Q3–Q4 2027	CEPA, NFA, Local Authorities
	Business Plans for NBS	Develop business plans	Q4 2026	NIPA Division of Commerce, National Fisheries College (Business Unit) FC, NASALS, TISA Bank

Table 3: New Ireland Province Stakeholders Integrated Workplan

3.2 Risk Management and Rating Discussions

The risk appended to the Project Document remains unchanged but was acknowledged and accepted during the inception process. The reviews and updates were made in all three workshops and produced detailed contributions to the risks involved.

The ARoB, specifically the Kunua Conservation Area and Pirung sites, face a complex mix of social, political, environmental, and logistical risks. Logistically, limited and unreliable road and sea access restricts community mobility, market linkages, and timely project implementation. Political uncertainty linked to the 2026 Bougainville Government elections, along with local governance dynamics, poses potential disruptions to project continuity. Socially, strong customary obligations, traditional leadership structures, and community expectations may conflict with project schedules, requiring careful alignment with formal governance systems. Pirung is particularly vulnerable to environmental risks, including coastal erosion, flooding, and settlement displacement, compounded by pressures from poaching and resource depletion. Technological limitations further constrain communication, data collection, and education access, making project delivery more challenging. While moderate institutional and governance risks exist, high technological and environmental risks underscore the need for detailed, localized mitigation strategies.

In contrast, Bootless Bay in the National Capital District is characterized by risks that are more policy- and technology-oriented, alongside governance and climate-related challenges. Coastal exposure makes the area susceptible to extreme weather events and sea-level rise, elevating climate risks. Institutional complexity, with overlapping mandates among government agencies, creates high political and governance risks that could affect project coordination and enforcement. Environmental and social risks, including land-use conflicts and capacity limitations, are considered moderate. Recommendations from the risk management session emphasized enhancing policy enforcement through CEPA, improving geospatial tools and biodiversity databases, and fostering stakeholder collaboration, including private sector and donor engagement. The focus here is on strengthening institutional capacity and long-term sustainability, with less emphasis on community-level logistical or cultural challenges compared to Bougainville.

New Ireland Province presents a more decentralized and thematic approach to risk identification, with groups focusing on Natural Capital Accounting, Nature-Based Solutions, and practical project execution. Risks in this context are analyzed within the scope of innovation, relevance, and delivery capacity, rather than being tied to political or logistical constraints. While the discussions highlighted challenges, such as ensuring contextual applicability and practical implementation, the risk profile appears less acute than Bougainville or Bootless Bay, partly due to the structured assessment process and strong stakeholder involvement in identifying mitigation measures. The emphasis in New Ireland is on knowledge-based and operational risks, suggesting that adaptive project management and localized strategies can effectively address potential challenges.

Table 4: Comparative Risk Rating Matrix

	Prodoc	AROB	Bootless Bay	NIP	Revised Risk
Risk 1 – Social & Environmental	1.8, 1.10, 1.11, 1.12	Coastal erosion, flooding, sea level rise, settlement displacement; limited sea and road access; conflicts between customary obligations and project timelines; limited involvement of women and youth	Marine and land-based waste pollution affecting ecosystems and livelihoods; low public awareness and poor waste disposal practices	Coastal ecosystems exposed to extreme weather and rising sea level	High; environmental exposure combined with social and cultural constraints may affect participation, equity, and project outcomes
Risk 2 – Financial					Moderate; potential funding limitations may affect continuity, especially in remote or less institutionalized areas
Risk 3 – Operational	3.8	Lack of reliable communication networks for data collection and project delivery; limited access to data tools	Not specifically listed	Weak use of geospatial tools, biodiversity databases, and valuation software Limited capacity for sustained management and land-use conflicts	High; technological and operational limitations could affect project monitoring, data management, and adaptive implementation
Risk 4 – Organizational	4.2, 4.5		Limited livelihood options under (NbS) and inadequate coordination in MSP and (MPA) management.		Moderate; coordination gaps and inadequate organizational support may hinder effective NbS and conservation interventions
Risk 5 – Reputational	5.5	High community expectations and conflicting agendas			Moderate; unmet community expectations or poor stakeholder engagement could undermine project credibility

Risk 6 – Regulatory			Slow endorsement of National Waste Management Policy (2019 draft)	Lack of comprehensive policies to enforce Natural Capital Accounting at the national level	Moderate; incomplete regulatory frameworks may limit enforcement and scalability
Risk 7 – Strategic	7.5, 7.6	Lack of consistent political support and representation for conservation initiatives; risks from 2026 Bougainville elections and shifting local governance.	Slow endorsement of National Waste Management Policy (2019 draft).	Overlapping mandates among agencies leading to poor governance and coordination; lack of comprehensive NCA policies	High; political and governance uncertainties could significantly affect project sustainability and strategic alignment
Risk 8 – Safety & Security	8.1	Poaching, illegal harvesting, resource depletion causing social tension	Political instability and weak governance structures affecting project outcomes	Political instability and weak governance structures affecting project outcomes	Moderate-High; environmental crime, governance weaknesses, and political instability may affect both community safety and project implementation

3.3 Partnerships and Co-Financing Opportunities

The discussions around PPCPs in Bougainville, Bootless Bay, and NIP all highlight the importance of collaboration between the private sector, local communities, and government agencies to drive sustainable development, conservation, and resource management. In Bougainville, the PPCP model is vital for mobilizing resources and attracting investments, particularly in the post-conflict context. Key to this success is the clarification of land ownership and customary obligations, ensuring that agreements protect community interests while enabling private sector involvement. Successful examples, such as the collaboration between Steamships and Ela Motors in Pirung, demonstrate how the private sector can contribute to conservation and the Blue Economy, with a focus on ecosystem restoration and community development. The region also emphasizes the need for a tailored approach that integrates cultural values and local environmental priorities, with initiatives like the Bismarck Solomon Seas Ecosystem (BSSE) and regional collaboration strengthening conservation efforts.

Bootless Bay also emphasizes the role of PPCPs, particularly in addressing environmental challenges like marine waste pollution. The discussions highlighted the importance of aligning the financial needs of local communities with institutional support, particularly for small and medium-sized enterprises (SMEs) and CBOs. Capacity-building programs, such as financial literacy and entrepreneurship training, are seen as essential for empowering local communities to manage resources and business initiatives sustainably. Specific actions under NCA, MSP, and Nature-Based Solutions NbS were discussed, with an emphasis on improving coordination, waste management, and the integration of community-based organizations into project implementation. For Bootless Bay, the key to success lies in aligning waste management activities and improving financial reporting to ensure long-term sustainability and focus.

In New Ireland Province, the success of PPCPs is also linked to strong collaboration between government bodies, NGOs, and the private sector. A significant example is IBL's successful securing of AUD $800,000 for a blue carbon project, which highlights the potential of international partnerships. However, the discussions revealed challenges, such as the high cost of field data collection and the need for capacity-building among local NGOs and government bodies. Strengthening the ability of small NGOs to manage funds and implement projects is a major focus, as many lack the resources and skills to handle large-scale initiatives. Additionally, stakeholders stressed the importance of aligning projects with the New Ireland Sustainable Economic Plan to ensure that projects have long-term, integrated impacts. Improved financial transparency and formalized partnerships are also crucial for ensuring that funds are managed effectively and that roles and responsibilities are clearly defined. By addressing these challenges, New Ireland can enhance the sustainability of its projects and ensure that they deliver lasting benefits to local communities.

3.4 Capacity Building and Training Needs

3.4.1 Autonomous Region of Bougainville

The Pirung Wildlife Management Area (WMA) and Kunua Conservation Network (KCN) both identified strong capacity-building needs centered on governance, collaboration, and community empowerment. In Pirung, the community emphasized that effective conservation depends on partnerships among local communities, government agencies, NGOs, and development partners to pool resources and strengthen local governance. Capacity-building priorities include enhancing environmental management knowledge, improving access to technology, and strengthening local resilience against climate change, coastal erosion, and resource depletion—all rated as high risks. Developing a Risk Mitigation Plan and sub-risk assessments was recommended to address these issues and guide project planning. Additionally, building PPCPs can support livelihood diversification through eco-tourism, sustainable fisheries, and Blue-Green Economy initiatives, if land ownership, benefit-sharing, and environmental safeguards are clearly defined.

In contrast, the Kunua community highlighted that conservation must be passion- and culture-driven rather than financially motivated, grounded in traditional stewardship and long-term community ownership. However, they face several challenges—limited transport access, political uncertainty ahead of the 2026 elections, conflicting community agendas, and low gender inclusivity—that hinder effective project implementation. Addressing these requires leadership training, gender-responsive governance, and improved coordination among the ABG, Ward Governments, and development partners. Both communities share the need for strengthened awareness, skills development, and governance frameworks to ensure inclusive, resilient, and sustainable conservation outcomes that align with Bougainville's broader Blue-Green Economy and post-conflict recovery goals.

3.4.2 Bootless Bay (NCD)

Discussions on capacity building and training needs emphasized the importance of equipping communities, government agencies, and partner institutions with the skills and resources necessary for effective project implementation across the three key components—NCA, MSP, and NbS. Participants reflected on lessons from the first day, reaffirming the need for inclusive stakeholder engagement, improved data sharing, and local ownership of initiatives. The workshop highlighted gaps in technical competencies, policy alignment, and community-level understanding of environmental management principles. Capacity development priorities included strengthening institutional frameworks within CEPA and partner agencies, enhancing technical expertise in data management and analysis, and building community skills in sustainable livelihoods and natural resource management.

On the second day, the focus shifted to developing an action plan for implementation, where breakout groups identified priority activities, responsible stakeholders, and practical timelines. A key capacity-building priority under NbS was training on financial literacy and management to strengthen entrepreneurship among SMEs and community-based organizations, with support from financial institutions and government partners. Other proposed activities included technical training in mangrove and coral restoration, waste

management, and ecotourism development, ensuring inclusivity of women, youth, and marginalized groups. Risk assessments conducted by each group underscored the need for continuous training, institutional strengthening, and inter-agency coordination to mitigate policy, technical, and governance risks. The session concluded with agreement on integrating capacity building as a cross-cutting theme in the Bootless Bay implementation plan to enhance sustainability and local empowerment.

3.4.3 New Ireland Province

The capacity gap assessment identified several critical challenges hindering effective implementation of environmental and natural resource management initiatives. Key gaps included the lack of reliable data and baseline information, limited awareness and community understanding, inadequate logistics, infrastructure, and communication systems, and insufficient funding and resources. Institutional weaknesses—such as the absence of CEPA officers in provinces and LLGs, limited technical human resources, and weak governance and policy alignment—were also highlighted. Social and contextual factors such as limited youth engagement, gender and human rights considerations, traditional customs, and competing personal or political interests further constrain effective participation and ownership. Overall, the assessment revealed an urgent need for stronger institutional presence, technical capacity, and inclusive community involvement at all levels.

To address these gaps, several strategic actions were proposed. These include mobilizing financial and resource support to strengthen implementation; improving data collection, management, and knowledge sharing; and promoting broad-based community engagement and participation. The development and alignment of government policies and legal frameworks with provincial and local plans were emphasized to ensure coherence and sustainability. Specific, needs-based training and recruitment of technical specialists, particularly environment officers, were identified as priorities. Establishing resource centers, enhancing infrastructure and communication systems, and promoting partnerships, collaboration, and networking among stakeholders were also recommended. Furthermore, strategies for youth empowerment, livelihood diversification, and the preservation of generational and traditional knowledge were recognized as essential for sustainable and inclusive capacity development.

4. Recommendations and way forward

The Accelerating PNG's Sustainable Blue Economy project, funded by GEF-8 and implemented by UNDP in partnership with CEPA, has laid a strong foundation for coordinated implementation across Bougainville, Bootless Bay, and New Ireland Province. These regions of global biodiversity significance will anchor efforts to strengthen marine governance, integrate natural capital accounting, advance marine spatial planning, and promote nature-based solutions.

Key recommendations and priorities include:

- Governance and Coordination: Establish lead agencies and working groups at national and provincial levels, aligned with subnational priorities.
- Risk Management and Safeguards: Operationalize risk mitigation frameworks to address governance, policy, and climate challenges.
- Stakeholder Engagement and Capacity Building: Expand consultations, awareness-raising, and targeted training to empower communities.
- Implementation and Accountability: Finalize sites specific plans, endorse the Annual Work Plan, and ensure financial monitoring and audit cycles meet UNDP/GEF standards.
- Innovation and Infrastructure: Invest in transport solutions, deploy mobile and geospatial technologies, and strengthen local technical capacity.
- Community and Inclusivity: Engage women, youth, and marginalized groups, integrate customary leadership, and build trust through transparent communication.
- Climate and Resource Management: Prioritize mangrove restoration, coastal defenses, and sustainable resource management to address climate risks.
- Waste and Pollution Control: Advance national waste management policies, infrastructure, and awareness campaigns.
- Livelihoods and Private Sector Engagement: Promote eco-tourism, sustainable fishing, and mariculture, while mobilizing private investment for long-term sustainability.
- Policy Strengthening: Advocate for comprehensive policies supporting NCA, MSP, NbS, and MPA implementation.

Region-specific actions will complement these national priorities: Bougainville will focus on ABG alignment and site-level working groups; Bootless Bay will formalize waste management and refine milestones for NCA, MSP, and NbS; New Ireland will operationalize NIPA's leadership role and convene its TWG on Marine Spatial Planning.

Together, these measures provide a coherent roadmap for advancing conservation and sustainable development in Papua New Guinea's marine ecosystems. By reinforcing transparency, inclusiveness, and shared ownership, the project is well positioned to deliver tangible benefits for biodiversity protection, community resilience, and the long-term sustainability of the country's blue economy.

5. Conclusion

The inception workshops have successfully launched the Accelerating PNG's Sustainable Blue Economy project, meeting all Global Environment Facility (GEF) start-up and UNDP monitoring requirements within the mandated timeframe. Through a participatory and evidence-based process, stakeholders across Bougainville, Bootless Bay, and New Ireland validated the project's governance arrangements, clarified institutional roles, confirmed financial accountability mechanisms, and jointly endorsed the first-year Annual Work Plan.

These workshops established a strong foundation for coordinated implementation at both national and subnational levels. Governance structures were agreed, provincial coordination mechanisms identified, and safeguards and risk management frameworks confirmed. Importantly, the process reinforced inclusivity by engaging government, private sector, civil society, and community representatives, ensuring shared ownership and transparency in decision-making.

While each region identified tailored priorities and next steps, all are aligned under a coherent national framework that integrates marine governance, natural capital accounting, marine spatial planning, and nature-based solutions. This alignment strengthens institutional capacity, promotes accountability, and ensures that local actions contribute to national and global biodiversity goals.

With these agreements in place, the project is well positioned to advance its objectives, accelerate delivery, and generate tangible benefits for Papua New Guinea's sustainable blue economy, protecting critical marine ecosystems while fostering resilient, community-driven development

6. Annex: Key Presentations from the Inception Workshops

A. **P1: Setting the scene: Workshop objectives and Outcomes**
   Presenter: Elton Kaitokai

B. **P2: Project Overview**
   Presenter: Bernard Suruman, Manager Marine PA, CEPA

C. **P3: Project Details-Components and Outcomes**
   Presenter: Patricia Porras, CTA GEF 8

D. **P4: (Recorded Presentation/online): Positioning Papua New Guinea within the Blue and Green Islands Integrated Programme (BGI-IP)**
   Presenter: Santiago Carrizosa, Senior Technical Advisor, UNDP/BPPS

E. **P5: Recorded Presentation/online**: **Quality Assurance & Environmental and Social Safeguards**
   Presenter: Tashi Dorji, Regional Technical Specialist, Ecosystems & Biodiversity – UNDP Nature Hub (Asia-Pacific)

GEF-8 Blue Green Islands Integrated Project

Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas

Inception Workshop

Objectives

20th- 21st October 2025

1

Background

- Funded under the Global Environment Facility (GEF-8) framework.
- Aims to **promote nature-based solutions (NbS), marine spatial planning, and sustainable coastal resource management across Papua New Guinea.**
- The Inception Workshop marks the official launch, ***establishing a foundation for collaborative implementation***.



2

Objectives of the workshop

Objectives:

1. Officially launch the project.
2. Present the project's scope, objectives, and components
3. Facilitate stakeholder engagement and clarify roles
4. Develop localized action plans and strategies
5. Identify capacity-building needs and partnership opportunities



3

Key Activities

Day 1: Context Setting & Project Overview

- Opening remarks
- Project Overview
- Presentations on project components
- Stakeholder breakout sessions and panel discussions

Day 2: Action Planning & Implementation

- Develop localized action plans
- Discuss partnerships, co-financing, and capacity-building
- Agree on next steps and follow-up actions

4

Expected Outcomes

- Shared understanding of project goals and framework
- Strengthened stakeholder coordination and commitment
- Drafted provincial-level action plans
- Identified training and capacity-building needs
- Initiated partnerships for co-financing and sustainability
- Recommendations for project document updates and refinements

5

Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas (GEF ID 11262)

BLUE AND GREEN ISLANDS INTEGRATED PROGRAM

Inception Workshop
Project Overview

6th-7th October, 2025, Adeeves Guest House, Bougainville

Conservation and Environment Protection Authority (CEPA)

1

Presentation Outline



I. Project background

II. Project Scope, Objectives

III. Outcome, Outputs, and Activities

IV. Multiyear work plan/ AWP 2025

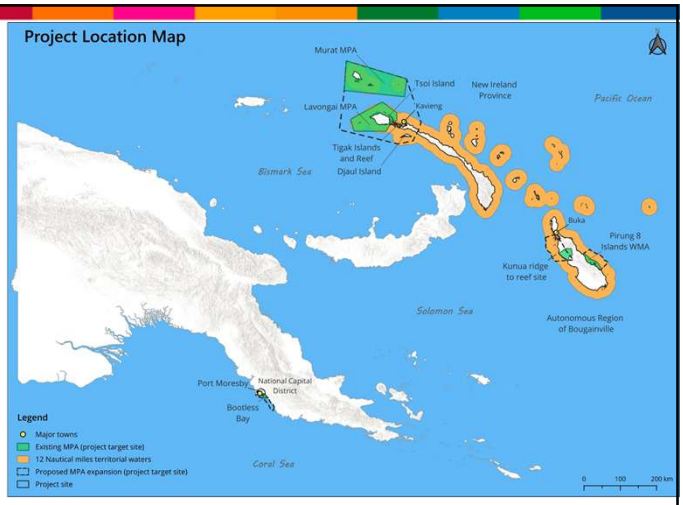
V. Governance structure

VI. Way forward

2

Project Overview

Project Title:	Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas
Executing Entity:	Conservation and Environment Protection Authority (CEPA)
GEF Agency:	UNDP
Project Duration:	72 months (Six years)
GEF Trust Fund Grant:	$16,764,218
Total Co-financing:	$43,214,327
Project Locations:	New Ireland Province (NIP) Autonomous Region of Bougainville (AROB) Port Moresby, National Capital District (NCD), including Bootless Bay



3

GEF-8 Blue & Green Islands Integrated Programme (BGI-IP)

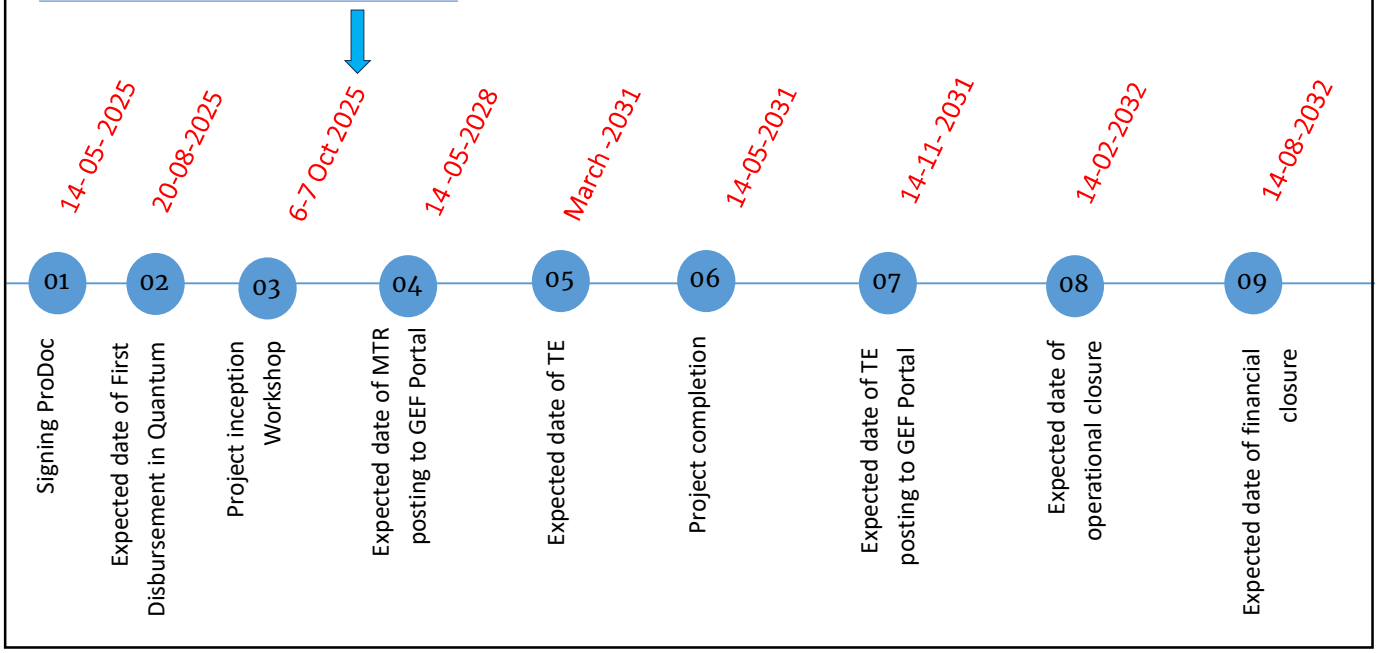
- **Objective of the BGI-IP:** Promote integrated solutions that are effective, integrated, highly relevant and adaptable, suitable for scaling and replication across SIDS.
- **Global Programme** coordinated by **UNDP** in partnership with five Implementing Agencies (WWF-US, FAO, UNEP, WB, IUCN)
- Total funding envelope for 15 country child projects: US$ 101 million
- Country child projects: 15

BGI Child Projects

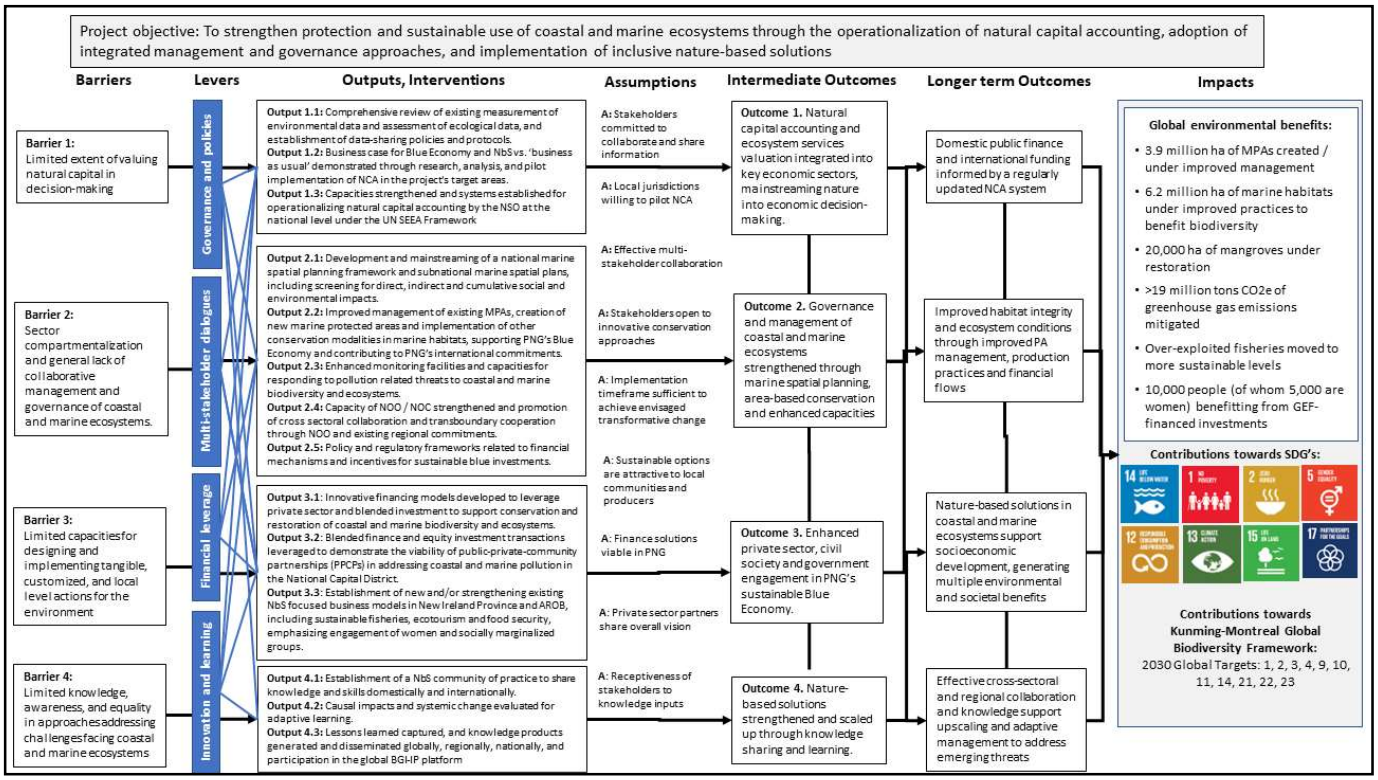
Country	GEF Agency	Project Title
Belize	WWF-US	Resilient, Bold Belize
Cabo Verde	FAO	Accelerating Cabo Verde's Transition to Blue and Green Economy
Comoros	UNDP	Biodiversity Conservation through Nature-based Solutions as Pillars of the Blue & Green Economy in the Union of Comoros.
Cuba	FAO	Blue and green development in food and urban sectors of Cuba
Global	UNDP	BGI IP Global Coordination Project
Maldives	World Bank	Strengthening Biodiversity Conservation in Protected Areas in Maldives
Mauritius	FAO	Mainstreaming Nature-based Solutions in land-use systems for productive and resilient ecosystems
Micronesia	IUCN	Micronesia: Tourism Support for Biodiversity Conservation
Palau	IUCN	Transforming productivity in Palau's food systems through nature positive innovations
Papua New Guinea	UNDP	Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas.
Samoa	UNDP	Coastal Resilience Samoa
Seychelles	UNDP	GEF 8: Blue Green Islands Integrated Programme for the Seychelles Child Project
St. Lucia	UNEP	Valuing Nature and Nature-based Solutions for Sustainable Blue and Green Pathways for the Tourism, Food and Urban Sectors in Saint Lucia
Timor Leste	UNDP	Nature-based Solutions for Intersectoral Nature-Positive Development in Timor-Leste
Trinidad and Tobago	FAO	Trinidad and Tobago – Nature Based Solutions in Productive Landscapes
Vanuatu	FAO	Restoring and protecting Biodiversity, Coastal Landscapes, and Climate Change Resilience through Nature Based Solutions, Women and Youth Entrepreneurship in Vanuatu

4

Key Timeline



5



6

Objective:

To strengthen protection & sus. use of coastal & marine ecosystems through the operationalization of NCA , adoption of integrated management and governance approaches, and implementation of inclusive NbS



- Integration of nature into fiscal policies
  - Natural Capital Accounting
  - Ecosystem Services Valuation
- Integrated approaches for conservation and Sus. Use of coastal & marine resources
  - MSP
  - Improved Mgt of MPAs
- Implementation of nature based solutions in target seascape
  - Inno Financing
  - NbS focused bus. models
- KM for learning & upscaling
  - NbS CoP

7

Component 1: Integration of nature into fiscal policies and planning of key economic sectors

Outcome 1: Natural Capital Accounting and Ecosystem Services Valuation integrated into key economic sectors, mainstreaming nature into economic decision-making

Output 1.1: Comprehensive review of existing measurements of environmental data and assessment of ecological data, and the establishment of data-sharing policies and protocols.

Output 1.2: Business case for Blue Economy and NbS vs. 'business as usual' demonstrated through research, analysis, and pilot implementation of NCA in the project's target areas.

Output 1.3: Capacities strengthened and systems established for operationalizing natural capital accounting by the NSO and CEPA at the national level under the UN SEEA Framework



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Component 2: Integrated approaches for conservation and sustainable use of coastal and marine resources

Outcome 2: Governance and management of coastal and marine ecosystems strengthened through marine spatial planning, area-based conservation, and enhanced capacities.

Output 2.1: Development and mainstreaming of a national marine spatial planning framework and subnational marine spatial plans, including screening for direct, indirect, and cumulative social and environmental impacts

Output 2.2: Improved management of existing MPAs, creation of new marine protected areas, and implementation of other conservation modalities in marine habitats, supporting PNG's Blue Economy and contributing to PNG's international commitments.

Output 2.3: Enhanced monitoring facilities and capacities for responding to pollution-related threats to coastal and marine biodiversity and ecosystems.

Output 2.4: Capacity of NOO / NOC strengthened and promotion of cross-sectoral collaboration and transboundary cooperation through NOO and existing regional commitments.

Output 2.5: Policy and regulatory frameworks related to sustainable blue investments.



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Component 3: Implementation of nature-based solutions in target seascapes

Outcome 3: Enhanced private sector, civil society, and government engagement in PNG's Sustainable Blue Economy

Output 3.1: Innovative financing models developed to leverage private sector and blended investment to support conservation and restoration of coastal and marine biodiversity and ecosystems.

Output 3.2: Blended finance and equity investment transactions leveraged to demonstrate the viability of Public Private-Community Partnerships (PPCPs) in addressing coastal and marine pollution in the National Capital District.

Output 3.3: Establishment of new and/or strengthening existing NbS focused business models in New Ireland Province and AROB, including sustainable fisheries, ecotourism, and food security, emphasizing the engagement of women and socially marginalized groups.



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Component 4: Knowledge management for learning and upscaling



Outcome 4: Nature-based solutions strengthened and scaled up through knowledge sharing and learning

- Output 4.1: Establishment of an NbS community of practice to share knowledge and skills domestically and internationally.
- Output 4.2: Causal impacts and systemic change evaluated for adaptive learning
- Output 4.3: Lessons learned captured, and knowledge products generated and disseminated globally, regionally, nationally, and participation in the global BGI-IP platform.

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Pro Doc Budget Overview

Components	GEF Project Financing ($)	Co-financing ($)
Component 1: Integration of nature into fiscal policies and planning of key economic sectors	1,508,112.00	4,332,386.00
Component 2: Integrated approaches for conservation and sustainable use of coastal and marine resources	7,137,305.00	19,581,954.00
Component 3: Implementation of nature-based solutions in target seascapes	5,781,804.00	13,208,769.00
Component 4: Knowledge management for learning and upscaling	1,203,699.00	3,476,554.00
M&E	335,002.00	870,342.00
Sub-total	15,965,922.00	41,470,005.0
Project Management Cost	798,296.00	2,084,005.00
Total Project Cost	**16,764,218.00**	**43,554,010.00**

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(i.) Multi-Year Work Plan (MYWP) revision- A

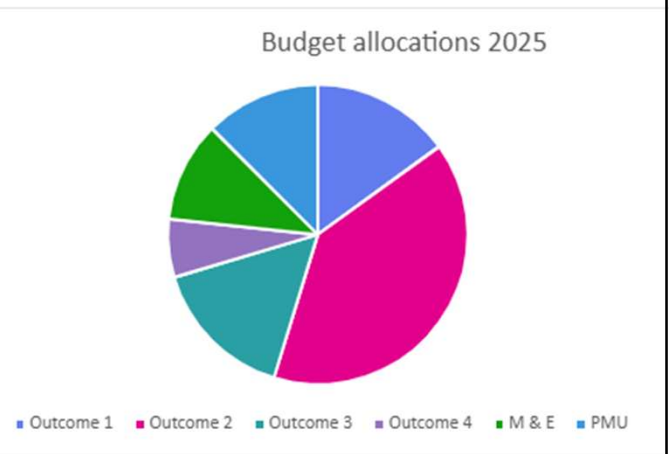
	Amount Year 2025 (USD)	Amount Year 2026 (USD)	Amount Year 2027 (USD)	Amount Year 2028 (USD)	Amount Year 2029 (USD)	Amount Year 2030 (USD)	Total (USD)
0utcome 01	198,807.50	281,861.00	370,622.00	330,868.00	295,512.00	30,441.00	1,508,111.50
0utcome 02	380,277.20	1,399,729.70	1,705,394.67	1,499,235.67	1,211,710.67	940,957.67	7,137,305.57
0utcome 03	149,701.00	928,755.00	1,420,939.00	1,341,162.00	1,182,908.00	758,339.00	5,781,804.00
0utcome 04	60,134.00	192,428.00	222,086.00	303,192.00	242,178.00	183,681.00	1,203,699.00
M & E	48,920.30	41,605.30	96,387.33	41,309.33	30,925.33	67,752.33	334,999.93
PMC	119,478.00	123,200.00	129,500.00	135,950.00	141,320.00	148,850.00	798,298.00
Grand Total	957,318.00	2,967,579.00	3,944,929.00	3,651,717.00	3,104,554.00	2,130,021.00	16,764,218.00
ProDoc Total	578,420.00	3,232,077.00	4,024,929.00	3,694,217.00	3,104,554.00	2,130,021.00	16,764,218.00

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(i.) Multi-Year Work Plan (MYWP) revision- A

Based on revision of the MYWP-Revision A, AWP 2025 is budgeted at $ **957,318.**

Component	Amount Year 2025 (USD)
0utcome 01: Integration of nature into fiscal policies and planning of key economic sectors	143,807.50
0utcome 02: Integrated approaches for conservation and sustainable use of coastal and marine resources	380,277.20
0utcome 03: Implementation of nature-based solutions in target seascapes	149,701.00
0utcome 04: Knowledge management for learning and upscaling	60,134.00
M & E: Monitoring and Evaluation (M&E)	103,920.30
PMC	119,478.00
Grand Total	957,318.00



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Co-financing

Sources of Co-financing	Name of Co-financier	Types of Co-financing	Investment Mobilized	Amount($)
Recipient Country Government	Conservation and Environment Protection Authority	In-kind	Recurrent expenditures	1,030,696
Recipient Country Government	Conservation and Environment Protection Authority	Public Investment	Investment mobilized	3,969,304
Recipient Country Government	New Ireland Province Government	In-kind	Recurrent expenditures	158,772
Recipient Country Government	New Ireland Province Government	Public Investment	Investment mobilized	860,015
Recipient Country Government	Autonomous Bougainville Government	In-kind	Recurrent expenditures	500,000
Recipient Country Government	Autonomous Bougainville Government	Public Investment	Investment mobilized	2,200,000
GEF Agency	UNDP	Grant	Investment mobilized	1,660,317
Others	PNG Biodiversity and Climate Fund	Grant	Investment mobilized	6,000,000

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Co-financing

Sources of Co-financing	Name of Co-financier	Types of Co-financing	Investment Mobilized	Amount($)
Civil Society Organization	Rainforest Trust	Grant	Investment mobilized	10,000,000
Civil Society Organization	Wildlife Conservation Society	Grant	Investment mobilized	2,000,000
Donor Agency	Expertise France (EU-FCCB)	Grant	Investment mobilized	9,332,813
Private Sector	Infinity Blue	Grant	Investment mobilized	502,410
Civil Society Organization	The Nature Conservancy	Grant	Investment mobilized	5,000,000
GEF Agency	UNDP	Grant	Investment mobilized	339,683
Total Co-Financing				**43,554,010.00**

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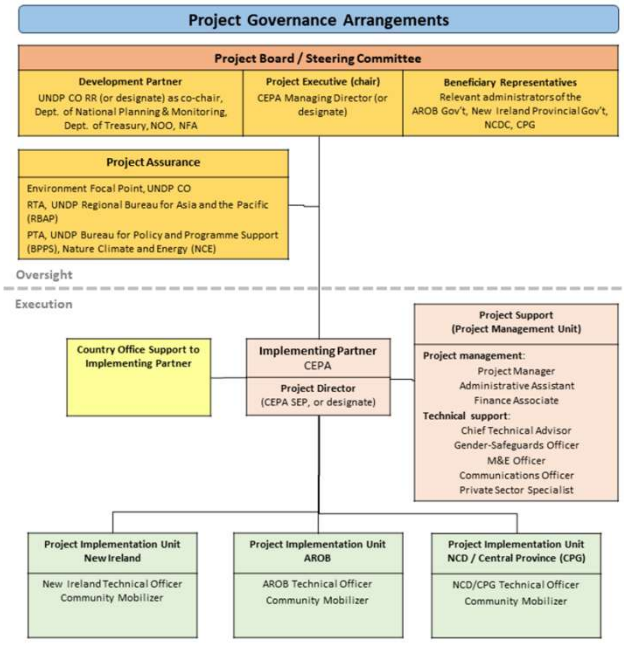
Gender Action Plan: Key activities

Project Mainstreaming gender:

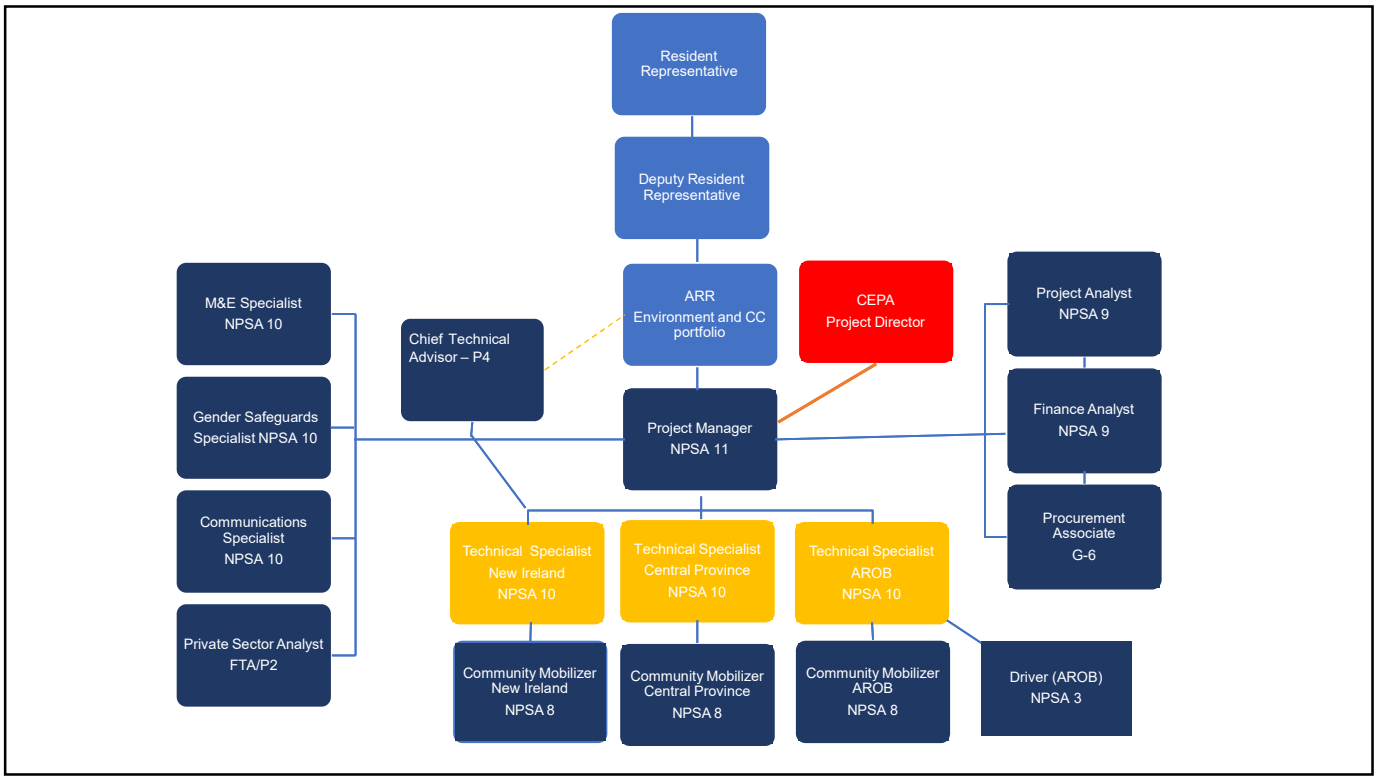
- Training and capacity building of project implementing partners on GEDSI, FPIC, and safeguarding mechanisms
- GEDSI sensitizing of project implementing partners and influential power holders in the community
- Equality in governance structures, e.g. coordination committees, and inclusive representation of women, youth and socially marginalized groups.
- Involvement of women, youth, and socially marginalized groups in spatial planning, nature-based solutions, with cultural considerations-"Do no harm" Natural Capital Accounting is accessible to people with disabilities and also disability data is captured and represented to be inclusive.
- Ensuring there are effective guides, tools, and systems that monitor that process and procedures in implementation to ensure that GEDSI principles and considerations are taken to account.
- Effective risk management systems established to identify GEDSI and safeguarding risks and ensure appropriate actions are taken to mitigate the risks.
- Sustainability-Community of Practice to ensure that women are supported to participate in the blue economy

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Project Governance Arrangements



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Project Management Arrangements

Project Management Unit (PMU) to be set up in the CEPA office:

- Project Director, CEPA Marine Division Manager, or designate

Project management:

- National Project Manager
- Project Analyst
- Finance Analyst
- Procurement Associate (Based in UNDP office)
- Driver/ Clerk -Buka

Technical support:

- Chief Technical Advisor (Part-time, based in Buka, AROB)
- Gender-Safeguards Specialist
- Private Sector Analyst (Part-time, short term)
- Monitoring & Evaluation Specialist
- Communications Specialist

Project implementation units will be set up in each of the three target areas:

- New Ireland Province
- Autonomous Region of Bougainville
- NCDC / CPG

The following positions are proposed at each of the target areas:

- Technical Specialist
- Community Mobilizer

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Project Board (Steering Committee)

Project Executive
- CEPA Managing Director (or designate) – chair
- Development Partner
  UNDP CO RR (or designate) - co-chair
- Dept. of National Planning & Monitoring
- Dept. of Treasury
- National Oceans Office
- National Fisheries Authority

Beneficiary Representatives
- Relevant administrators of the AROB Gov't, New Ireland Provincial Gov't, NCDC, CPG

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Overall Risk Management

Type	Rating	Explanation of risk and mitigation measures
Overall Risk	Moderate	The project will exercise due diligence regarding risk management during implementation. As part of its oversight and assurance role, UNDP will oversee the application of appropriate risk assessment and management measures

required prior to implementing intervention in the project sites:

1) complete SESA (Strategic Environmental and Social Assessment)

2) prepare ESMP



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Risk Management

	Type	Rating	Explanation of risk and mitigation measures
Context	Climate	Moderate	• Natural disasters and climate change may impact project implementation and outcomes. • Nature-based Solutions (NbSs) must be designed to withstand meteorological and geological events. • Key risks include earthquakes, floods, heavy rainfall, and droughts. • Climate change is expected to worsen these hazards.(Refer to project Risk 7, Prodoc Annex 10)
	Environmental and Social	Moderate	• Natural resource management involves working in and near critical ecosystems. • Multiple stakeholders and beneficiaries are involved, including: Women, Indigenous peoples, socially marginalized groups. • There are inherent social and environmental risks that must be effectively managed. • Refer to the project's SESP (Annex 5) for detailed risk analysis. (ESMF) (Annex 10)
	Political and Governance	Moderate	• Changes to in-country political conditions may hinder design and implementation project interventions. • The Project Board will provide guidance on managing this risk; the Board will contain officials from CEPA and other government level agencies, as well as from provincial and regional level governments of the project target areas.

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Risk Management

	Type	Rating	Explanation of risk and mitigation measures
Innovation	Institutional and Policy	Moderate	• Governmental sectors in target areas are highly compartmentalized. • This could affect: ✓ Marine spatial planning processes ✓ Introduction of natural capital accounting ✓ Other integrated approaches • The project will leverage existing multi-stakeholder structures, including: National Coordination Committee (NCC) under the PNG Marine Program National Oceans Committee (NOC)) • The Project Board's multi-stakeholder composition will support collaboration among key partners.
	Technological	Moderate	• Local communities and community-based organizations often lack technological knowledge and training. • Capacity constraints may limit their participation in technology-based interventions. • The project integrates digital solutions across its strategy. • Special emphasis is placed on including; Women, Youth, Socially marginalized groups. • The project aims to strengthen the capacity of local community-based organizations to engage in the digital world more effectively.
	Financial and Business Model	Moderate	Conventional financial and business models create barriers to entry for local organizations. Support PNG's sustainable blue economy. Mainstreaming Natural Capital Accounting (NCA) helps: Secure conservation and climate finance. Attract multilateral and bilateral investments. The Blue Conservation Fund (BCF) and the Blue Economy Incubation Facility (from the GFCR project) enhanced to ensure greater inclusion of Women Youth Socially marginalized groups.

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Risk Management

	Type	Rating	Explanation of risk and mitigation measures
Execution	Capacity	Moderate	• CEPA, requested UNDP to provide execution support services. • This request is due to a significant risk rating identified in the HACT micro-assessment. • Risk: Government staff at Provincial and District levels and potential implementation partners may have limited capacity to implement some project activities. • Training and capacity building will be integrated into project design. • Goal: Support duty bearers in understanding their responsibilities. • Project monitoring and evaluation will track capacity development within the project team and stakeholder groups.
	Fiduciary	Moderate	• The HACT micro assessment of CEPA reported a significant risk rating for cash transfers. • UNDP will be providing execution support services, including financial services, HR services, procurement services, and travel management.
	Stakeholders	Moderate	• Risk: Integrated approaches may fail to engage all relevant stakeholders. • Key stakeholders included; Government units, private sector, civil society, women's groups, Indigenous peoples, socially marginalized groups • Risk management strategy: ensure effective and inclusive stakeholder engagement. • Follow the project's Stakeholder Engagement Plan (Annex 9). • Implement the Gender Action Plan.
	Other	Moderate	• PNG's economy depends heavily on extractive industries, making it vulnerable to global and national macroeconomic trends. • Economic shifts may divert government attention or limit private sector engagement. • The Project Board, including the Department of National Planning and Monitoring, will monitor this risk.

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Way Forward



Immediate actions

i. Inception Workshops- Buka, NIP, CP/NCD

ii. Technical working groups establishment (TWG)

III. 1St Project Board Meeting (Steering Committee) and approve AWP 2025/26

1V. Finalize PMU onboarding

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Thank you

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Accelerating PNG's Sustainable Blue Economy through Strengthened Governance and Investment in Marine Areas (GEF ID 11262)

BLUE AND GREEN ISLANDS INTEGRATED PROGRAM

Inception Workshop

Project Components & Key Outcomes



1

Presentation Outline



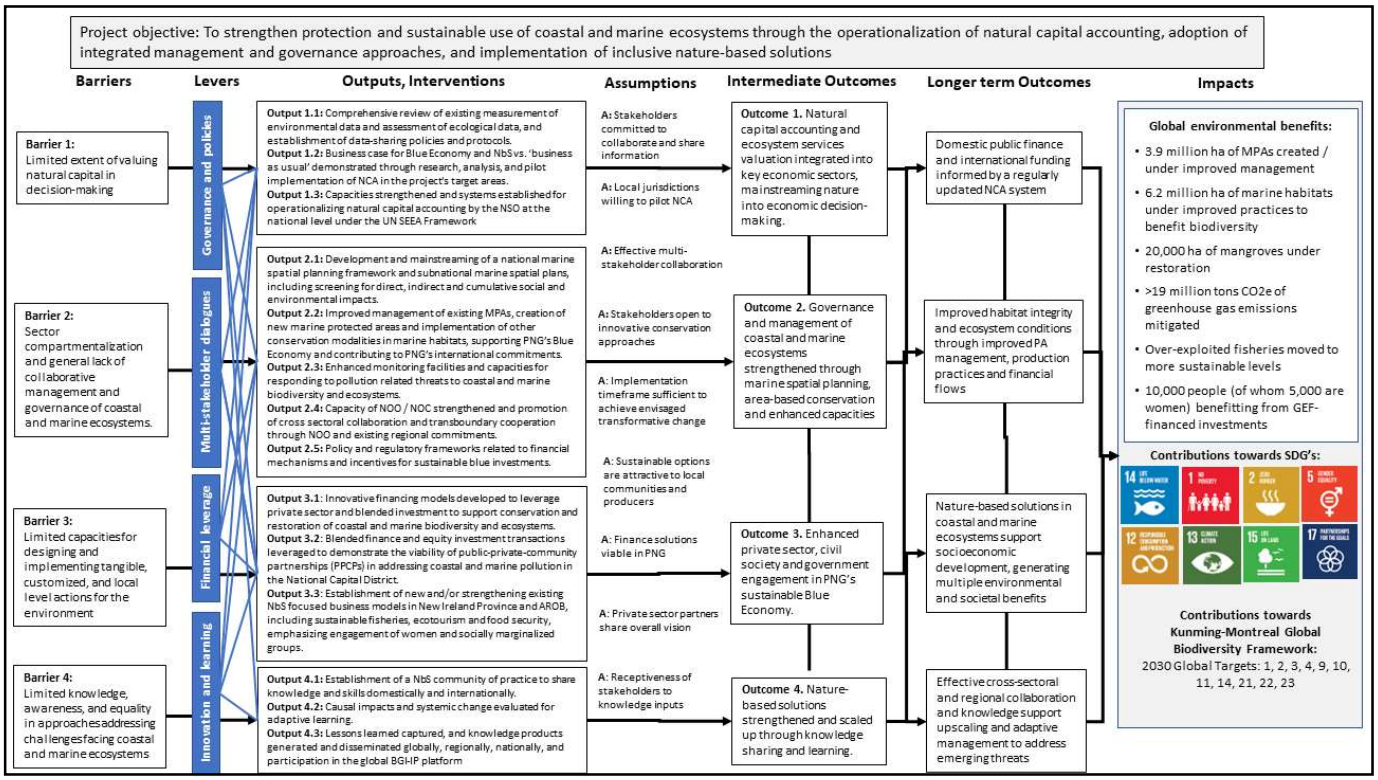
I. Theory of Change

II. Project Components & Key Outcomes

- ✓ Outcome One
- ✓ Outcome Two
- ✓ Outcome Three
- ✓ Outcome Four

III. Project Results Framework

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Project Components & Key Outcomes

Objective: To strengthen protection & sustainable use of coastal & marine ecosystems through the operationalization of Natural Capital Accounting, adoption of integrated management and governance approaches, and implementation of inclusive Nature based solutions



- Integration of nature into fiscal policies
  - Natural Capital Accounting
  - Ecosystem Services Valuation
- Integrated approaches for conservation and Sus. Use of coastal & marine resources
  - MSP
  - Improved Management of MPAs
- Implementation of nature based solutions in target seascape
  - Innovative Financing
  - Nature-based solutions (NbS) focused bussines models
- KM for learning & upscaling
  - NbS Community of Parctice

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Component 1: Integration of nature into fiscal policies and planning of key economic sectors

Outcome 1: Natural Capital Accounting and Ecosystem Services Valuation integrated into key economic sectors, mainstreaming nature into economic decision-making

Output 1.1: Comprehensive review of existing measurements of environmental data and assessment of ecological data, and the establishment of data-sharing policies and protocols.

Output 1.2: Business case for Blue Economy and NbS vs. 'business as usual' demonstrated through research, analysis, and pilot implementation of NCA in the project's target areas.

Output 1.3: Capacities strengthened and systems established for operationalizing natural capital accounting by the NSO and CEPA at the national level under the UN SEEA Framework (Syst Env. Econ Account



5

Component 2: Integrated approaches for conservation and sustainable use of coastal and marine resources

Outcome 2: Governance and management of coastal and marine ecosystems strengthened through marine spatial planning, area-based conservation, and enhanced capacities.

Output 2.1: Development and mainstreaming of a national marine spatial planning framework and subnational marine spatial plans, including screening for direct, indirect, and cumulative social and environmental impacts

Output 2.2: Improved management of existing MPAs, creation of new marine protected areas, and implementation of other conservation modalities in marine habitats, supporting PNG's Blue Economy and contributing to PNG's international commitments.

Output 2.3: Enhanced monitoring facilities and capacities for responding to pollution-related threats to coastal and marine biodiversity and ecosystems.

Output 2.4: Capacity of NOO / NOC strengthened and promotion of cross-sectoral collaboration and transboundary cooperation through NOO and existing regional commitments.

Output 2.5: Policy and regulatory frameworks related to sustainable blue investments.



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Component 3: Implementation of nature-based solutions in target seascapes

Outcome 3: Enhanced private sector, civil society, and government engagement in PNG's Sustainable Blue Economy

Output 3.1: Innovative financing models developed to leverage private sector and blended investment to support conservation and restoration of coastal and marine biodiversity and ecosystems.

Output 3.2: Blended finance and equity investment transactions leveraged to demonstrate the viability of Public Private-Community Partnerships (PPCPs) in addressing coastal and marine pollution in the National Capital District.

Output 3.3: Establishment of new and/or strengthening existing NbS focused business models in New Ireland Province and AROB, including sustainable fisheries, ecotourism, and food security, emphasizing the engagement of women and socially marginalized groups.



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Component 4: Knowledge management for learning and upscaling

Outcome 4: Nature-based solutions strengthened and scaled up through knowledge sharing and learning

- Output 4.1: Establishment of an NbS community of practice to share knowledge and skills domestically and internationally.
- Output 4.2: Causal impacts and systemic change evaluated for adaptive learning
- Output 4.3: Lessons learned captured, and knowledge products generated and disseminated globally, regionally, nationally, and participation in the global BGI-IP platform.



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Pro Doc Budget Overview

Components	GEF Project Financing ($)
Component 1: Integration of nature into fiscal policies and planning of key economic sectors	1,508,112.00
Component 2: Integrated approaches for conservation and sustainable use of coastal and marine resources	7,137,305.00
Component 3: Implementation of nature-based solutions in target seascapes	5,781,804.00
Component 4: Knowledge management for learning and upscaling	1,203,699.00
M&E	335,002.00
Sub-total	15,965,922.00
Project Management Cost	798,296.00
Total Project Cost	**16,764,218.00**

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Project Result Framework

	Objective level Indicators	Baseline	Mid-Term target	End of project target
To strengthen protection and sustainable use of coastal and marine ecosystems through the operationalization of natural capital accounting, adoption of integrated management and governance approaches, and implementation of inclusive nature-based solutions	**Mandatory Indicator 1**: (GEF-8 CI 11): People benefitting from GEF-financed investments disaggregated by sex (count)	N/A	(a) 5,000, of whom 2,500 are women	a) 10,000, of whom 5,000 are women
	Mandatory Indicator 2: (GEF-8 CI 2): Marine protected areas created or under improved management (hectare) a) Marine protected areas newly created (ha); b) Marine protected areas under improved management effectiveness (ha)	a) N/A b) 1,750,368 ha	a) 0 b) 1,750,368 ha	a) 2,159,474 Ha Pirung exp.: 214,655ha Kunua R2R: 333,700ha Tigak-Djaul exp.: 1,561,425 ha Bootless Bay exp: 49,695 ha b) 1,750,368 ha
	Mandatory Indicator 3: (GEF-8 CI 3): Area of land and ecosystems under restoration (hectare)	N/A	20,199 ha of mangroves identified in draft marine spatial plans, restoration plans.	20,199 ha
	Mandatory Indicator 4: (GEF-8 CI 5): Area of marine habitat under improved practices to benefit biodiversity.		6,221,172 ha (marine spatial plans under development (excluding PA's within 12 nm area) AROB: 2,710,983 ha NIP: 3,510,189 ha	6,221,172 ha AROB: 2,710,983 ha NIP: 3,510,189 ha

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Project Result Framework

	Objective level Indicators	Baseline	Mid-Term target	End of project target
	Mandatory Indicator 5 (GEF-8 CI 6): Greenhouse gas emissions mitigated (metric ton of CO2e).	N/A	(a) Estimated end target of 19,633,541 tons CO2e confirmed through verification of assumptions.	19,633,541 tCO2e
	Mandatory Indicator 6 (GEF-8 CI 8): Globally over-exploited marine fisheries moved to more sustainable levels (metric tons)	N/A	0	223,899 metric tons

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Project Result Framework

	Outcome level Indicators	Baseline	Mid-Term target	End of project target
Outcome 1: Natural capital accounting and ecosystem services valuation integrated into key economic sectors, mainstreaming nature into economic Decision-making	**Indicator 7**: NCA system initiated to connect coastal and marine ecosystems to socioeconomic systems, as measured by the number of (a) natural capital assessments completed (aligned with IP indicator #1.1.2); (b) NCA modules developed for natural resources and coastal ecosystems; (c) NCA modules in general (also including emission and expenditure accounts); (d) successful NCA trainings and learning exchanges delivered.	0	(a) two; (b) two; (c) two; (d) five	(a) four; (b) six; (c) six; (d) ten
	Indicator 8: Environmental and ecosystem data and information mainstreamed into economic decision-making through NCA.	0	(a) NCA multi-stakeholder coordination group initiated; (b) NCA section creation within the NSO website; (c) one; (d) two; (e) one	(a) one; (b) NCA section regularly maintained and updated on the NSO website; (c) four; (d) four; (e) two
	Indicator 9: Number of subnational jurisdictions where NCA is operationalized	0	NCA pilots under implementation in New Ireland Province and AROB	Two (New Ireland Province and AROB)

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Project Result Framework

	Outcome level Indicators	Baseline	Mid-Term target	End of project target
Outcome 2: Governance and management of coastal and marine Ecosystems strengthened through Marine spatial planning, area-based conservation and enhanced Capacities	**Indicator 10**: Number of maritime provinces/regions mainstreaming marine spatial planning to improve management of coastal and marine ecosystems (aligned with IP indicator #1.2.1)	0	Two MSP plans under development	Two
	Indicator 11: Number of new local level government bylaws and policies regulating conservation and sustainable use of coastal and marine resources (aligned with IP indicator #1.2.1).	0	Two	Sixt
	Indicator 12: Institutional capacity of the CEPA Sustainable Environment Program strengthened, as measured by improvements in the UNDP Capacity Development Scorecard	(a) CRI: 56%; (b) CR2: 40%; (c) CR3: 67%; (d) CR4: 67%;	(a) CRI: 78%; (b) CR2: 67%; (c) CR3: 78%; (d) CR4: 83%; (e) CR5: 67%	(a) CRI: 100%; (b) CR2: 100%; (c) CR3: 100%; (d) CR4: 100%; (e) CR5: 100%

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Project Result Framework

	Outcome level Indicators	Baseline	Mid-Term target	End of project target
Outcome 2: Governance and management of coastal and marine Ecosystems strengthened through Marine spatial planning, area-based conservation and enhanced Capacities	**Indicator 13**: Improved protection of threatened and endangered marine species, as measured by (a) number of species management plans updated and/or developed; (b) number of updated resource inventories completed.	N/A	Two MSP plans under development	Two
	Indicator 14: Improved monitoring and evaluation of pollution threats to coastal and marine ecosystems, as measured by the operationalization of a coastal and marine pollution field in the PNG Biodiversity and Climate Geoportal.	PNG Biodiversity and Climate Geoportal has limited information on coastal and marine pollution.	Coastal and marine pollution field designed and incorporated in the geoportal	Coastal and marine pollution field operationalized in the geoportal with at least two stakeholders regularly updating information.

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Project Result Framework

	Outcome level Indicators	Baseline	Mid-Term target	End of project target
Outcome 3: Enhanced private sector, civil society and government engagement in PNG's Sustainable Blue Economy	**Indicator 15**: Improved livelihoods and food security, as measured number of (a) Number of replication-ready pipeline NbS projects with measurable outcomes and targets to conserve biodiversity and preserve ecosystem health and ecosystem services (aligned with IP indicator #2.1.1); (b) communities benefitting from NbSs; (c) % of NbSs that empower women participation (aligned with IP indicator #2.1.2); (d) % of NbSs that engage socially marginalized groups; (e) number of community-based fisheries management plansdeveloped and under Implementation	N/A	a) One; b) 20; c) 50% d) 50% e) Two	a) Five; b) 50; c) 50% d) 50% e) Five
	Indicator 16: Blended conservation financing enhanced, as measured by (a) number of new blue and/or green innovative finance mechanisms incentivizing nature-positive/NbS investments ; (b) number of public-private-community partnerships established at the domestic level to provide catalytic and investment capital at scale to accelerate the adoption of proven nature-based solutions; (c) Number of public-private-community partnerships that explicitly promote gender equality and women's empowerment; (d) Private sector conservation financing mobilized through public-private-community partnerships (USD)	PNG Biodiversity and Climate Geoportal has limited information on coastal and marine pollution.	a) One; b) Two; c) One d) USD 250,000	a) Two; b) Four; c) Two; d) USD 1,000,000

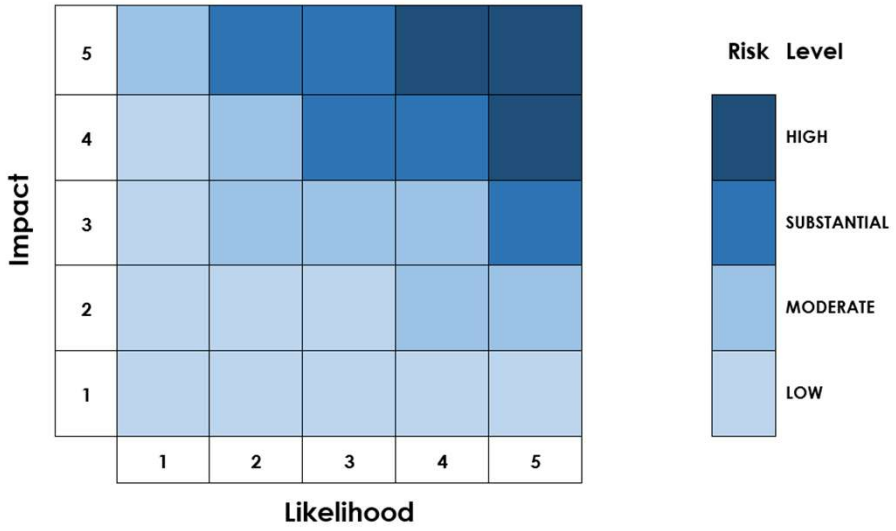
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Project Result Framework

	Outcome level Indicators	Baseline	Mid-Term target	End of project target
Outcome 4: Nature-based solutions strengthened and scaled up through knowledge sharing and learning	**Indicator 17**: Effective knowledge sharing and learning, as measured by number of (a) knowledge products produced and disseminated nationally, regionally and globally (aligned with IP indicator #3.1.1); (b) communication pieces/stories produced and disseminated (gender disaggregated); (c) traditional	N/A	(a) five; (b) ten (c) one; (d) one; (e) One (f) N/A	(a) 15; (b) 25; (c) two; (d) two; (e) one
	Indicator 18: NbS upscaling, as measured by (a) establishment of an NbS community of practice (aligned with IP indicator #3.2.1); (b) number of NbS interventions upscaled by the end of the project	NbS community of practice has not been established.	(a) NbS community of practice terms of reference developed; (b) None	(a) NbS community of practice operationalized through agreed MoU (b) One

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Risk Management



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Risk Management

	Type	Rating	Explanation of risk and mitigation measures
Context	Climate	Moderate	• **Natural disasters and climate change** may impact project implementation and outcomes. • Nature-based Solutions (NbSs) must be designed to withstand meteorological and geological events. • Key risks include earthquakes, floods, heavy rainfall, and droughts. • Climate change is expected to worsen these hazards.(Refer to project Risk 7, Prodoc Annex 10)
	Environmental and Social	Moderate	• Natural resource management involves working in and near critical ecosystems. • Multiple stakeholders and beneficiaries are involved, including: Women, Indigenous peoples, socially marginalized groups. • **There are inherent social and environmental risks that must be effectively managed.** • Refer to the project's SESP (Annex 5) for detailed risk analysis. (ESMF) (Annex 10)
	Political and Governance	Moderate	• **Changes to in-country political conditions may hinder design and implementation project interventions.** • The Project Board will provide guidance on managing this risk; the Board will contain officials from CEPA and other government level agencies, as well as from provincial and regional level governments of the project target areas.

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Risk Management

	Type	Rating	Explanation of risk and mitigation measures
Innovation	Institutional and Policy	Moderate	• **Governmental sectors in target areas are highly compartmentalized.** • **This could affect:** ✓ Marine spatial planning processes ✓ Introduction of natural capital accounting ✓ Other integrated approaches • The project will leverage existing multi-stakeholder structures, including: National Coordination Committee (NCC) under the PNG Marine Program National Oceans Committee (NOC)) • The Project Board's multi-stakeholder composition will support collaboration among key partners.
	Technological	Moderate	• **Local communities and community-based organizations often lack technological knowledge and training.** • Capacity constraints may limit their participation in technology-based interventions. • The project integrates digital solutions across its strategy. • Special emphasis is placed on including; Women, Youth, Socially marginalized groups. • The project aims to strengthen the capacity of local community-based organizations to engage in the digital world more effectively.
	Financial and Business Model	Moderate	**Conventional financial and business models create barriers to entry for local organizations**. Support PNG's sustainable blue economy. Mainstreaming Natural Capital Accounting (NCA) helps: Secure conservation and climate finance. Attract multilateral and bilateral investments. The Blue Conservation Fund (BCF) and the Blue Economy Incubation Facility (from the GFCR project) enhanced to ensure greater inclusion of Women Youth Socially marginalized groups.

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Risk Management

	Type	Rating	Explanation of risk and mitigation measures
Execution	Capacity	Moderate	• CEPA, requested UNDP to provide execution support services. • This request is due to a significant risk rating identified in the HACT micro-assessment. • **Risk: Government staff at Provincial and District levels and potential implementation partners may have limited capacity to implement some project activities.** • Training and capacity building will be integrated into project design. • Goal: Support duty bearers in understanding their responsibilities. • Project monitoring and evaluation will track capacity development within the project team and stakeholder groups.
	Fidiciary	Moderate	• **The HACT micro assessment of CEPA reported a significant risk rating for cash transfers**. • UNDP will be providing execution support services, including financial services, HR services, procurement services, and travel management.
	Stakeholders	Moderate	• Risk: **Integrated approaches may fail to engage all relevant stakeholders**. • Key stakeholders included; Government units, private sector, civil society, women's groups, Indigenous peoples, socially marginalized groups • Risk management strategy: ensure effective and inclusive stakeholder engagement. • Follow the project's Stakeholder Engagement Plan (Annex 9). • Implement the Gender Action Plan.
	Other	Moderate	• **PNG's economy depends heavily on extractive industries, making it vulnerable to global and national macroeconomic trends.** • Economic shifts may divert government attention or limit private sector engagement. • The Project Board, including the Department of National Planning and Monitoring, will monitor this risk.

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Overall Risk Management

Type	Rating	Explanation of risk and mitigation measures
Overall Risk	Moderate	The project will exercise due diligence regarding risk management during implementation. As part of its oversight and assurance role, UNDP will oversee the application of appropriate risk assessment and management measures

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Thank you

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